



**INTERNATIONAL  
STRATEGIC PLAN**

**2021–2025**



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# 1. INTRODUCTION

**Together with our partners, Action Against Hunger has been fighting hunger with proven success for more than 40 years**, supporting affected populations and communities in nearly 50 countries.

**This work remains more important than ever** as the world grapples with the coronavirus disease 2019 (COVID-19) pandemic, alongside increasing stresses from protracted conflicts, the effects of the climate crisis and growing socio-economic inequality.

Over the last five years, sharing a unified vision and strategic plan, our global network comprising 8000 team members across the world has collaborated with our partners to strengthen our technical expertise and support innovation to tackle hunger. This work has significantly contributed to global research and policy-setting on the causes and effects of undernutrition and increased on-the-ground knowledge everywhere we work. In addition, our unique knowledge and evidence-based advocacy has enabled us and our allies to push for sustainable change in the fight against hunger.

We are proud of these achievements, which helped us reach and support many more people, from almost 15 million in 2015 to more than [20 million] in 2019.

As we look ahead, **we are alarmed by increases in the number of undernourished people**, especially in the context of other escalating humanitarian needs. Increasing

natural disasters due to climate change, war and conflict have displaced more people than ever before, and the effects of the environmental crisis are already increasing food insecurity in many countries.

The emergence of new epidemics – such as the global COVID-19 pandemic – will strongly exacerbate existing vulnerabilities. The repercussions from this crisis will last for years and could lead to a doubling in the number of people living in a state of severe food insecurity and to 500 million additional people falling into poverty.

Supporting the people we serve through these unprecedented challenges will require us to develop new approaches and to place an even greater focus on achieving long-term change through the mitigation of the key drivers of hunger, in particular climate change, gender inequality, conflict and poverty.

This **International Strategic Plan (2021–2025)** provides a shared direction and framework for the crucial work we need to do over the next five years.

**We are not alone.** Together in partnership with our more than a million supporters, partners, donors, and communities, we are collectively creating and galvanizing a movement to end global hunger.

Our commitment to learning, innovation, diversity and inclusion, anti-racism, and gender equality remains more



important than ever as we strive to help the communities we serve adapt to the changing landscape.

**Working together, we will restore dignity and social justice, build resilience, and ensure our community partners and the people we serve remain in charge of their own destinies.** We will continue to leave no one behind, providing support to those living in remote and hard-to-reach areas.

**People and communities will remain the centre of everything we do** as we continue to work hand-in-hand with them to develop and implement effective solutions to prevent and reduce hunger.

We strive to be a **catalyst for change**. As the world's specialist on global hunger, we are uniquely positioned to generate and drive momentum to share and build on our expertise.

**Achieving the Sustainable Development Goals (SDGs) and ending hunger by 2030 will require unprecedented collective action and mobilization.**

We will continue to play our part in this global effort.

Wherever we act, we will respect our core principles:

- Independence
- Neutrality
- Unrestricted access to humanitarian assistance
- Non-discrimination
- Professionalism
- Transparency

**WE NEED TO DO MORE TO END HUNGER.  
TOGETHER. FOR EVERYONE. FOR GOOD.**







## 2. WHO WE ARE

Action Against Hunger is a humanitarian and development organization that has been at the forefront of the fight against hunger for the last 40 years. We are a needs-driven and rights-based organization with a primary focus on targeting the most at-risk populations. Our international network provides a coordinated global response with programmes rooted in our recognized technical expertise and science-based approach.

Action Against Hunger is the only international non-governmental organization (NGO) solely focused on reducing and eliminating hunger and malnutrition. We treat more children suffering from severe acute malnutrition than any other NGO, with over 364,000 admissions to community-based management of acute malnutrition programmes in 2019 and an average cure rate of 81% in high-burden countries. We also work to prevent hunger, targeting its root causes and enabling communities to build long-term resiliency.

Our technical expertise is internationally renowned, based as it is on decades of experience in countries with the highest burden of hunger. We create innovative responses to treat life-threatening malnutrition, protect livelihoods, and improve long-term food security. We do this by developing revolutionary nutrition products and field-testing treatment protocols. These have become international best practices in treating and preventing undernutrition of adolescents, pregnant and lactating women, newborns, and young children.

## OUR VISION

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**For a world free from hunger.**

Our vision is for a world in which children and adults have access to sufficient nutritious food and clean water and are able to attain these with dignity. No child should ever die from hunger, and severe undernutrition should be eradicated.

## OUR MISSION

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Our mission is to save, improve and protect lives by eliminating hunger through the prevention, detection and treatment of undernutrition, especially during and after emergency crises caused by situations of conflict, displacement, poverty, discrimination, inequality, or natural disaster.

From crisis to sustainability, we tackle the immediate, underlying and root causes of undernutrition and its effects through a multisectoral approach.

By designing our programmes with local communities, integrating them into national systems, and working with partners, we further ensure that short-term interventions become long-term solutions.





### 3. FOR A WORLD FREE FROM HUNGER

Through the tireless efforts of **our team of global hunger specialists over the last decades, we are making a difference – but there is still a long way to go to achieve our vision of a world without hunger.**

**More than 690 million<sup>1</sup> people in the world do not have enough to eat.** After years of reductions in hunger, and despite government commitments as part of the SDGs to end hunger by 2030, the number of undernourished people is once again on the rise. Reports indicate that **one quarter of the world's population – or about 2 billion people – experienced moderate or severe food insecurity in 2018.**<sup>2</sup> This means they did not have regular access to nutritious and sufficient food, or faced food scarcity to the point of experiencing hunger. **Undernutrition is responsible for nearly half of all deaths in children younger than five** and almost one quarter of all children under five suffer from chronic undernutrition.<sup>3</sup>

Malnourished adults are less able to work and provide for their families, and undernourished children can suffer from impaired cognitive and physical development, resulting in potentially irreversible damage to their brains and bodies. They are also more susceptible to infectious diseases and more likely to perform poorly

in school, develop chronic illnesses, and face early mortality. **This perpetuates cycles of poverty and hunger – the undernourished of today will be the poor of tomorrow.**

Political instability, conflict, inefficient food systems, and the unfolding climate crisis are exacerbating food crises and food insecurity. They are also leading to growing flows of migration and displacement, further driving the escalation of humanitarian needs in the most deprived regions of the world.

