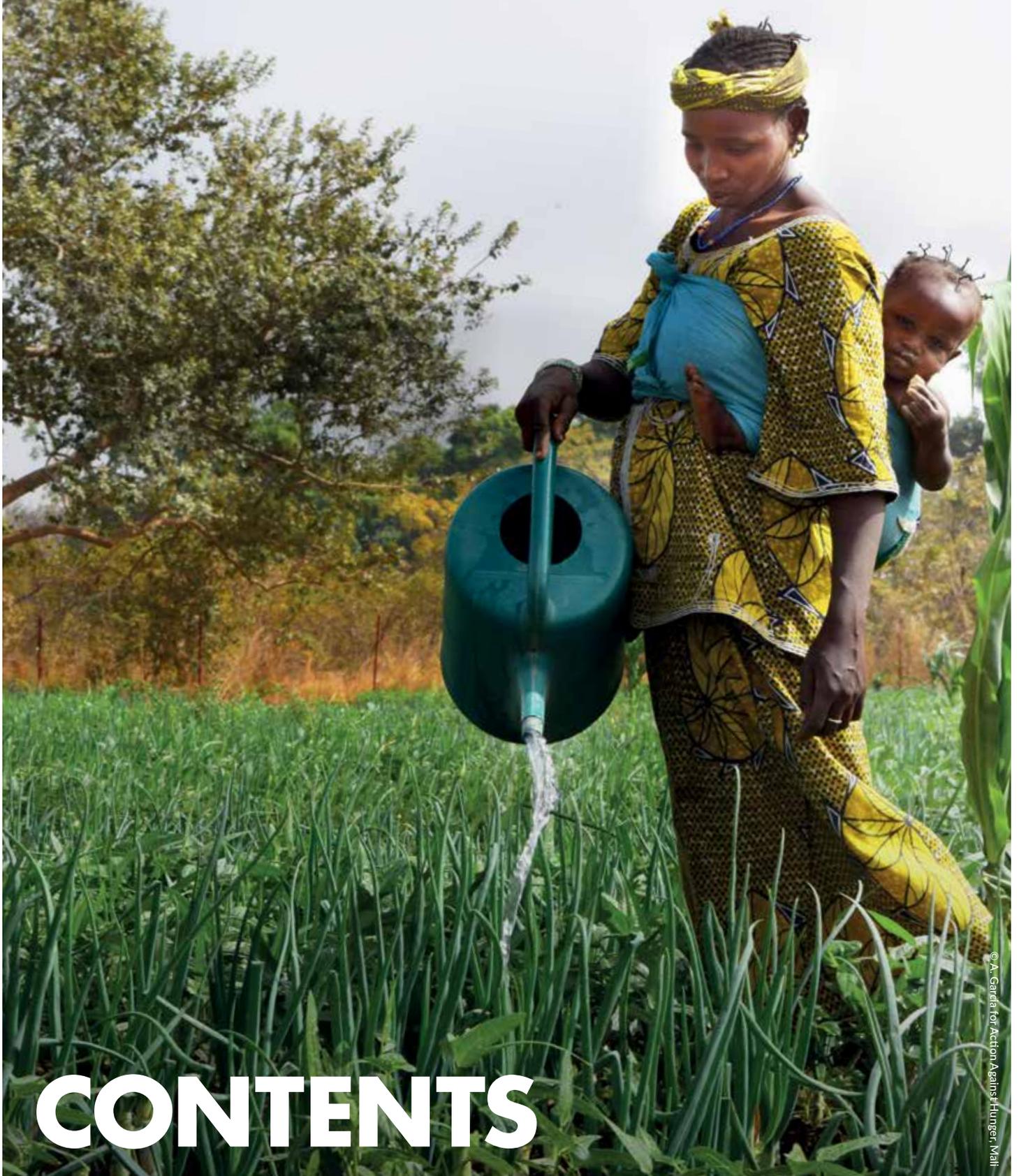


**ACTION
AGAINST
HUNGER**



**2016–2020
INTERNATIONAL
STRATEGIC PLAN**



© A. Garati for Action Against Hunger, Mali

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01/INTRODUCTION

Left: A woman waters her field in Mali

Much has changed since Action Against Hunger was founded in 1979. As an international organisation, we are continuously evolving in response to and anticipation of a changing global landscape. Our multi-year strategic plan provides a framework for leadership and a roadmap for increasing our impact. That is our intent.

