

2024 in review



acted

ZERO EXCLUSION
CARBON
POVERTY

In 2024, Acted supported more than 18 million people in 43 countries, thanks to the commitment of its 6,836 employees and the support of thousands of partners. With a budget of more than 578 million euros, 528 projects were implemented to respond to emergencies, ensure resilience and open up sustainable prospects.

about acted

For more than 30 years, Acted has been working at the forefront of humanitarian action, to save lives, meet the essential needs of crisis-affected populations and build a more sustainable future. In the face of increasing humanitarian needs, accentuated by the climate crisis, Acted pursues a triple mandate: humanitarian aid, environmental action and sustainable development.

Our compass: «Think local, act global». This approach encourages us to anchor every action in a detailed understanding of the local area, drawing on local knowledge, capabilities and dynamics. It is this grassroots intelligence that feeds our global response and fuels our commitment to a 3ZERO world: zero exclusion, zero carbon, zero poverty.

To achieve this mission, Acted relies on an ecosystem of complementary sister organisations:

- **OXUS**, our social impact microfinance network,
- **IMPACT Initiatives**, which provides data and analysis to guide international aid,
- **Convergences**, a platform for mobilising the public, private and civil society sectors,
- as well as three representative offices in the United Kingdom, the United States and Canada.

Together, we share the same ambition: to act today and invest for tomorrow.

FLAGSHIPS

CCCM

Through its CCCM (Camp Coordination and Camp Management) approach, Acted develops flexible and adapted camp management models that strengthen coordination between humanitarian actors, ensure equitable access to basic services and guarantee the dignity of displaced persons.

GOCA

Acted has designed the GOCA participatory tool to help build the capacity of local civil society organisations. This tool helps to identify their priorities, structure appropriate development plans and promote their institutional autonomy.

THRIVE

The THRIVE programme aims to restore ecosystems, promote sustainable livelihoods and strengthen social cohesion in vulnerable agro-pastoral areas. By integrating the environment, the local economy and community dialogue, THRIVE is helping to build resilience in the face of climatic and socio-economic shocks.