In addition, the COVID-19 pandemic has created a new landscape and will have wide-ranging repercussions on hunger, both directly and indirectly. Beyond the immediate consequences of containing the virus, communities and governments will face the cumulative effects of health, sanitation, agriculture and food production, and socio-economic crises, which will significantly impact food security in many countries and lead to increased vulnerabilities. Of concern is an expected rise in child malnutrition, including wasting, due to steep declines in household incomes, changes in the availability and affordability of nutritious foods, and interruptions to health, nutrition, and social protection services.<sup>4</sup> The profound impact of the COVID-19 pandemic and

<sup>1</sup> FAO, IFAD, UNICEF, WFP and WHO. 2020. The State of Food Security and Nutrition in the World 2020. Transforming food systems for affordable healthy diets. Rome, FAO.

<sup>2</sup> FAO, IFAD, UNICEF, WFP and WHO. 2019. The State of Food Security and Nutrition in the World 2019. Safeguarding against economic slowdowns and downturns. Rome, FAO.

<sup>3</sup> UNICEF, WHO, International Bank for Reconstruction and Development and The World Bank. 2020. Levels and Trends in Child Malnutrition: key findings of the 2020 edition of the Joint Child Malnutrition Estimates. Geneva, WHO.

<sup>4</sup> Headey D, Heidkamp R, Osendarp S, et al. Impacts of COVID-19 on childhood malnutrition and nutrition-related mortality. Lancet. 2020;396 (10250):519–521.



related containment efforts could have intergenerational consequences for child growth, underscoring deep inequalities and leading to long-term stigmatization of poorer populations with limited access to treatment. The situation may lead to a further oppressive situation where social discrimination, conflict, and violence become persistent.

**At Action Against Hunger, we know that hunger and undernutrition are preventable, even in this new environment, and we believe in a world in which every person and child has the means to achieve their full potential.** We will continue to leverage our expertise in health, nutrition, water, hygiene and sanitation, livelihoods, and mental health and care practices to fight the pandemic and its fallout. We pledge to provide assistance and to work with communities to build resilience against the effects of economic crisis, conflict and climate change. Our teams will continue to work with our partners on the front lines to strengthen social protection measures and safety nets to prevent hunger and further suffering.

We will also integrate humanitarian protection as a transversal, integrated, and programmatic approach, applying core humanitarian standards in the defense of crisis-affected populations, based on their needs and rights. **Indeed, we are committed to the statement by the Inter-Agency Standing Committee (IASC) on the centrality of protection, and to the incorporation of protection principles into all aspects of our interventions.** We aim to improve people's safety, to put them at the centre of humanitarian actions, reduce the risks they might face, and enhance the well-being and dignity of the populations and communities with whom we work. We will ensure that our interventions are protection oriented, seeking to prevent, mitigate, and respond to actual and potential risks faced by affected communities, including violations of international humanitarian and human rights laws.



## Working effectively in a shrinking humanitarian space

The environment in which we operate has changed and evolved over the past 40 years, in good ways and bad. The diversification of funding sources, emergence of new players, and increasing shift in resources and decision-making power to the Global South create a welcome opportunity for international NGOs to fundamentally rethink their roles.

While it is too early to estimate how deeply the COVID-19 pandemic will reshape our ecosystem, we know that it will affect every aspect of our sector: from our ability to operate in this new context, to how we raise funds and attract talent. These considerations further underscore the need to reassess and adapt our role.

We are also seeing an erosion of multilateralism, international norms and legal frameworks; growing politicization of humanitarian assistance; and increasing access restrictions and targeting of humanitarian workers. These contribute to a shrinking humanitarian space, threatening the ability of organizations like Action Against Hunger to support those communities most affected by hunger.