Our strategic plan will guide us and allow us to work with partners to develop and implement approaches and policies that will result in real, measurable reductions in human suffering from the ravages of hunger. It establishes our vision, our goals and the targets we aim to achieve.

Political and social turmoil, conflict, poverty, inequality and natural disasters continue to have calamitous consequences for the world's hungry. Today, an estimated 50 million¹ children under five suffer still from acute undernutrition, the most life-threatening form of hunger, and 159² million from chronic undernutrition, which occurs over time. But the resolve to act to address hunger has now been recognised politically worldwide with the world's governments finally agreeing a goal to end it by 2030. There is now real hope for the future.

We know that hunger and undernutrition are preventable. In a world where climate change and conflict will challenge even the most resilient among us, Action Against Hunger will be a global leader in advocating for resources, practices and policies that will restore the dignity and potential of people affected by hunger.

Together with our global partners, we will work to achieve even greater results in reducing and preventing hunger among the most vulnerable people around the world.

Over the next five years, we will strengthen our organisation through the adoption of technology and enhanced collaboration around shared approaches. We will partner with academia and think tanks to generate new knowledge from our vast field presence. We will seek collaboration with civil society, with the private sector and with governments to strengthen our collective impact.

This five year strategic plan sets the ambitions of Action Against Hunger to be at the forefront of bringing positive and lasting change in the lives of those affected by hunger. Our aim is to empower people for them to be in charge of their own destinies. We endeavor to support households, local communities and national institutions to develop longer term collective approaches to reinforce their capacities to better respond to, mitigate and prevent humanitarian emergencies and hunger crises.

WE WILL DO WHAT IT TAKES TO BRING HUMANITY CLOSER TO A WORLD FREE FROM HUNGER.

¹UNICEF/WHO/World Bank - Joint Child Malnutrition Estimates, 2015
²Ibid

02/FOR A WORLD FREE FROM HUNGER

OUR VISION

For a world free from hunger.

OUR MISSION

For almost 40 years, across nearly 50 countries, we have led the global fight against hunger. We save the lives of children and work with their communities before and after the disaster strikes.

We enable people to provide for themselves, see their children grow up strong, and build prosperous communities.

We constantly search for more effective solutions, while sharing our knowledge and expertise with the world. We push for long-term change. We will never give up. Until the world is free from hunger.

OUR CHARTER OF PRINCIPLES

Wherever we act, we respect these principles:

Independence

Our policies are not defined in terms of domestic or foreign policies, nor in the interest of any government. We act according to our own principles, to maintain our moral and financial independence.

Neutrality

A victim is a victim. Action Against Hunger maintains a strict political and religious neutrality. Nevertheless, we will always denounce human rights violations and speak out against obstacles put in the way of humanitarian action.

Transparency

Action Against Hunger aims for total transparency. Whether for partners, donors or beneficiaries of our work, we make clear information available on the allocation and management of our funds, and provide guarantees of good management.

Free and direct access to victims

Action Against Hunger demands free access to victims and direct control of our own programmes. We denounce and act against any obstacle preventing this from happening. We verify the allocation of our resources to ensure they reach the right people. Under no circumstances will partner organisations working with us become the ultimate beneficiaries of our aid programmes.

Non-discrimination

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

Professionalism

Action Against Hunger is committed to the highest professional standards in all aspects of our programmes, from conception to realisation, management and assessment. We draw on years of experience and aim for continual improvement.

Below: A child and her
mum in Peru

WHAT WE VALUE MOST

Acting courageously

We will do whatever it takes to help the marginalised and most at risk, always acting with integrity and respect. No matter how hard, no matter how long it takes.

Impact that lasts

Whether immediately in a crisis, or incrementally in the long term, our actions make a measurable impact. We provide evidence, take responsibility, and are always accountable.

Constantly learning

We are always innovating, always seeking the next breakthrough. Radical, ingenious ideas are waiting to be discovered. There is always a better way.

Leading by example

We are the nutrition experts, trusted and respected across the world. We analyse, we problem-solve, we share knowledge – and we inspire others to get involved.