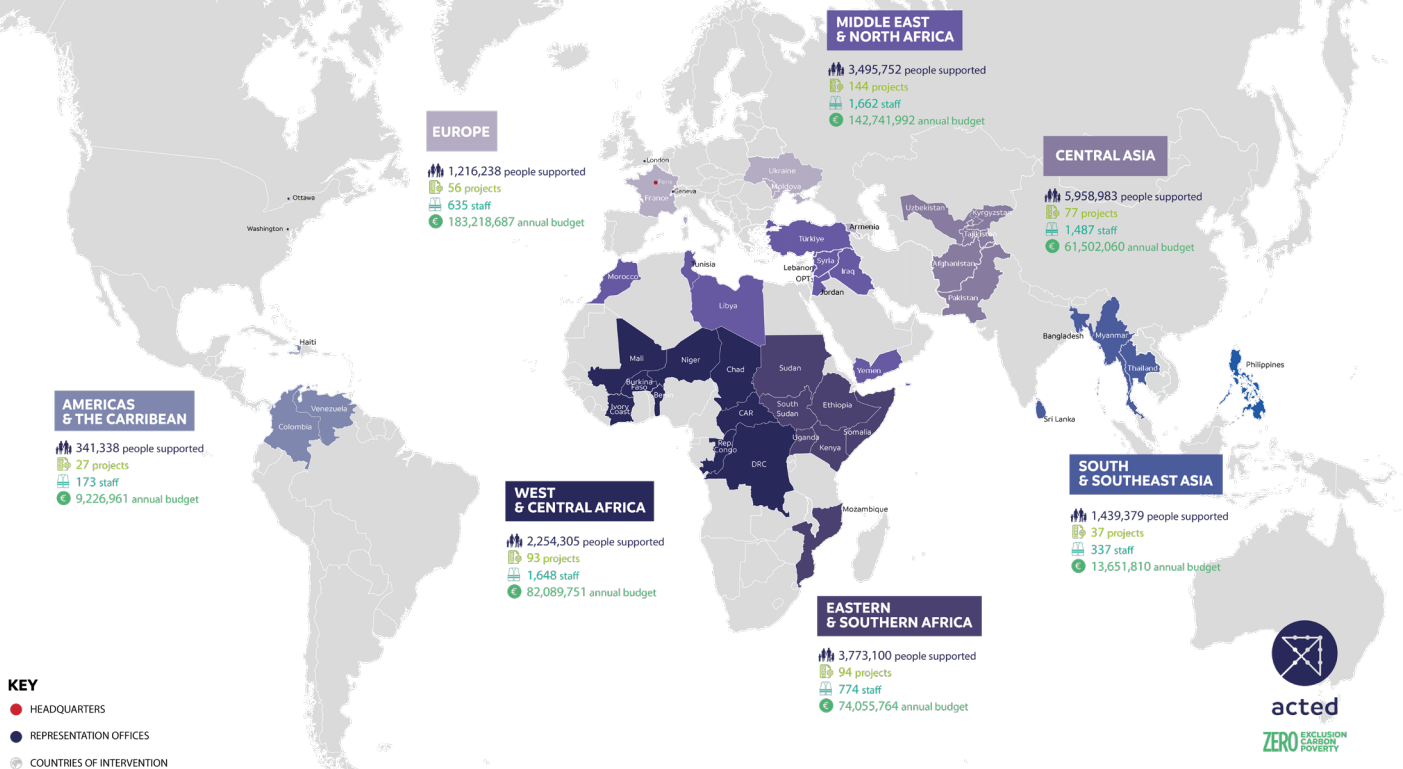
3ZERO HOUSES

Launched by Acted and its partners, the 3ZERO House is a collaborative space dedicated to young people and local innovation. It supports the new generation of agents of change committed to a world of zero exclusion, zero carbon and zero poverty, by offering them a place for training, experimentation and networking.

AGORA

AGORA is a joint approach between Acted and IMPACT Initiatives, rooted in local areas and local knowledge, to better support people in crisis situations.

In 2024, Acted supported **18.5 millions** people in **43 countries** through **528 projects** and **€578M** annual budget



our action in 2024



ZOOM ON SOME MAJOR EMERGENCIES

Gaza

Acted significantly expanded its emergency response in the Gaza Strip (Occupied Palestinian Territory), a complex context where it provided direct assistance in the sectors of food security, water, hygiene and sanitation, shelter, protection and site management.

Acted provided essential data to improve operational planning and efforts to scale up operations.

Acted deployed its AGORA methodology in 8 neighbourhoods in collaboration with UN agencies, Clusters and local and international NGOs, to improve community engagement of response actors.

Mayotte

A few days after Cyclone Chido hit Mayotte, France, Acted's emergency response team launched relief operations, concentrating its efforts on the worst-hit areas of Petite Terre and Grande Terre despite difficulties with access and the supply chain.

By the end of December, Acted was serving 1,300 meals a day in eight kitchens, planning the distribution of emergency shelters, creating temporary safe spaces for education and supporting economic recovery through grants to micro and small businesses.

Lebanon

In response to the displacement of around 1.2 million people fleeing the armed conflict, Acted focused its efforts in particular on Beirut and Mount Lebanon.

The initial response gave priority to covering basic needs as well as light infrastructure work to improve access to drinking water, sanitation and decent shelter in host communities and collective sites.

After the ceasefire, Acted adapted its intervention to meet the needs of returning refugees, while continuing to support those who were still displaced.

Small-scale country-led responses

Throughout the year, Acted also responded to localised shocks through rapid response mechanisms in countries such as Burkina Faso, Chad, CAR, DRC, Ethiopia, Haiti, Niger, Somalia and Ukraine.

It has also responded to extreme weather events (floods in the DRC and the Republic of Congo, Armenia and Burkina Faso), health crises (cholera in Yemen), and displacement caused by armed violence and conflict (Haiti).

our commitments



4 VALUES

RESPONSABILITY

To ensure an effective, responsible and transparent response, respectful of all the individuals and stakeholders involved.

IMPACT

Co-constructing relevant, inclusive and sustainable solutions and responses, developed with and for the benefit of the communities affected.