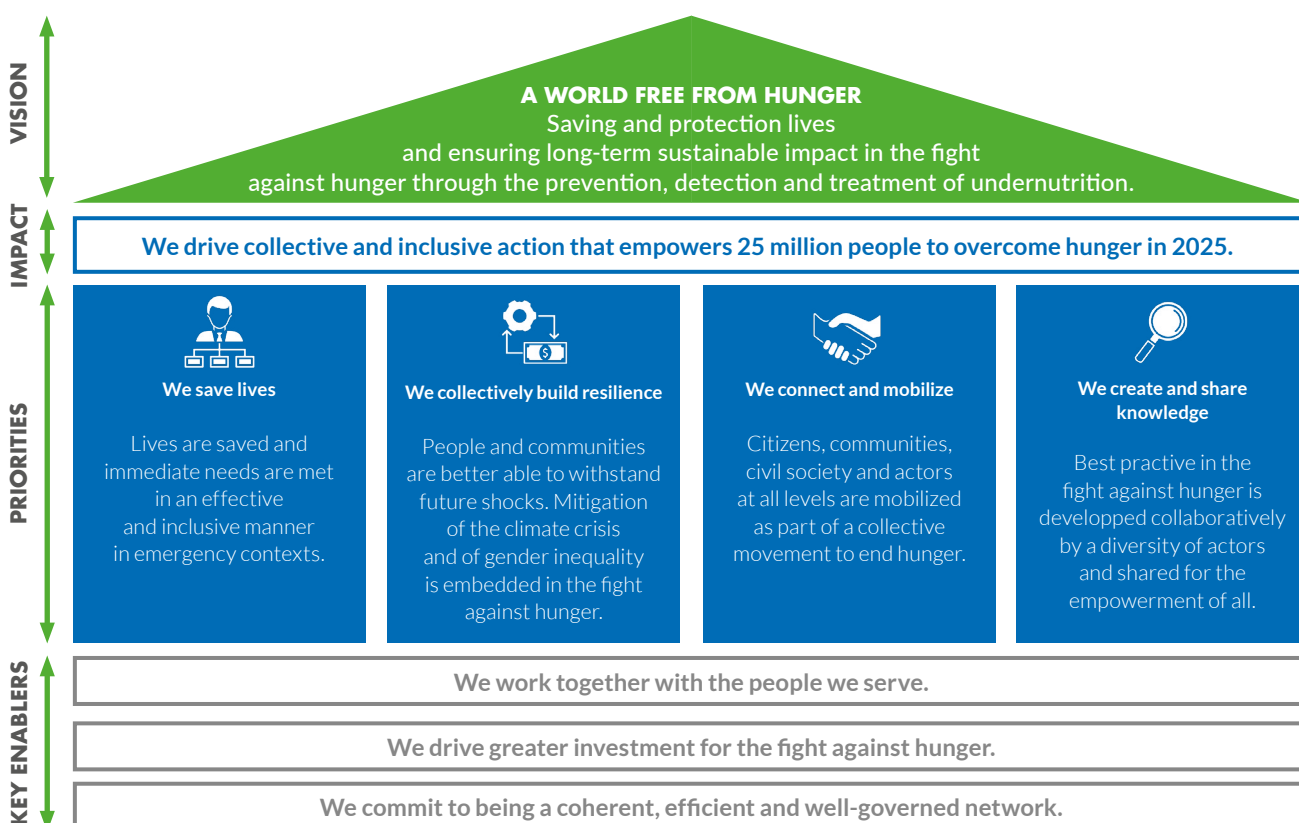
Restrictions linked to the COVID-19 pandemic have exacerbated some of these trends and further restricted

mobility and access. This is both due to constraints imposed by national governments, as well as fear, or reduced acceptance, of humanitarian actors. In some cases, these have hampered our ability to provide the life-saving assistance that protects vulnerable communities, and at times posed a risk to the safety and security of our staff.

Therefore, even as we explore new approaches over the next five years, we will continue to **ensure the safety and security of our staff, while upholding our core principles in everything we do.** We will never waver in our commitment to **defend humanitarian principles and norms**, and to protect the independence and neutrality of all humanitarian actors.

## Introducing the ISP3 priorities for 2021–2025

To address these complex and escalating humanitarian needs while increasing our impact, we need to adopt a new mix of interlinking approaches alongside our proven technical expertise. Our commitment to this approach uniquely positions Action Against Hunger to mobilize and empower others over the next five years and **to maximize our shared potential to achieve unprecedented and sustained gains in the fight against hunger.** The priorities of our International Strategic Plan 2021–2025 (ISP3) outline how we will achieve this.





## A. OUR KEY PRIORITIES

### WE SAVE LIVES

As a globally recognized emergency responder, we will continue to use and share our experience to save the lives of people during disasters and in times of crisis. With emergency teams on call 24 hours a day, and pre-positioned stocks of essential supplies ready for deployment, our internationally renowned rapid response capabilities will ensure that we can deliver life-saving assistance whenever and wherever needs arise.

Responding on the front lines by **providing health and nutrition life-saving assistance and ensuring the coverage of basic needs remains in our DNA**. We will continue to assist people in the most fragile and hardest-to-reach contexts, and to go where other organizations cannot or will not. This means promoting a strong rights-based approach and **living up to our reputation as an organization that leaves no one behind** – there should be no inequalities in humanitarian assistance. Over the next five years, we will strengthen our rapid response capacity to respond to food crises fueled by the climate crisis, the emergence of new diseases and epidemics, and large-scale population displacements, as well as protracted conflict and violence. The COVID-19 pandemic has highlighted the mounting issue of access due to increasing restrictions imposed on humanitarian actors. Ensuring that affected populations have unrestricted access to the assistance they need is one of our principles and it is central to our work and to our commitment to deliver on our mission. As such, it will remain a key priority.

**We will aim to scale up our work to empower first responders, community volunteers, and local populations**, working closely with them and with local governments and partners to build their response capacity and develop preparedness plans for future emergencies. We further aim to enhance community leadership, particularly for women, youth, and marginalized groups, to bring them into the change process. We must ensure that our collective approach to emergency response goes beyond short-term interventions and contributes to breaking the cycle of hunger by tackling the underlying causes of malnutrition. We will do more to work with communities to build resilience to future shocks by integrating longer-term objectives and prevention into our emergency approach.

#### KEY INITIATIVES

- **Strengthen our capacity as a specialized emergency responder to respond to the evolving challenges facing the most vulnerable communities.**
- **Enhance leadership of local responders to increase their response capacity.**
- **Ensure that our emergency approach integrates long-term objectives to break the cycle of hunger and malnutrition.**

**FOR EVERYONE'S RIGHT  
TO HUMANITARIAN ASSISTANCE.  
FOR FOOD AND NUTRITION IN EMERGENCIES.  
TO LEAVE NO ONE BEHIND.**



# WE COLLECTIVELY BUILD RESILIENCE AND TRANSFORM SYSTEMS TO PREVENT HUNGER

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## a) We strengthen communities' capacity for resilience and transformation for lasting change

To achieve permanent gains and reach the goal of zero hunger by 2030, we need to work with communities to transform systems and **build resilience to increasing shocks, natural threats, epidemics, and other crises**, particularly for the most vulnerable. This is crucial to address malnutrition and avoid loss of lives and livelihoods. We will build on our existing experience in this area to put it at the core of everything we do.

Through improved training, surveillance, and contingency planning, our work will contribute to mitigating the drivers of hunger. We will learn from the COVID-19 pandemic to ensure that communities are better prepared for future health crises, and we will restore food security and develop new supports for those who have lost their livelihoods.