Working better together

We cannot solve these problems on our own. So we work in partnerships to maximise the impact we make – and to create a worldwide movement for change.



Right: A child plays at a water distribution point in South Sudan

FOR NUTRITION SECURITY FOR EVERYONE

We believe that no one should be hungry or suffer from undernutrition in today's world. Hunger is not inevitable. Addressing its root causes – conflict, poverty, injustice as well as climate change and gender inequality – can end in change.

BY 2020 WE WILL BE:

The leading international non-governmental organisation engaged in the fight against hunger through thought leadership and high quality, impactful and evidence based programmes.

An innovator, capable of both developing new solutions, and proving their applicability at a scale appropriate to need.

An influencer, able to change policies related to hunger and undernutrition at national and international levels in order to revolutionise the way the world fights hunger.







03/MAKING CHANGE HAPPEN

Above: Action Against Hunger aid workers carry out emergency nutrition assessments in in Borno State, Nigeria

Our theory of change is an overarching guide for how we contribute to a world without hunger. We believe four approaches are fundamental to ensure we are at the forefront of making change in the lives of those affected by hunger. It is how we believe our programmes will make a difference.

We aim to apply all aspects of our theory of change at all times in order to have maximum impact.

VISION

A WORLD FREE FROM HUNGER

MACRO GOALS

**CHANGE IN THE WAY THE WORLD ADDRESSES HUNGER
ALLEVIATION OF HUNGER**

TOOLS





© G. Calaf for Action Against Hunger, Nigeria, 2016

1 TECHNICAL EXPERTISE AND INNOVATION

We will be the leader in **technical expertise and innovation**. We will constantly improve the ways the world tackles hunger both within our programmes and in the communities with which we partner. We aim to be at the forefront of innovation in the treatment of undernutrition and will continually adapt our programmes with the most innovative and impactful solutions.

In addition, we will contribute to global research and policy setting on the causes and effects of undernutrition.

3 POWERFUL AND LEGITIMATE VOICE

We will strive at all times to have a **powerful and legitimate voice** based on our technical expertise and operational experience. We will seek to engage at the very highest levels in the countries in which we operate and on the international stage to promote solutions to hunger and to ensure the most vulnerable and disadvantaged are heard.

Our capacity to influence national and international policy makers will be legitimised by our direct action and recognised technical expertise.

2 OPERATIONAL CAPACITY

We will put our technical expertise and innovation into practice through our **operational capacity**. We will ensure that our ideas can be implemented and we will always strive to offer innovative and proven solutions to ending hunger in the world.

Our operational capacity will focus on our ability to implement high quality programmes, and to take innovative ideas and proven approaches to a scale appropriate to needs.

4 TRANSFER OF OUR KNOWLEDGE AND EXPERTISE

We will always aim to **transfer** our expertise in a sustainable and appropriate way, leaving a lasting and durable legacy. We will look to learn from the communities with whom we work and transfer the best practice and innovation we discover to our other programmes and partners.

Our ultimate ambition is to strengthen the societies in which we work to the maximum extent in order to tackle hunger as long as it perpetuates.

04/FOR UNIVERSAL AIMS AND GOALS

Right: An Action Against Hunger aid worker in Matam, Senegal, measures the mid-upper arm circumference of a child to assess whether she is malnourished

Action Against Hunger is committed to working together with the global community and to contribute to the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), especially the ambition to end hunger and undernutrition.

WE AIM TO:

- A. Mitigate the consequences of hunger
- B. Address the causes of hunger
- C. Change the way hunger is viewed and addressed

GLOBAL GOAL 2: No Hunger

- End Hunger, achieve food security and improved nutrition and promote sustainable agriculture

GLOBAL GOAL 3: Good Health

- Ensure healthy lives and promote well-being for all at all ages.

GLOBAL GOAL 5: Gender Equality

- Achieve gender equality and empower all women and girls.

GLOBAL GOAL 6: Clean Water and Sanitation

- Ensure availability and sustainable management of water and sanitation for all.





