

ACF INTERNATIONAL STRATEGY 2010 - 2015



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Our vision is of a world without hunger. A world in which all children and adults have sufficient food and water, equitable access to the resources that sustain life, and are able to attain these with dignity.



Introduction

Recognised as a leader in the fight against hunger and malnutrition, Action Against Hunger | ACF International has been working for over 30 years to meet the immediate and long term needs of millions of children and families worldwide. Driven by our vision of a world without hunger, ACF has built a network of five headquarters working in over 40 countries, helping over four million people every year.

Despite significant progress, malnutrition is still the underlying cause of an unacceptable number of child deaths and illnesses. Poor nutrition can also permanently affect mental and physical growth in the early years of a child's life, robbing whole communities of a future. We can, and must, build on our existing work to do more.

Our five year strategy aims to do just that. We outline clear objectives that build on our core

strengths of saving the lives of malnourished children and responding to natural and man-made disasters.

To achieve our objectives we will continue to provide for the immediate needs of those vulnerable to hunger, whilst addressing the underlying causes. All our objectives will further the impact we have on those deprived from one of the most basic human needs: food.

Whilst we must remain mindful that our objectives are set at a time of economic turmoil, we know from over three decades of experience that it is entirely possible to bring about an end to child hunger and malnutrition. The financial crisis has demonstrated that money can be found when the world deems it important. Therefore, we pledge to make it our business to make hunger matter and end malnutrition.





The global hunger crisis

Hunger poses the gravest single threat to international public health, with huge, global repercussions. Worldwide, one in six people are undernourished and the number of hungry and undernourished people is on the rise.

The result of hunger is often acute malnutrition, which increases the risk of death and/or illness, inhibits physiological and mental development, has life-long implications for health, and heavily mortgages the opportunities available to future generations.

Worldwide there are 55 million children aged five or younger who are suffering from acute malnutrition. Over a third of these children, an estimated 19 million, suffer from the most severe form of acute malnutrition. Without treatment, these children are at imminent risk of dying. As shocking as these figures are, the real tragedy is that so little is done to address this situation, despite the existence of effective solutions.

Unlike many other diseases, the causes of acute malnutrition are well known, the cures are cost-effective and there are promising new strategies for preventing malnutrition and

averting future food crises. Yet fewer than 9% of children suffering from this condition receive treatmentⁱ.

There are no excuses. Thanks to the development of new ready-to-use therapeutic foods, we now have the tools to treat malnutrition.

Yet still, children suffering from this most dangerous form of hunger are still being ignored. In 2000, world leaders pledged to cut hunger by half over the next 15 years. The world now only has five years left and over a billion people are going hungry. World leaders must face the stark reality of what is needed to deliver on their promise.

A new sense of urgency is emerging. Natural disasters, climate change, economic breakdowns, epidemics including HIV/AIDS, violent conflict and the food price crisis, are all taking a toll on people's access to food that is adequate in quality and quantity, as well as safe water.

We stay firm in the belief that this is a problem too great to ignore: something can, and must, be done.

i. ACF/MSF (2008) 'One Crisis May Hide Another: Food Price Crisis Masked Deadly Malnutrition'

A world without hunger

Our vision is simple: a world without hunger.

We believe that a child suffering from malnutrition as a result of hunger or illness is an unacceptable reality. Food of sufficient quality and quantity, including safe water, are key foundations for survival, growth and development. Our vision demands that these basic human rights are available and accessible to all.

With over 30 years of expertise in situations of conflict, natural disaster and chronic food insecurity, we work to save the lives of malnourished children while providing communities with sustainable access to safe water and long-term solutions to hunger. We have invested in our strong commitment to eliminating hunger by building on our capacity to detect, treat and prevent malnutrition, with over 4,000 field staff operating in over 40 countries worldwide.

From crisis to sustainability, we are driven by the needs of the most vulnerable, helping over four million people every year. Paramount to our work is ensuring short-term interventions become long-term solutions by working with local and national partners.

To fulfil our vision we address the underlying causes of hunger by investing in agricultural and farming practices; restoring livelihoods after a crisis; helping people to cope with disasters; promoting sound childcare practices; and implementing an array of water, sanitation and hygiene projects.

However, there is still more work to do.