We will leverage our existing multisectoral expertise and work with local actors to develop integrated approaches that take into account the complexity of hunger to improve outcomes. The COVID-19 pandemic revealed the limitations of addressing nutrition needs without considering public health and health-care infrastructure. **We must continue to integrate our technical approaches to ensure sustainable nutrition outcomes.**

Our programmes will be more efficient and effective because we will combine **short-term assistance with long-term objectives**. Moving beyond the distinction between humanitarian and development support means defining more comprehensive, collaborative, and flexible approaches that strengthen the ability of current and future generations to fight against the threat of hunger.

This approach means we must concurrently strengthen our life-saving capacity and develop stronger development methodologies through deeper engagement with communities and individuals. We will contribute to fostering community self-organization, empowering communities to build new coping mechanisms, and giving

them the skills to claim their community rights, decrease their exposure, strengthen their preparedness, and better manage their resources.

This dedicated focus on **building the capacity of people, communities, and local actors** means local partners will play a more significant role in programme delivery. There is much we can learn from one another. Through constant dialogue and exchange of skills and knowledge, we will scale up the capacity of our teams and local actors to co-construct sustainable strategies and responses to the challenges we jointly seek to address. We will make connections between local actors and international donors and partners to ensure their continued success towards sustainability.

The COVID-19 pandemic has also highlighted the urgent need for resilient health and social protection systems to ensure access to essential services for all, and for sustainable food systems that can better withstand future crises. **We will invest in a prevention approach to maximize our impact across the whole continuum from prevention to treatment of malnutrition by integrating it into all our activities.**

To this end, we will **team up with local actors to help strengthen and transform local institutions and systems**. In particular, we reiterate our engagement to **collaborating with local governments as key partners**, to improve the effective provision of public services, and to build institutional capacity. By **co-developing strategies with local governments and donors**, we can ensure greater effectiveness and impact.



## b) We mitigate the effects of key drivers of hunger

### • Conflict and protracted crises

Conflict remains the main driver of food crises. Of the 74 million people affected by conflict in 2018, two thirds faced acute food insecurity.<sup>5</sup> This dire situation is likely to worsen as violent conflicts become more concentrated in the world's poorest regions. The effects of population growth, chronic poverty, ethnic and religious violence, terrorism, and climate change further exacerbate political instability in fragile states,<sup>6</sup> leading to increasingly complex and protracted crises. **Conflict and large-scale population displacement will continue to drive hunger over the next five years.**

This reinforces the need to develop adaptable approaches, integrating both short-term interventions and long-term solutions as part of a continuum of support. **We must systematically employ conflict-sensitive approaches in all our activities**, integrating robust protection, gender, accountability, and security processes to safeguard our commitment to the “do no harm” principle.

### • Climate change

**The rise in the frequency and intensity of natural threats due to the climate crisis will remain a key accelerating factor in increasing hunger over the next five years**, with a particularly heavy toll on the most vulnerable communities. The resulting pressures on resources, food security, and ecosystems will exacerbate existing social challenges in the poorest regions of the world. This will bring with it an additional set of challenges to food sovereignty as well. **Bearing this in mind, we need to change the way we address hunger.**

To **increase our ability to respond to climate emergencies**, we will invest in developing our own capabilities –and those of our partners – **to mitigate the short- and long-term impacts of the climate crisis on nutrition and food security.** With the vast majority of the world's hungry exposed to climate shocks, our programmes require bold efforts to improve people's ability to prepare, respond, and recover, and must highlight the links between food security and climate risks, as well as the present and future impact of climate change on food security and nutrition. We must aim to stop or slow climate alteration, and we will ensure environmental responsibility and conservation at all levels within our organization and programmes.

<sup>5</sup> FAO, 2019.

<sup>6</sup> IARAN. 2017. The Future of Aid: INGOs in 2030. London, IARAN Ltd.





## • Gender inequality and inclusion

In many countries, increasing numbers of natural disasters also lead to increases in oppression, insecurity, and gender-based violence. **Social, political, and economic inequalities continue to drive hunger.** In particular, research has clearly documented the link between gender inequality and undernutrition. Many of the underlying causes of undernutrition – such as inadequate care practices, poor access to nutritious food and quality health, and water, sanitation, and hygiene services – directly or indirectly link to gender inequalities.<sup>7</sup> Empowering women and girls will increase community resilience. In fact, evidence suggests that if women farmers had the same access to resources as men, the number of people going hungry would be reduced by up to 150 million.<sup>8</sup>

**Therefore, advancing gender equality is considered to be fundamental to our mission.** Our broad definition of gender takes into account the multiple aspects of diversity which can intersect, resulting in greater discrimination and vulnerability. Using gender and social analyses to understand power relations and the different needs and priorities of men, women, boys and girls – as well as the workloads and cultural systems within which they operate – is key to designing impactful programmes that empower those we serve, both in emergency contexts and in building long-term recovery and resilience.

Over the next five years, **we will not only remain aware of inequalities but will also aim to eliminate them. We will integrate a gender-transformative approach into our programming,** with the objective of changing power dynamics and structures that reinforce inequalities. We will strengthen organizational and programme capacity to reduce gender inequality and mitigate

gender-based violence at all levels, and develop a feminist transformative leadership approach to enhance systematic change in our organization and programmes.

We will invest in developing partnerships that add complementary expertise and capacity to empower communities and individuals to address gender inequality and mitigate gender-based violence. Together, our work will strive to **create long-term impact by fostering structural changes in behaviours, inequalities, and social norms and culture that drive hunger.**

### KEY INITIATIVES

- Integrate prevention in all of our activities to maximize our impact across the continuum from prevention to treatment of malnutrition.
- Scale up our efforts to empower individuals, communities, and local partners for greater resilience.
- Strengthen food, health, and social protection systems, in close collaboration with local governments.
- Mitigate short- and long-term impacts of the climate crisis on nutrition security by joining forces with others and integrating climate change into all our programming.
- Systematically integrate gender equality throughout our organization, in all our activities and strategies, and develop a gender-transformative approach institutionally and in our programming.