ENTREPRENEURIAL SPIRIT

Thinking outside the box, combining flexibility, innovation, boldness and agility to provide a realistic response tailored to contexts and needs.

INSPIRATION

Mobilising individuals and stakeholders from diverse backgrounds around a common ambition «3ZERO» and investing in their potential to co-create sustainable change.

to enable field missions to objectively assess and measure the quality of their programming in six key areas:

- Context
- Results
- Accountability and Participation
- Partnerships and Coordination
- Capitalisation
- 3ZERO

The tool has been structured to reflect the six standard evaluation criteria developed by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD): Relevance, Coherence, Efficiency, Effectiveness, Sustainability and Impact. Each mission organised a PQR workshop, attended by senior programme and coordination staff, to review the quality marker tool. Once the QRP process is complete, the QM tool generates a score per mission for each of the six quality markers and an overall score out of 90.

The tool was rolled out in May 2024, with each participating country submitting its QRP scores to Acted headquarters by October 2024. This enabled, for the first time, a comprehensive analysis of the quality of Acted's programme, including in-depth insights into the best and worst performing missions, as well as a thematic analysis of the six core areas analysed through the QM tool. Each mission has developed its own Quality Action Plan (QAP) based on the results of their PQR, which will be monitored throughout 2025.

Acted is guided by a Code of Conduct, nine policies and four core values

In 2024, Acted implemented a new global Programme Quality Review (PQR) process. The objective of the PQR is to take a broader perspective, going beyond the review of individual projects, to assess the quality of Acted's overall programme strategy in each country of operation and the impact we have on the communities we serve. To this end, Acted has developed a tool – the Quality Markers (QM)–

ASSOCIATIVE GOVERNANCE

The General Assembly is Acted's governing body. The members meet annually to approve the Association's financial and report, deal with important issues and report on the past year. It may also meet in the form of an Extraordinary General Meeting.

The Board of Directors is composed of directors elected for three years by the General Meeting; it oversees the Association's main strategic and development orientations, approves policies and the Code of Conduct, the annual budget, the operational scope - and in particular the opening and closing of country missions - closes the accounts, and supervises overall legal compliance. It meets at least once every three months.

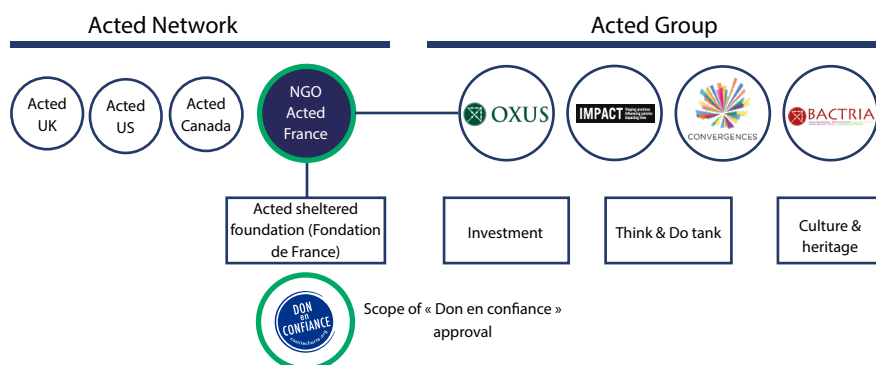
The Bureau, which reports to the Board of Directors and meets monthly, oversees the day-to-day management, monitoring, evaluation and analysis of risks, approves key decisions relating to organisational risks, takes administrative decisions relating to operations, examines policies and the Code of Conduct in advance and approves memberships.

The Committees of the Board of Directors are responsible for monitoring specific risks and report to the Board once a year:

- The Risk & Audit Committee;
- The Safety and Security Committee;
- The Remuneration Committee;
- The Safeguarding and Compliance Committee with the Code of Conduct;
- The Zero Carbon Committee.

The 'Don en confiance' Charter Committee: As a donation-collecting association carrying out missions of general interest, and in accordance with its policies and Articles of Association, Acted is committed to respecting the principles of transparency, rigorous and disinterested management and the efficient use of resources.