We want to expand our reach to help put an end to child hunger for good. With political commitment, initiative and sufficient resources we believe that, together, our vision of a world without hunger can be achieved.



Principles & Values

Action Against Hunger is committed to principled humanitarian action as outlined in our International Charter of Principles.

Independence

Action Against Hunger acts according to its own principles in order to maintain its moral and financial independence. Action Against Hunger's actions are not defined in terms of domestic or foreign policies, nor does the organisation act in the interest of any government.

Neutrality

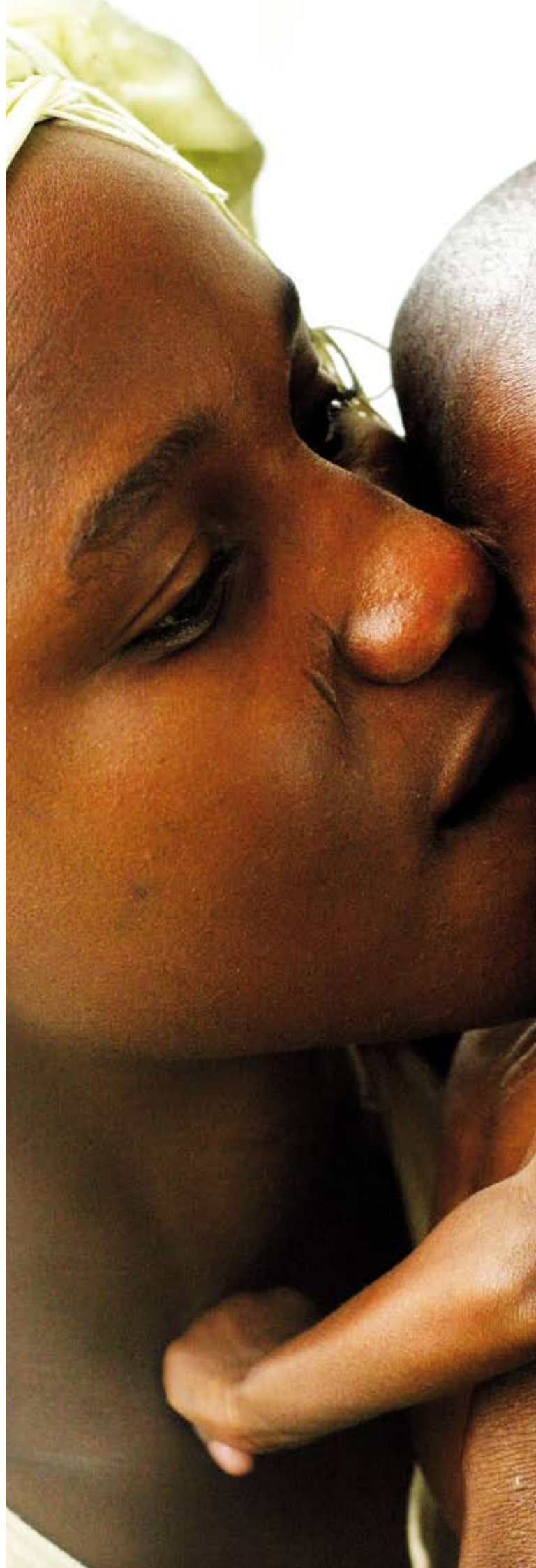
Action Against Hunger maintains a strict political and religious neutrality. Nevertheless, Action Against Hunger can denounce human rights violations it witnesses as well as obstacles put in the way of its humanitarian activities.

Non-discrimination

A victim is a victim. Action Against Hunger rejects all discrimination based on ethnicity, nationality, opinion, race, religion, sex or social class.

Free and direct access

Action Against Hunger demands free access to victims and direct control of its programmes. Action Against Hunger uses all means available to achieve this goal, and will denounce and act against obstacles that prevent the organisation from doing so. Action Against Hunger also verifies the allocation of its resources to ensure that they reach those individuals for whom they are destined. Under no circumstances can partners working together with or alongside Action Against Hunger become the ultimate beneficiaries of Action Against Hunger's programmes.





Professionalism

To maximise its efficiency and use of resources, Action Against Hunger bases the assessment, conception, management and realisation of its programmes on the highest professional standards and its years of experience.

Transparency

Action Against Hunger is committed to respecting a policy of transparency and disclosure for its beneficiaries, donors and partners by making available all information on the allocation and management of its funds, and by providing independent verification of its good management.