<sup>7</sup> Action Against Hunger Gender Policy.

<sup>8</sup> Sustainable Development Goals [website]: <https://sdgs.un.org/goals>.

**FOR EMPOWERED  
AND MORE RESILIENT COMMUNITIES.  
FOR STRONGER AND BETTER SYSTEMS  
THAT TACKLE THE CAUSES OF HUNGER.  
TO BUILD SUSTAINABLE AND INCLUSIVE  
SOLUTIONS TO REDUCE AND PREVENT HUNGER.**



## WE CONNECT AND MOBILIZE

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Achieving meaningful results in the fight against hunger requires wide-ranging collective action. That is why we aim to become a better convener, bringing people together to collaboratively develop new and shared solutions to reduce and prevent hunger.

We will increasingly strive to **act as a facilitator**, connecting a wide range of stakeholders – including donors; actors at the global, regional, and local levels; communities and individuals – to foster greater communication and collaboration to achieve our common goals. This includes a focus on collaboration along both a North–South axis (e.g., connecting local partners and communities with international donors) and a South–South axis (e.g., connecting communities with local public and private actors to develop local solutions), for more sustainable outcomes.

We will work with our allies to **mobilize against indifference, and we will never stop advocating for governments, international organizations, and institutions to take greater collective action against hunger**. Indeed, we know that the global community has the knowledge and resources to ensure that no child dies from hunger. However, a widespread lack of political will continues to prevent this outcome.

This is why, over the next five years, we must continue to strengthen our evidence-based advocacy and focus on developing numerous and diverse partnerships and coalitions to take on a **bolder approach to public**

**engagement that challenges the injustice of hunger**. Together with our allies, we will develop a **stronger, more activist voice** to push for long-term change and greater accountability from decision-makers and stakeholders.

We will **act as an amplifier for the voices and agency of communities** to challenge inequalities and bring attention to the injustice of hunger, ensuring that women’s and young people’s voices in particular play a critical role in this conversation and in driving global change. We will use our global reach to act as a catalyst for change, **empowering local and regional actors to increase their impact**, and raising awareness about movements and allies that share our goals of fighting hunger.

### KEY INITIATIVES

- Convene and facilitate, employing a rights-based approach to ensure that affected populations have unrestricted access to humanitarian assistance.
- Foster a bolder and collective voice to push for long-term change.
- Empower and amplify the voices of individuals and communities.
- Catalyze institutional and policy change at the local, national, and regional levels.

**FOR BOLDER ACTION AGAINST INDIFFERENCE.  
TO GIVE A VOICE TO THOSE  
WHO NEED TO BE HEARD.  
FOR CHALLENGING INEQUALITY  
AND THE INJUSTICE OF HUNGER TOGETHER.**



## WE CREATE AND SHARE KNOWLEDGE

Our organizational expertise is part of our identity and one of our greatest assets in our mandate to eradicate hunger. By joining forces with others to develop new approaches to expand and disseminate our collective knowledge in fighting malnutrition, **we can transform the way we address hunger.**

The COVID-19 emergency has highlighted the need to improve our analytic capacity to measure the consequences of, and the best responses to, the nutrition, health, and socio-economic effects of the pandemic. Together with like-minded organizations, we will invest in systems to strengthen our ability to collect and share data, evidence, and knowledge, with the aim of maximizing our collective analytical and predictive capacity. **A collective approach is central to harnessing big data and digital transformation to develop stronger evidence-based approaches** and ensure better outcomes. In addition, by strengthening our collective early warning capacity, we will be better able to anticipate food crises and prevent as much suffering as possible.

We will develop an **open innovation approach**, bringing together communities, civil society, academics, public and private sector actors to jointly design effective long-term solutions. This will include fostering **a more bottom-up approach to knowledge creation and research**, whereby our field staff play a key role in driving the collection and sharing of data and evidence at the local level. We will then leverage our global footprint to scale up successful approaches.

**Guaranteeing accessible, shared knowledge will exponentially increase our impact and our added value as an organization.** To this end, we will develop platforms to collaboratively generate and share evidence

and knowledge with a wide range of diverse actors, with a particular focus on partners from the Global South. Through this, we **aspire to empower communities and local actors to contribute and share their own expertise in fighting hunger**, to grow our common knowledge base and use our platforms to disseminate it widely. We aim to promote local and indigenous knowledge and to collaborate with communities by building on their experience and integrating it with scientific, research-based expertise to ensure context-specific interventions.

We will also leverage our methodologies and tools to provide capacity-building and technical assistance to partner organizations on a demand-driven basis. By developing closer ties with all agencies within the humanitarian and development ecosystem and beyond (including with the private sector), we aim to **become a recognized hub for sharing, facilitating, and trading knowledge on addressing the causes and consequences of hunger.**

### KEY INITIATIVES

- **Become a hub for sharing and facilitating knowledge addressing the causes and consequences of hunger.**
- **Join forces with others to increase our collective analytical and predictive capacity to develop stronger evidence-based approaches and better anticipate crises.**
- **Develop platforms to collaboratively generate and disseminate innovation and knowledge with communities, civil society, academics, donors, and public and private sector actors.**

**FOR STRONGER EVIDENCE-BASED ACTION.  
FOR GREATER COLLECTIVE KNOWLEDGE  
AND INNOVATION.  
FOR INFORMED COMMUNITIES  
AND PARTNERS AGAINST HUNGER.**



## B. OUR KEY ENABLERS: WE STRENGTHEN OUR ABILITY TO DELIVER ON OUR GOALS

### WE WORK TOGETHER WITH THE PEOPLE WE SERVE

Meaningful engagement means collaborating with affected populations and communities to design, implement, and evaluate effective and high-quality programmes which ensure individuals and families have the nutrition they need to live healthy and productive lives.