**CHRONIC UNDERNUTRITION
RATES ARE DROPPING, BUT**

**159
MILLION**

**CHILDREN AROUND THE
WORLD ARE STILL AFFECTED**

**ACUTE UNDERNUTRITION
THREATENS THE LIVES OF**

**50
MILLION**

CHILDREN WORLDWIDE

**16
MILLION**

**CHILDREN ARE SEVERELY
UNDERNOURISHED**

UNICEF/WHO/WORLD BANK, Joint Child Malnutrition
Estimates, 2015.



A. MITIGATE THE CONSEQUENCES OF HUNGER

Left: A mother feeds her child at an Action Against Hunger supported nutrition unit in Niger

We will address acute undernutrition and deliver severe acute undernutrition management effectively at scale.

We will develop the scope of our interventions to address stunting and strengthen people's resilience against hunger so they can better cope with stresses and shocks.

Acute undernutrition is the most life-threatening consequence of hunger and a leading cause of child mortality. Today, less than 15% of children suffering from severe acute undernutrition receive the lifesaving treatment they so urgently need.

Chronic undernutrition is one of the most serious chronic illnesses in the world today, and one of the principle reasons that poor communities struggle to develop. Stunted children have suffered from chronic malnutrition early on in their lives. The damage done to their brain and body can be irreversible. This includes delayed motor development, impaired cognitive function, poor school performance and an increased likelihood of chronic illness and early mortality. This in turn leads to much lower economic productivity which reinforces the cycle of poverty and hunger.

Both chronic and acute undernutrition are associated with increased mortality.

To achieve our vision of a world free from hunger, we must focus on both the chronic and acute aspects of undernutrition.

WE WILL:

Scale-up treatment for severely undernourished children by supporting programmes through community and government services where possible, and through direct treatment where necessary.

Integrate nutrition treatment services into formal and informal health services.

Embed nutrition within all key sectors that can have an impact on people's nutrition, including agriculture, education, health, social protection, water, sanitation and hygiene.

Promote the integration of treatment and preventative approaches into the national policies and practices of relevant governmental bodies.

Increase our programmes aimed at tackling stunting to support the growth and development of babies and young between conception and a child's second birthday.

STUNTED CHILDREN ARE 5.5 TIMES MORE LIKELY TO DIE.

ACUTELY UNDERNOURISHED CHILDREN ARE 9 TIMES MORE LIKELY TO DIE THAN A HEALTHY CHILD.

**Olofin et Al. 2013. Associations of suboptimal growth with all-cause and cause-specific mortality in children under five years: a pooled analysis of ten prospective studies. PLoS One 8(5): e64636*

**Macdonald et Al. 2013. The effect of multiple anthropometric deficits on child mortality: meta-analysis of individual data in 10 prospective studies from developing countries. Am J Clin Nutr 07(4): 896-901*

**Prof Robert E Black et Al. 2013 Maternal and Child Undernutrition Series. The Lancet*



B. ADDRESS THE CAUSES OF HUNGER

Above: A woman walks home carrying her crops

Together with our partners, we will strive to achieve nutrition security in all communities we work in and respond to humanitarian crises when and where they arise.

WE WILL:

Promote a nutrition security and nutrition sensitive approach around the world.

Improve sanitation and water quality and access in the communities we work with, in order to reduce the number of people suffering from preventable undernutrition caused by diseases related to the environment in which they live.

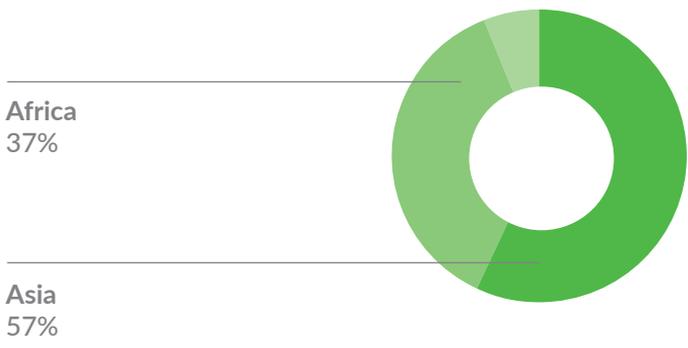
Focus on the nexus of sustainable food systems and appropriate nutrition, the promotion of sustainable and climate-adapted agriculture, particularly in areas of food insecurity, and tackling urban food insecurity and hunger.