The following values also underpin all our work:

Responding to needs

Action Against Hunger is a needs-driven organisation with a primary focus of targeting the most vulnerable groups, especially women, the elderly and children. All our activities aim to maintain and/or restore human dignity.

Impact & results

Our work is solution-centred and results-focused which holds ourselves and others accountable.

Do no harm

Action Against Hunger acts responsibly to ensure that its activities do not adversely affect local communities.

Community focused

At the core of all our programmes lies a community-focused approach. We empower and develop the capacity of local communities

through the sharing of expertise and encouraging local level involvement and decision making.

Comprehensive approach

We adopt an integrated approach incorporating nutrition, care practices, food security, water, sanitation and hygiene in order to treat malnutrition and tackle the underlying causes of hunger.

Coordination

We respect and value diversity and work with affected communities, other organisations and partners to achieve our vision of a world without hunger.

Lasting solutions

We work to ensure that our programmes have long-term sustainability. By integrating our programmes within local and national structures, we can transform effective, short-term interventions into sustainable, long-term solutions.



Our 5 Aims

Over the next five years we will:

Aim 1

increase our **impact on acute malnutrition**, curatively and preventively, especially in young children

Aim 2

respond to, and prevent **humanitarian crises**, address vulnerability and reinforce longer term resilience to food, water and nutritional crises

Aim 3

develop **partnerships** with local, national and international stakeholders to increase the number of people we assist and promote sustainability

Aim 4

build our **capacity** to ensure effective and efficient responses to humanitarian crises

Aim 5

maximise our **pre-eminence** as an advocate and reference source on hunger and malnutrition



Aim 1

We will increase our impact on acute malnutrition, curatively and preventively, especially in young children

ACF is deeply committed to responding to the needs of vulnerable people living in areas with high levels of malnutrition. Over the past three decades, we have assessed and treated millions of acutely malnourished children. Yet much more needs to be done: over 55 million children need urgent nutrition interventions.

We have always maintained a strong reputation for our leadership in treating cases of malnutrition and piloting new treatment protocols. Thanks to the recent development of nutrient-rich, ready-to-use therapeutic foods the paradigm for treating children with acute malnutrition has changed. This has allowed ACF and other organisations to widen accessibility to treatment to more children than ever before by shifting the focus of care from specialist centres to treatment within the community. We will continue to use the opportunity to work in collaboration with local communities to scale up our programmes and increase our impact on acute malnutrition.





ACF objectives

We will...

- treat and prevent acute malnutrition in at least 1.5 million children per year
- address the underlying causes of acute malnutrition
- engage communities, governments, non-governmental organisations, donors and other stakeholders to take concrete steps in eradicating acute malnutrition

Impact & success indicators

- The number of people who will benefit from our nutritional treatments for acute malnutrition and preventative distributions of nutrition products will increase to at least half a million per year
- The number of people benefiting from our care practices programmes will rise to one million
- We will be present in 80% of countries with high rates of child malnutrition
- We will strengthen our integrated approach incorporating nutrition and care practices, food security, water, sanitation and hygiene
- The detection of emerging causes of hunger will be strengthened via the implementation of more effective surveillance and early warning systems
- Local and national governments will have enhanced their capacity to treat and prevent acute malnutrition
- An increased number of local, national and regional ministries of health will establish, or improve, their protocols for treating children with acute malnutrition
- Relationships with donors and governments will be solidified to scale up the community-based management of acute malnutrition