We believe in fostering **ongoing dialogue** to understand the needs and expectations of the affected populations and communities we serve. This involves **co-creating programmes and solutions** together to address their needs, truly reflect their views, voices, and sentiments, and generate a **high degree of ownership**. We will continue to prioritize women and marginalized populations in the decision-making process.

**People's satisfaction must be central to the way we work**, and we will develop systems and approaches to better support mutual engagement. People must be enabled to provide input into all of our activities so that we may translate their views and feedback into concrete action.

We will strive to **become a catalyst** for the positive change that is already happening within communities, building on people's existing knowledge and capacity, and learning from their experience. **We will facilitate the livelihood empowerment of people and**

**communities and ensure that they achieve the means to drive change**, express their own voice, and develop lasting solutions to the challenges they face.

Working together, we will develop **adaptable** approaches and systems to ensure that everyone has access to a healthy environment, affordable food, and quality nutrition care. **The needs and expectations of affected populations and communities remain central to our approach** – from emergency response to long-term partnerships – and our systems and culture support **strong accountability**.

#### KEY INITIATIVES

- Foster ongoing dialogue with people and communities to enable the co-construction of programmes and solutions.
- Ensure that the needs and expectations of affected populations and communities remain central to our approach, enabling greater accountability.
- Become a catalyst in empowering communities to drive change.

**FOR CO-CONSTRUCTION AND MEANINGFUL ENGAGEMENT. TO ACT AS A CATALYST IN EMPOWERING PEOPLE TO BECOME AGENTS OF CHANGE. TO BUILD A WORLD WITHOUT HUNGER WITH THE PEOPLE WE SERVE.**



# WE DRIVE GREATER INVESTMENT FOR THE FIGHT AGAINST HUNGER

Significant reductions in the prevalence of undernutrition cannot be guaranteed without increased funding from the global donor community. We know we must work with our partners to raise awareness of undernutrition and drive new investment to address it.

However, the COVID-19 pandemic will both increase food insecurity and decrease funding to address it, as traditional donor countries grapple with ballooning deficits and economic recovery domestically. The steep recession expected as a result of the pandemic will further reduce the amount of available resources for international assistance. This reality has the potential to set back the significant gains made to address global hunger over the past decades, underscoring the urgent need to adapt our fundraising models and continue to diversify our revenue streams.

**Over the next five years, we will aspire to increase overall revenue by approximately 5% annually to reach 600 million euros in 2025.** Achieving this target will require greater investments in new approaches and further consolidation of our international network.

More specifically, and in line with our strategic objectives, we must work with partners and donors to secure more multi-year funding and macro-grants to support longer-term resilience building and hunger prevention. We will also push for more **flexible funding solutions that allow for meaningful engagement and co-construction with affected populations and communities**, and for **mechanisms that support**

**larger volumes of funding for local partners** to enable their growing role in programme delivery.

In particular, we will aim to act as a bridge between donors and local entities to achieve the objectives of the Grand Bargain<sup>9</sup>. We will join forces and pool together existing capacities within our global organization to develop better mechanisms and methodologies that will enable us to accelerate the transfer of funding, expertise and knowledge to local and national actors.

**Another key priority is to grow private revenues, targeting a 50% increase by 2025 to reach 135 million euros.** This is essential to ensure our **continued independence and the ability to invest** in innovation to support the fight against hunger. To achieve this, we will adapt our fundraising model to focus on generating new private revenues by:

- expanding revenue in our existing fundraising markets (with a key focus on the United States and Canada) and collectively exploring new markets;
- developing and strengthening local fundraising structures at country level;
- strengthening our ability to lead large-scale private and public consortia; and
- exploring and developing new private revenue streams, including social businesses and social finance.

<sup>9</sup> An agreement between a unique agreement between some of the largest donors and humanitarian organizations committing to getting more means into the hands of people in need and improving the effectiveness and efficiency of the humanitarian action.





As a network, we will also aim to **strengthen our overall approach to partnerships with for-profit actors as well as traditional not-for-profit partners** at the local and global levels. As part of this, we commit to jointly exploring new opportunities for partnerships, including contracts with for-profit partners and large consortia.

To meet the challenges identified above, we will need to **significantly strengthen our ability to provide evidence of impact across our strategic priorities and to support this with an enhanced organizational focus on communications**. Improving both our ability to show impact and effective communication of such impact will be key to increasing funding for the fight against hunger over the next five years.

## KEY INITIATIVES

- Increase overall revenue by 5% annually to 2025 to reach 600 million euros.
- Grow private revenue by 50% to reach 135 million euros.
- Act as a bridge between donors and local entities to accelerate the transfer of funding, expertise, and knowledge to local and national actors, and achieve the objectives of the Grand Bargain.
- Explore new opportunities for partnerships, including contracts with for-profit partners and large consortia.

**FOR A BETTER MUTUAL UNDERSTANDING  
BETWEEN AFFECTED POPULATIONS  
AND DONORS.  
FOR MORE INVESTMENT  
AND CO-CREATION TO FIGHT HUNGER.  
AGAINST THE NORTH-SOUTH DIVIDE.**



## WE COMMIT TO BEING A COHERENT, EFFICIENT, AND WELL-GOVERNED NETWORK

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These are ambitious goals; no single arm of Action Against Hunger can achieve them alone. Thus, we commit to continue the process of integrating and strengthening our international network over the next five years, recognizing that it represents our most important asset. By joining forces with our partners, we can maximize our collective action. More than ever, our diversity as a network and continued coordination and coherence represent the only reliable way forward to achieve our vision of a world without hunger.

**Harmonization and integration remain essential** to further strengthening our brand, ensuring a consistent programmatic approach and quality standards throughout the network, and unifying our voice for stronger advocacy and public engagement. We will continue to increase coordination and create new, more flexible governance mechanisms to enable us to better come together to address key issues and achieve our goals.