SIMPLIFIED ORGANISATIONAL CHART



PRINCIPLE OF TRANSPARENCY

Acted is fully committed to demonstrating accountability and transparency to its beneficiaries, partners and donors. The organisation ensures that information relating to the allocation and management of its financial resources is accessible. It also ensures that it has all the necessary tools to guarantee rigorous management and optimal operation.

Acted's activities are conducted in accordance with the highest standards of transparency. Robust internal control systems make it possible to monitor and verify each stage of the operational processes. These systems are based on the essential principles of segregation of duties, double validation, competitive bidding, value for money and traceability, in accordance with the organisation's internal procedures.

Acted applies a zero-tolerance policy towards corruption and fraud. To this end, an internal, confidential and independent complaints system, accessible via www.transparency.acted.org, is used to report fraud and abuse. This mechanism is managed by the Transparency, Compliance & Investigations (TCI) department at Acted headquarters, which oversees the investigation process for any credible suspicions. Acted's conflict of interest policy also aims to strengthen prevention, encourage early detection and implement appropriate sanctions.

Since its creation in 1993, Acted has presented its accounts on an annual basis. Since 1997, the annual accounts have been audited and certified without reservation by an auditor, the firm PKF Arsilon.

The auditors' report, which contains their opinion and assessments, is presented with the annual accounts and is available on the association's website : <https://www.acted.org/>. Acted's systems and activities in the countries in which it operates are also audited by its donors or by independent audit firms specifically mandated at both head office and country level.

In 2024, Acted facilitated **323** external audits of its operations, covering almost 65% of all its projects. Acted's TCI teams also carried out 39 internal audit missions in 2024 to help improve the organisation's operations.

ZOOM ON OUR COMMITMENTS TO THE CLIMATE AND THE ENVIRONMENT

With its triple mandate as a humanitarian, development and environmental organisation, and in the face of the global climate crisis, Acted supports communities displaced by floods, droughts and conflicts exacerbated by environmental degradation. However, the organisation recognises the environmental cost of its own operations: air travel, fossil-fuelled vehicles and energy consumption in crisis zones all leave a carbon footprint.

As part of its 2021-2025 green strategy, Acted has committed to reducing its carbon footprint by 30% by 2025 and by 50% by 2030. At the same time, Acted is significantly strengthening its climate and environmental programmes, aiming for these initiatives to represent at least 25% of its entire project portfolio by 2025.

In 2024, Acted recorded a carbon footprint of 98,457 tCO₂, with a 28% decrease in emissions per unit of revenue (kg. CO₂/K€), and an overall increase of 6% compared to its 2021 baseline. This increase is attributed not to operational expansion or inefficiency, but to improved data collection and reporting practices. Emissions from back-office

operations have decreased, with energy consumption down by 9% and travel-related emissions reduced by 27%.

The main initiatives to reduce emissions are as follows:

- The solarisation of local offices and the construction or refurbishment of sustainable infrastructures
- Purchasing and using hybrid vehicles
- Reducing dependence on air transport

These efforts reflect Acted's firm commitment to 'walking the talk' when it comes to climate and environmental responsibility.