Aim 2

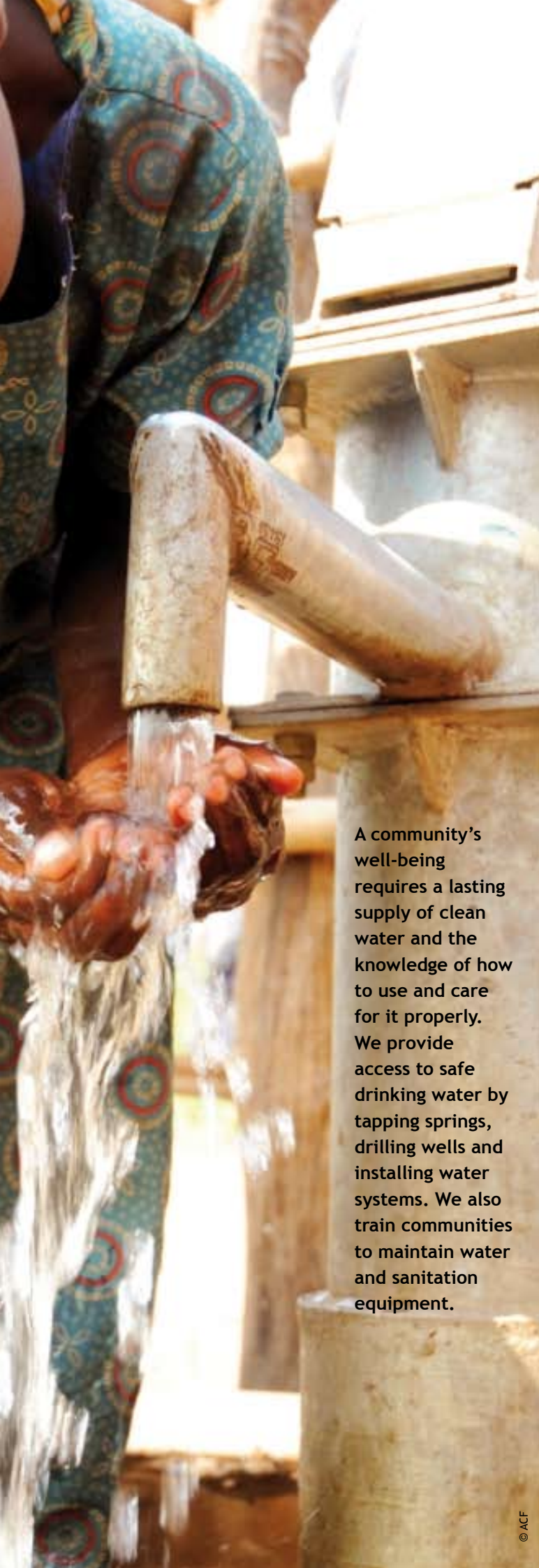
Respond to humanitarian crises, address vulnerability and reinforce longer term resilience to food, water and nutritional crises

There are many factors that cause, or contribute to, a humanitarian crisis. These can include: armed conflicts, climate change, discriminatory violence, natural disasters, epidemics, economic breakdowns and food shortages. In such situations, household coping mechanisms are disrupted, preventing families from having adequate access to food of sufficient quality and quantity, as well as safe water.

With more people than ever before affected by natural disasters, and an increasingly proportionate number of civilian victims suffering from violent conflict, ACF remains committed to responding to humanitarian crises.

We adopt a two pronged approach in responding to a humanitarian crisis. Firstly, we address the needs of those affected by disasters, and secondly, we ensure disaster risk reduction and climate change adaptation strategies are built into our relevant programmes.





A community's well-being requires a lasting supply of clean water and the knowledge of how to use and care for it properly. We provide access to safe drinking water by tapping springs, drilling wells and installing water systems. We also train communities to maintain water and sanitation equipment.

ACF objectives

We will...

- improve ACF's capability to respond rapidly to humanitarian crises
- increase ACF support to the most vulnerable and affected populations during acute crises and rehabilitation contexts
- build long-term resilience in populations most vulnerable to natural disasters

Impact & success indicators

- A decision will be made within 24 hours on whether to intervene in a humanitarian crisis, with a team dispatched within 48 hours
- The number of people benefiting from our water, sanitation and hygiene programmes will annually reach 2.8 million
- The number of people benefiting from our food security programmes will reach 2.2 million per year
- The impact of recurring natural disasters on the most vulnerable communities will be prevented, and reduced, by our contribution to more effective surveillance systems and early warning mechanisms
- A stronger mainstreaming of disaster risk reduction and climate change strategies will be implemented into relevant programmes

Aim 3

Develop partnerships with local, national and international stakeholders to increase the number of people we assist and promote sustainability

ACF is committed to working together with local partners. We therefore aim to strengthen the capacity of our partners so they can become robust advocates in eradicating hunger. We believe that by putting sound partnership principles in practice - trust, respect, mutuality, transparency and accountability - our joint efforts will have a stronger impact in helping those who are most in need.