We will build on the comparative advantages of different members and offices to ensure that all our teams have **access to high-quality and cost-effective services from across the network**. We will aim to better leverage existing knowledge and skills, and to pool our capacities and resources wherever possible to further strengthen our collective knowledge and effectiveness as a global organization.

We will collectively invest in knowledge management, data sharing, and operational systems, and develop a **common approach to harness the potential of digital transformation**.

We will support a **more geographically representative network** and embrace the benefits of diversity and inclusion, to strengthen the relevance and impact of our programmes and strategies.

We will reinforce **mutual accountability** across our network by ensuring that strategies at the country, regional, and headquarter levels are coherent with, and contribute to, our global objectives, and we will closely track their implementation across all of our offices.

### KEY INITIATIVES

- Deepen our collective technical expertise and knowledge for greater impact.
- Increase coordination, harmonize flexible governance mechanisms, and pool our data, capacities, and resources.
- Improve access to standardized, high-quality, and cost-effective solutions.
- Become a more geographically representative network with clear mutual accountability.

**FOR INNOVATIVE GLOBAL SOLUTIONS  
FOR OUR BENEFICIARIES.  
FOR A GLOBAL, EFFICIENT,  
AND EFFECTIVE NETWORK WITH ONE GOAL:  
ACTION AGAINST HUNGER.**





# 4. MAKING CHANGE HAPPEN

## OUR CONTRIBUTION TO GLOBAL GOALS

We are strongly committed to collective, inclusive, and concerted action, and to working together with new and long-time partners in our global community to contribute to the objectives of the 2030 Agenda for Sustainable Development and the achievement of the SDGs. Our integrated approach and the priorities of this five-year strategy reflect the complex nature of hunger. Our work to end hunger must go hand-in-hand with strategies that improve health and well-being; ensure clean water and sanitation for all; reduce social injustice, gender inequality, and gender-based violence; and mitigate the effects of the climate crisis.

The objectives of our strategy are thus closely aligned with the SDGs, and we share the same commitment to leaving no one behind.

In particular, making the Global Goal 2 of “Zero hunger” a reality will enable us to achieve our vision as an organization. To that end, we will evaluate the success of our five-year strategy by measuring our contribution against the realization of this goal, with a key focus on measuring the reduction of the prevalence of stunting and wasting and of moderate or severe food insecurity.



**Global Goal 2:**  
End hunger, achieve food security and improve nutrition and promote sustainable agriculture

In addition, we will also aim to contribute to the following global goals, which align with key areas of our strategic priorities:



**Global Goal 1**  
End poverty in all its forms everywhere



**Global Goal 3**  
Ensure healthy lives and promote well-being for all at all ages



**Global Goal 5**  
Achieve gender equality and empower all women and girls



**Global Goal 6**  
Ensure availability and sustainable management of water and sanitation for all



**Global Goal 13**  
Take urgent action to combat climate change and its impacts



**Global Goal 16**  
Promote peaceful and inclusive societies for sustainable development



**Global Goal 17**  
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development



To achieve our vision, we will continue to invest in strengthening our teams and our network, as well as in developing new capacities and approaches in the fight against hunger. Below are some of the key steps that will support the implementation of our five-year strategy:

- A key objective will be the **integration of our technical sectors** and the development of a truly **transversal approach to programme management**, to take full advantage of our expertise, not only from a technical perspective but also in terms of operations, logistics, and resource management.
- We will invest in our own processes and join forces with others to make sure that we can **develop the best evidence of the impact of our actions, and foster a stronger evidence-driven culture at all levels** of our organization. We will build our capacity in the key areas of focus outlined in this strategy, both internally and through partnerships with local actors, and expand our technical expertise, particularly with regards to the prevention and mitigation of the root causes of hunger. In addition, through a continuous dialogue with stakeholders and the communities we serve, we will continue to ensure that our methodologies remain fit for purpose and reflect the highest quality standards in the sector.
- Innovation has always been a central value in our fight against hunger, and as a network we will aim to work with our partners and donors to **leverage technological innovations and new platforms for greater impact**. This could include further harnessing the potential of social media and virtual communities to empower local populations.
- We will **significantly invest in digital transformation at every level of our organization**, setting up operational tools to increase efficiency and coordination, and developing data analytics systems that give us the means to build on our knowledge based on data collected and generated by ourselves and our partners. This will be instrumental in enabling us to expand our ability to transfer knowledge, and to become a global platform that connects and mobilizes individuals, communities, and a wide range of actors to join forces in the fight against hunger. Harnessing the potential of digital transformation to strengthen our operational, analytical, and modelling capacity will allow us to be more efficient and effective, both from an operational and advocacy perspective. This will be crucial over the next few years as donors face the economic fallout from the COVID-19 pandemic.





- **Developing and implementing a global talent strategy** is crucial to attract and retain people with the right skill sets to reinforce our current capabilities and develop new competencies needed to achieve our priorities. As a network, we commit to investing in the tools our teams will need to meet our strategic goals and to support them in their efforts. This includes increased flexibility in aligning professional responsibilities with personal priorities, skills development, and career management.
  - **Improving our ability to monitor the progress of our strategy and capture the differences we make is essential to achieving our goals.** We will significantly strengthen our monitoring, evaluation, and learning systems and capabilities to improve data collection and quality control, and to better measure our collective impact.
  - We will work towards developing an **inclusive bottom-up approach** where everybody's voice is heard, to create a safe and non-discriminatory environment, and to increase organizational effectiveness.
  - To adapt to the shrinking humanitarian space in which we operate, we will also aim to **improve our risk management and compliance capabilities** to better navigate increasingly complex regulations and restrictions, and we will **continue to make the continued safety and security of our staff a key priority.**
- In addition, the following results framework outlines **key actions that we will take as a network to ensure that we achieve the priorities of our 2021–2025 International Strategic Plan.**



## OUR VISION

## A WORLD FREE FROM HUNGER

Saving and protection lives and ensuring long-term sustainable impact in the fight against hunger through the prevention, detection and treatment of undernutrition.