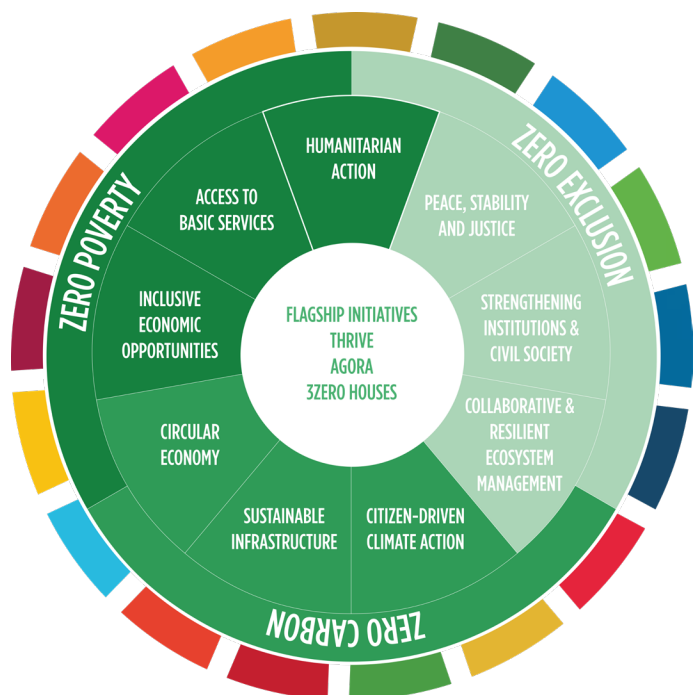
ZOOM ON THE DECARBONISATION STRATEGY

Building on its Green Strategy 2021-2025, Acted has developed a comprehensive decarbonisation roadmap that sets out a clear and measurable commitment to reducing greenhouse gas (GHG) emissions across its business. Acted's decarbonisation plan sets a clear and ambitious target: a 50% reduction in its greenhouse gas emissions by 2030, using 2021 as the baseline year.

To achieve this goal, Acted will focus on four priority areas through a series of quantified and actionable measures:

- **Purchasing:** Reduce emissions from food and non-food products by targeting high-emission products such as rice, canned meat and hygiene kits. A green procurement policy will guide the transition to more sustainable sourcing practices. These actions could reduce emissions by 10,000 tCO₂e.
- **Construction:** Promoting bioclimatic design and giving priority to low-carbon or recycled building materials. These efforts should reduce emissions by 1,000 to 1,400 tCO₂e through improved choice of materials and design standards.
- **Energy:** Reduce energy consumption through behaviour change initiatives and by investing in solar energy where possible. Together, these actions could reduce emissions by 1,400 tCO₂e.
- **Transport:** Reducing reliance on air travel, encouraging local sourcing and reducing indirect flights. These measures aim to reduce emissions by around 180 tCO₂e.

The **Towards Net Zero advisory committee**, launched by Acted in 2023, is made up of professionals to **support Acted in its decarbonisation strategy** and in better integrating climate issues into its programmes.



our resources

In accordance with the applicable provisions, the Employment and Resources Account (ERA) and the Profit and Loss Account by Origin and Destination (CROD) closed at 31 December 2024 have been drawn up in accordance with ANC regulation no. 2018-06 of 30 December 2018 on the annual accounts of private not-for-profit legal entities.

Donations from public generosity and corporate philanthropy, amounting to €1,628,341 were allocated as shown in the simplified CER below.

Income Statement by Origin and Destination (CROD), in EUR

RESOURCES	2024	2023
Donations from public generosity	1 628 341	8 291 060
Other private funds	1 758 061	1 648 670
Subsidies and other public contributions	470 870 102	516 725 317
Other products	9 800 436	10 077 943
TOTAL RESOURCES FOR THE YEAR	484 056 940	536 742 990
Reversal of provisions	3 248 784	1 023 245
Carryover of unused resources from previous years	91 184 193	83 755 685
TOTAL RESOURCES	578 489 917	621 521 920
USES	2024	2023
Peace, stability and justice	4 794 877	6 001 722
Strengthening institutions and civil society	23 355 475	25 024 469
Collaborative and resilient ecosystem management	21 643 934	7 773 838
Citizen-driven climate action	37 325 279	13 795 005
Sustainable infrastructure	42 822 127	47 129 710
Circular economy	12 431 300	4 075 727
Inclusive economic opportunities	26 866 299	38 579 067
Access to basic services	54 560 015	70 321 656
Humanitarian action	239 675 842	279 732 581
Fundraising expenses *	1 639 246	1 611 564
Operating expenses	21 649 528	21 043 470
Corporate income tax	30 703	2 534
TOTAL USES FOR THE YEAR	486 794 627	515 091 343
Provisions	10 977 151	5 673 816
Dedicated funds	79 174 321	91 146 253
Net result	1 543 818	9 610 508
TOTAL USES	578 489 917	621 521 920

Statement of Use and Resources (CER), in EUR

Use by destination (in EUR)	2024	2023
Peace, stability and justice	16 121	-
Strengthening institutions and civil society	86 791	417 848
Collaborative and resilient ecosystem management	74 578	26 420
Citizen-driven climate action	137 758	7 398
Sustainable infrastructure	161 206	289 751
Circular economy	36 963	-
Inclusive economic opportunities	98 840	2 259 326
Access to basic services	185 631	324 097
Humanitarian action	830 454	4 966 218
TOTAL USES	1 628 341	8 291 060
Resources by origin (in EUR)	2024	2023
Unrestricted donations	28 445	27 838
Restricted donations	1 254 896	8 263 222
Corporate philanthropy	345 000	-
TOTAL RESOURCES	1 628 341	8 291 060