Local partners play a key role due to their presence on the ground, their expertise and their understanding of local conditions and culture. Through developing partnerships, we will not only advance the impact of our interventions, but also strengthen the self-sufficiency of our partners and increase access to areas where direct intervention may not have been previously possible.

We currently work with a diverse range of local, national and international partners and organisations. However, we seek to further embrace a systematic, strategic and sustainable approach to all our partnerships as a central way of working.



We are committed to working in partnership with local partners. In Liberia for example, we work with Aid for Needy Development Programme (ANDP), a local NGO dedicated to addressing malnutrition in the country's capital, Monrovia.



ACF objectives

We will...

- improve ACF's impact on acute malnutrition by increasing the number of people we reach via partner organisations
- promote the development of partnerships to empower national and local organisations, promote programme sustainability and build the capacities of both ACF and partner organisations and entities

Impact & success indicators

- New partners will be established, and existing partners supported, in taking concrete measures to eradicate acute malnutrition
- Assessments on programme impact, transparency and accountability will be ingrained into our partnerships and related activities
- National and local organisations will be empowered to promote programme sustainability via strategic partnerships, mutual learning, training and capacity development
- Our impact will be enhanced by expanding resources and increasing cost-effectiveness

Aim 4

Build our capacity to ensure effective and efficient responses to humanitarian crises

Research on effective and efficient solutions to ever-changing nutritional needs is crucial. By establishing strong links with internal and external experts in health, water and agriculture, we can benefit from cutting-edge discoveries. This enables us to strengthen our response in a humanitarian crisis.

We explore the tools and processes needed to successfully fight hunger, and keep updated with new trends and the impact hunger and malnutrition have on communities worldwide. This level of expertise, together with lessons learned from direct field experience and ongoing research, actively fine-tunes programme effectiveness and influences external stakeholders.

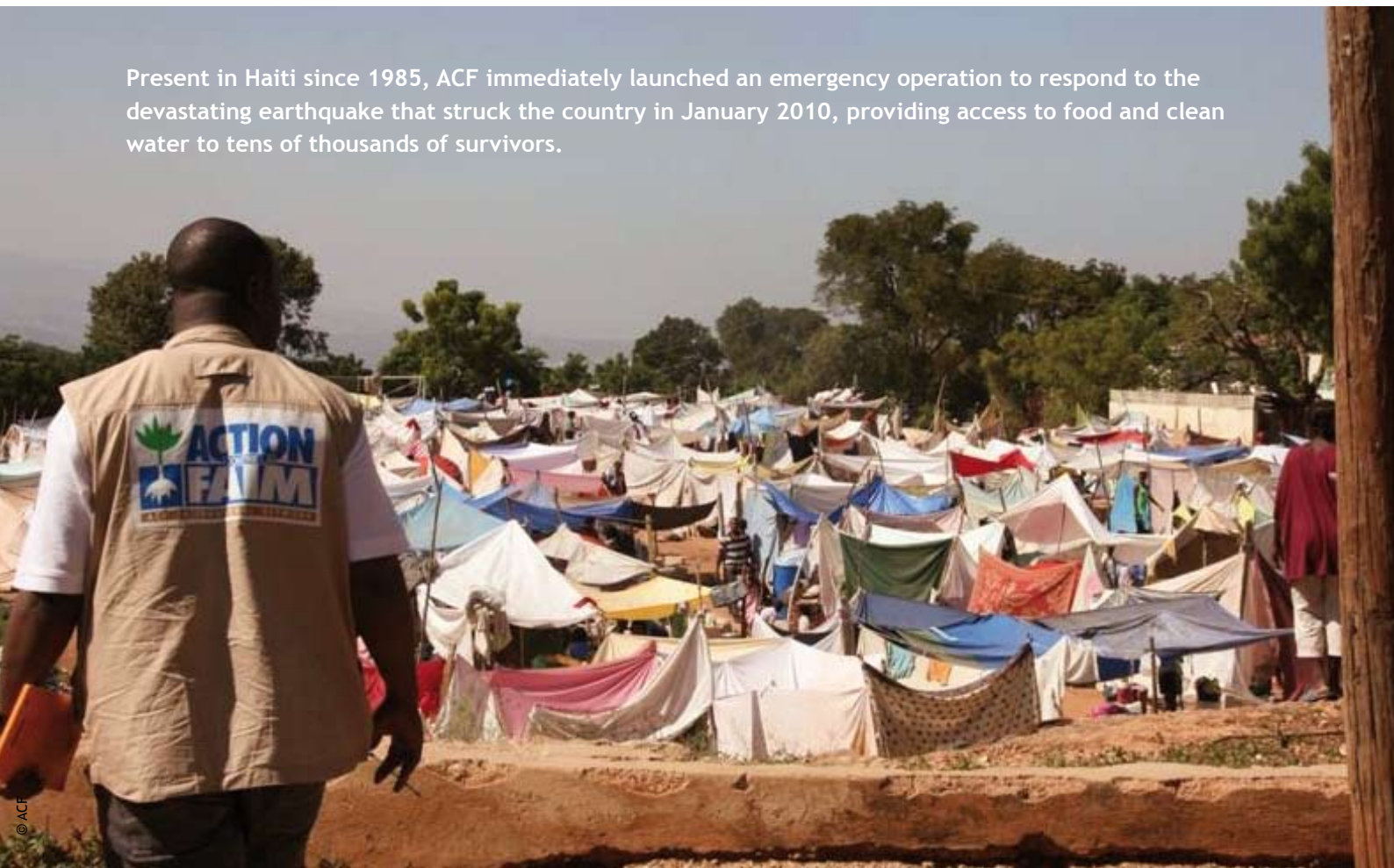
With five headquarters, and programmes in over 40 countries worldwide, we also look to build on our reaction and planning capacity in a humanitarian crisis. With more staff members deployed than ever before, security must remain a priority. We will continue to strengthen our security measures ensuring that our ethos of “acceptance by local populations” is at the heart of our approach. Financial independence and stability must be secured to make this possible, and to ensure we can build upon our capacity to respond quickly and effectively in a crisis.