## THE CHANGE WE WANT TO SEE

Lives are saved and immediate needs are met in an effective and inclusive manner in emergency contexts.

People and communities are better able to withstand future shocks. Mitigation of the climate crisis and of gender inequality is embedded in the fight against hunger.

Local civil society and institutions are better able to respond to affected population's needs and less reliant on external help during crises and shocks.

Increased empowerment and satisfaction of population and communities affected by hunger.

Citizens, communities, civil society and actors at all levels are mobilized as part of a collective movement to end hunger.

Best practice in the fight against hunger is developed collaboratively by a diversity of actors and shared for the empowerment of all.

## OUR KEY OPPORTUNITIES

	The outcomes we aim to achieve	The steps we will take to deliver those outcomes
WE SAVE LIVES	<ul style="list-style-type: none"> <li>The basic needs of the most vulnerable are covered during disasters and crises.</li> <li>Populations affected by crisis retain unrestricted access to humanitarian aid.</li> </ul>	<ul style="list-style-type: none"> <li>We invest in our capacity to significantly empower first responders, working closely with them and with partners to build their response capacity and develop preparedness plans.</li> <li>We strengthen our rapid response capacity to respond to food crises fueled by the climate crisis, epidemics, and large-scale population displacements.</li> <li>We scale-up our advocacy efforts to defend the centrality of humanitarian principles and the right of affected populations to receive life-saving assistance.</li> </ul>
WE COLLECTIVELY BUILD RESILIENCES	<ul style="list-style-type: none"> <li>People and communities demonstrate effective resilience and preparedness strategies beyond projects.</li> <li>Increased mitigation of the effects of the climate crisis and inequality enables at risk populations to better meet long-term nutritional needs.</li> </ul>	<ul style="list-style-type: none"> <li>Prevention and resilience become a key focus and our programs are based on long-term strategies that integrate both short-term and long-term activities. Programs in crisis or shock-prone contexts are jointly designed by humanitarian and development staff and are systematically conflict sensitive.</li> <li>We continuously monitor vulnerabilities and strengthen the capabilities of people and communities for increased preparedness and resilience to shocks. We grow our capacity to work with partners on strengthening food, health and social protection systems.</li> <li>The mitigation on the effects of the climate crisis is mainstreamed across our programming, and we use our gender approach to transform inequalities long-term.</li> </ul>
WE CONNECT AND MOBILIZE	<ul style="list-style-type: none"> <li>There is increased awareness and engagement to the issue of hunger.</li> <li>People and organizations, including populations and communities vulnerable to hunger are connected and effective in achieving the changes we want to see.</li> </ul>	<ul style="list-style-type: none"> <li>Significant investment is made in strengthening communication platforms and our teams' capacity to mobilize the public and actors at all levels.</li> <li>We develop systems and networks to create connections between actors who share our goals, promoting both "North-South" and "South-South" collaboration.</li> <li>We develop diverse partnerships and coalitions to support a more activist approach to advocacy and a stronger voice.</li> <li>We significantly increase our ability to act as an amplifier of the voice of local actors and communities, with a focus on supporting increased participation of women and vulnerable populations in decision-making processes.</li> </ul>
WE CREATE AND SHARE KNOWLEDGE	<ul style="list-style-type: none"> <li>Knowledge, evidence and solutions on how to address the causes and effects of hunger are strengthened, widely available and better understood.</li> <li>We become a recognized hub for creating, facilitating, sharing and trading knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Data collection and knowledge management systems are strengthened at all levels, and support a continuous and more "bottom-up" approach to learning and innovation.</li> <li>External facing platforms for collectively creating and sharing evidence and knowledge are co-developed with key partners and generate significant learning for all actors involved in the fight against hunger. Stronger communication channels are developed to support wide scale dissemination.</li> <li>We develop strong communities of practice to share and utilize knowledge.</li> <li>Transfer of knowledge is embedded in all our activities, with a focus on local actors and affected people and communities.</li> </ul>

## OUR KEY ENABLERS

WE WORK TOGETHER WITH THE PEOPLE WE SERVE	<ul style="list-style-type: none"> <li>We significantly develop our internal capacity for community engagement as a technical competence in its own right.</li> <li>Our program cycle fully integrates co-construction with the people we serve and deliberately leverages the capacity and knowledge that exists within the community.</li> <li>Systems, processes and mechanisms are in place for communities/people to hold us and our partners accountable.</li> <li>Our country office strategies are based on an ambitious community engagement plan.</li> <li>All our policies and methodologies are revised to be centered around community engagement and co-construction.</li> </ul>
WE DRIVE GREATER INVESTMENT FOR THE FIGHT AGAINST HUNGER	<ul style="list-style-type: none"> <li>Existing capacities within the network are pooled and strengthened to enable us to:                             <ul style="list-style-type: none"> <li>Strengthen our overall approach to partnerships at the local and global level with not-for-profit and for-profit actors, and our ability to lead large-scale consortia.</li> <li>Better work with donors and local entities to support and accelerate the transfer of funding expertise and knowledge to local and national actors.</li> <li>Expand revenue on existing private fundraising streams, and explore and develop new ones.</li> </ul> </li> </ul>
WE COMMIT TO BEING A COHERENT, EFFICIENT AND WELL-GOVERNED NETWORK	<ul style="list-style-type: none"> <li>New, more flexible governance mechanisms are developed to enable us to increase coordination, to better pool our capacities and resources, and to leverage existing knowledge and skills more effectively in order to strengthen our collective knowledge and effectiveness.</li> <li>Digitalization is institutionalized, and significant investments are made to support digital transformation, and to develop and strengthen data sharing systems and our analytical and data intelligence capacity.</li> <li>Monitoring systems and capabilities are strengthened and harmonized across the network to better measure our impact, ensure mutual accountability, and effectively track the implementation of our five-year international strategy.</li> </ul>





**ACTION  
AGAINST  
HUNGER**