*Fundraising expenses correspond mainly to the costs incurred by the member entities of the Acted group (Acted USA, Acted Canada, Convergences, etc.), which are mandated to represent or position the organisation and increase its visibility with existing or new donors, institutional or private. These fundraising expenses include :

- Grants to members of the Acted group: €1.57m
- Advertising and insertion costs: €58.6K
- Donation collection costs: €2K
- Advocacy and visibility costs: €5.1K

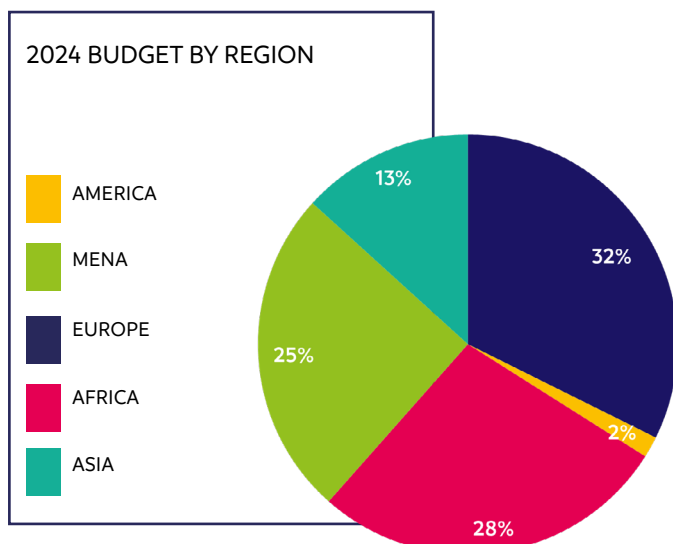
Fiscal year 2024 resources

Out of every €100 of resources raised in 2024:

- €99,29 from subsidies and other public contributions
- €0,37 from unrequited financial contributions
- €0,26 from restricted donations
- €0,07 from corporate philanthropy
- €0,01 from unrestricted donations.

5.03% of Acted's resources came from the French government:

- Ministry of Europe and Foreign Affairs
- Interministerial Food Aid Committee, Crisis and Support Centre
- French Development Agency
- Cities of Paris, Eybens, Toulouse, Nancy, Nantes, le Cannet, Etampes, Deuil-la-Barre, Evry-Courcouronnes, la Méauillon and Montreuil
- Pays-de-Saint-Omer and Béthune-Bruay urban communities
- Local authorities (the Regional Councils of Bourgogne Franche-Comté, Bretagne, Provence-Alpes-Côte d'Azur, Grand Est, Normandie, Nouvelle Aquitaine, Pays de la Loire, and Île-de-France, and the départements of Yvelines, Essonne, Aude, Hauts-de-Seine and Eure)
- Artois-Picardie, Rhine-Meuse and Adour-Garonne water agencies
- SICASIL
- Agence de l'Environnement et de la Maîtrise de l'Energie, Agence d'Urbanisme et de Développement Pays de Saint-Omer.

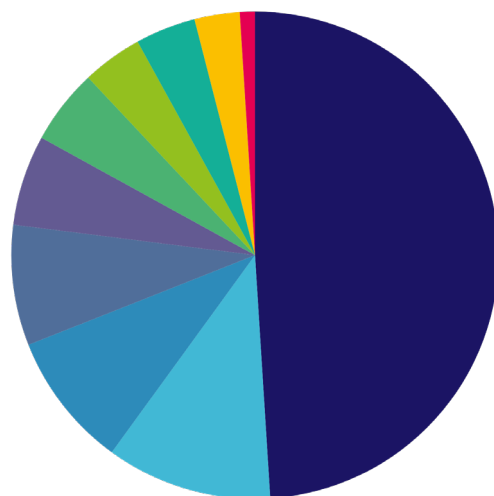


Fiscal year 2024 uses

Out of €100 spent in 2024, €96 were spent on social missions:

- €49 for humanitarian action
- €11 for access to basic services
- €9 for sustainable infrastructure
- €8 for citizen-driven climate action
- €6 for inclusive economic opportunities
- €5 for strengthening institutions and civil society
- €4 for collaborative and resilient ecosystem management and circular economy
- €3 for circular economy
- €1 for peace, stability and justice

€4 were spent on operating running costs



Operating costs for the 2024 financial year

Operating costs include expenses relating to the central functions of the organisation incurred at head office or elsewhere that are not directly linked to a particular project, which are considered indirect costs. Approximately half of these costs are devoted to salaries and social security charges for the administrative, financial, logistics, grant monitoring, internal audit and general management departments of the association. This item also includes external charges (e.g. rents, fees) and foreign exchange losses incurred during the financial year (excluding foreign exchange losses on financing contracts).

Their breakdown in 2024 is as follows:

- Staff costs (including taxes): €11,734,862
- Exchange losses and other financial charges: €2,316,051
- Other operating costs (rent, fees, interest, depreciation, etc.): €7,598,615

Total €21,649,528

financial statement

ASSETS	2024	2023
Fixed assets	45 193 200	11 025 815
Quick assets	481 852 532	524 349 525
TOTAL ASSETS	527 045 732	535 375 340
LIABILITIES	2024	2023
Reserves	67 836 231	68 382 412
Provisions for risks and charges	13 576 298	5 907 931
Dedicated funds	111 982 708	120 463 705
Debts including deferred income	333 650 495	340 624 292
TOTAL LIABILITIES	527 045 732	535 378 340

in EUR

Acted's associative bonds

As part of its strategy to diversify its financial resources, Acted has played a pioneering role in France since 2012 by issuing Associative Securities to qualified investors with a social impact (last-ranking debt in accordance with Article L.239-9 of the Monetary and Financial Code, repayable at the issuer's initiative). These securities amount to €13,080,000 (Acted redeemed them between 2023 and 2024) and are recorded in the association's balance sheet under *Other equity*. These bonds have been raised through four fundraising rounds since 2017, the last of which, for €9,000,000 at a fixed rate of 2.5%, was subscribed by five entities in December 2021. Acted repaid more than €5.5 million in Associative Securities between 2017 and 2024.

Reserve policy

The aim of Acted's reserve policy is twofold:

- To be in a position to deal with unforeseen events, by maintaining a minimum balance on the accounts of headquarters and missions (allowing in particular for the coverage of salaries, evacuation costs, security and short-term operating expenses).
- To be able to achieve the organisation's long-term objectives by maintaining a reserve to meet the needs of humanitarian emergency response and cash collection delays, to finance internal medium-term investments and to develop the capacity to invest in innovative entities and projects as part of the 3ZERO strategy.

Human resources

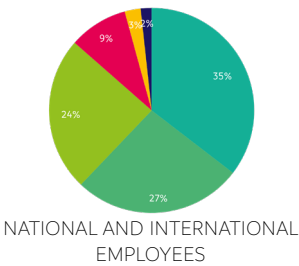
6 836 permanent and temporary staff, including:

6 399 national staff

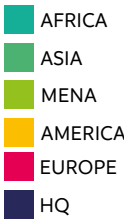
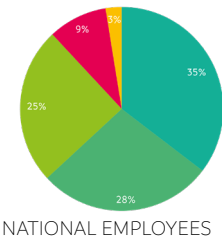
437 international staff

117 staff at Headquarters (Paris)

TOTAL STAFF IN 2024 PER GEOGRAPHICAL AREA



NATIONAL & INTERNATIONAL STAFF IN 2024 PER GEOGRAPHICAL AREA



Acted 2024 in review

The information in this document comes from the Acted Annual Report for the year 2024, available on the association's website or on simple written request.

Acted is certified by the «Don en Confiance» label, an accreditation body for fund-raising organisations carrying out missions in the public interest. This certification attests to our commitment to the principles of transparency, disinterested management and efficient use of resources in accordance with the association's bylaws.



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