ACF objectives

We will...

- invest in research and development
- enhance human resources to ensure that ACF has the manpower and the talent needed to accomplish the goals and objectives set out

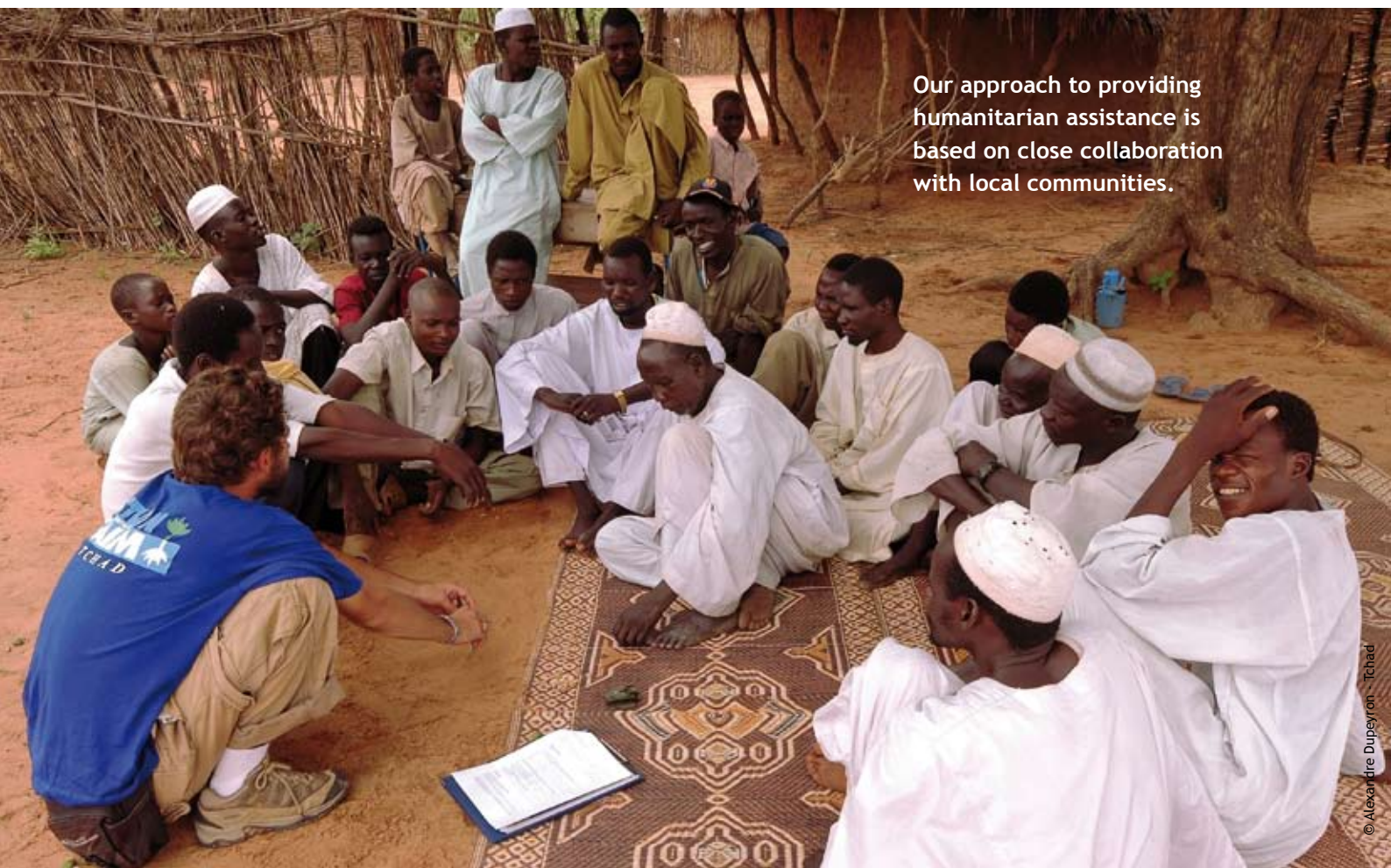
Present in Haiti since 1985, ACF immediately launched an emergency operation to respond to the devastating earthquake that struck the country in January 2010, providing access to food and clean water to tens of thousands of survivors.



- enhance ACF's logistic systems, ensuring adequate support for its nutrition, food, water and sanitation programmes
- address complex security environments for both national and non-national staff
- develop greater financial independence and sufficient revenue to allow ACF to increase its impact on the eradication of hunger and malnutrition
- Increased human resource capacity and the nurturing and promotion of national staff will increase programme effectiveness, efficiency and sustainability
- Logistic resource systems will be strengthened, especially in preparation for a humanitarian crisis
- Security for both national and international staff will be tightened, with rigorous training and context-appropriate security protocols. Security strategies and regular assessments will be supported by an allocated budget
- Our international financial resources will amount to £176m
- 35% of all funding received will come from private sources, reinforcing our financial independence
- Diversified funding, with no one source representing more than 20% of the total funding

Impact & success indicators

- Investment in research will increase the output of our studies and publications, pulling acute malnutrition to the forefront of discussion
- Strengthened evaluations and monitoring of our programmes will provide an evidence base and learning to allow us to continually review, refine and adapt our programmes



Our approach to providing humanitarian assistance is based on close collaboration with local communities.

Aim 5

Become pre-eminent as an advocate and reference source on hunger and malnutrition

Acute malnutrition is predictable and preventable. However, the commitment from national and international policy makers to end this deadly form of hunger is desperately lacking. To give acute malnutrition the attention it deserves, our advocacy arm is expanding to engage with key decision makers.

Crucial to our credibility and transparency, all our advocacy will be evidence-based. Calling on testimonies from programme participants, our own research and external parties, we will increase our influence on the international stage.

We also regularly publish our programme assessments to increase our accountability and will continue to strengthen our transparency to retain public and donor confidence in our work.



ACF works with local communities to develop sustainable solutions to hunger. We also influence policy actors to make the eradication of acute malnutrition an international priority.



“My farm is small, more like a garden. And the soil is poor. It gives us no more than two months worth of millet. We are farmers, yes, but what we grow is not enough.”
Zara, Guidan Koura, Niger

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ACF objectives

We will...

- develop a more reliable and comprehensive information system for operational and external communications
- increase ACF’s voice in international policy and funding forums bringing the problem of acute malnutrition to the forefront

Impact & success indicators

- Comprehensive information systems will be put in place to facilitate internal and external communication
- ACF capacity to consolidate data and long-term analyses for research and policy purposes will be strengthened
- ACF’s advocacy arm will be developed to influence policy-making and bring local voices to the forefront
- Our effectiveness and impact will be strengthened by increased transparency across all areas of our work





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