Address psycho-social needs of children and care givers and ensure our work understands local practices and traditions in areas of chronic conflict or recurrent natural disaster. Create protective environments for the girls, boys, women and men with whom we work.

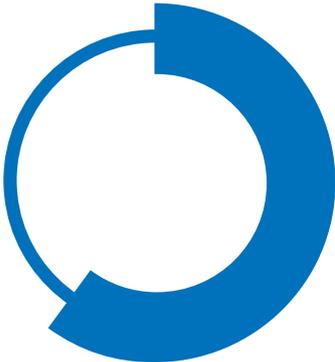
Engage in collective efforts that aim to address the root causes of hunger including poverty, conflict, inequality, climate change, poor governance and insufficient political will.



IN 2014, ALMOST ALL SEVERELY ACUTELY UNDERNOURISHED CHILDREN UNDER 5 LIVED IN ASIA AND AFRICA



IN 2014, MORE THAN HALF OF ALL CHRONICALLY UNDERNOURISHED CHILDREN UNDER 5 LIVED IN ASIA AND MORE THAN ONE THIRD LIVED IN AFRICA



3 OUT OF 5
SUB-REGIONS IN AFRICA, EASTERN AFRICA, MIDDLE AFRICA AND WESTERN AFRICA, HAVE RISING NUMBERS OF CHRONICALLY UNDERNOURISHED CHILDREN UNDER 5

Source: UNICEF - WHO - World Bank Group joint child malnutrition estimates 2015



C. CHANGE THE WAY HUNGER IS VIEWED AND ADDRESSED

Left: A woman receives relief items from Action Against Hunger in the aftermath of typhoon Haiyan which struck the Philippines in 2013

Action Against Hunger will be a powerful influencer changing policies and practice related to hunger so the world makes progress on addressing undernutrition.

We will influence governments, international institutions and other actors as well as engage crisis-affected populations, citizens, civil society and the private sector to take action to end hunger and undernutrition.

The global community has the knowledge and resources to ensure that no child dies from hunger and undernutrition but widespread lack of political will means that millions of children still die from acute undernutrition every year. Campaigning and influencing is one of the most cost effective ways to ensure the necessary political decisions are made for positive change to happen.

Our advocacy draws legitimacy and credibility from our operations in the field, from technical research and from our direct work with communities affected by nutrition insecurity and child undernutrition in emergency, recovery and development contexts.

Right: A child is being assessed for malnutrition in Matam, Senegal



WE WILL INFLUENCE INTERNATIONALLY, REGIONALLY AND NATIONALLY:

for the scale up of treatment of acute undernutrition and to reduce the prevalence of undernutrition in children bringing an end to the preventable child deaths linked to the condition

for a principled, effective and accountable humanitarian system that meets the needs of crisis affected populations

for the drivers of hunger to be addressed

We will provide evidence on the extent and severity of hunger and undernutrition in the world and profile the actions needed to address it.

In recognition of the value that we give to working with others, our understanding of how change happens and the scale of the changes needed, we will work in networks and alliances and play our part in building the worldwide movement of citizens, civil society and social movements raising their voices for urgent action by world leaders and national politicians to deliver nutrition security for all.

05/ FOR ACHIEVING TARGETS

Right: A child is being assessed for malnutrition in Matam, Senegal

The effectiveness of our actions will be determined by our impact. We have carefully selected five goals and associated targets, which will be monitored systematically.

Our targets are ambitious, but so are we. These are the changes we seek to make and the level of ambition we have.

1

REDUCTION OF MORTALITY IN CHILDREN UNDER 5 YEARS OLD

TARGETS:

The death rate of children under five years old will be reduced by 20% by 2020 in our programming areas in ten selected high burden countries.

2

REDUCTION IN PREVALENCE OF CHRONIC AND ACUTE UNDERNUTRITION

TARGETS:

Both chronic and acute undernutrition in our programming areas will be reduced by 20% by 2020.

Governments in at least 60% of high burden countries where Action Against Hunger are working will adopt national plans to meet the Sustainable Development Goals target 2.2 to reduce chronic and acute undernutrition to the agreed World Health Assembly 2025 target levels. In the other 40% Governments will be on track.

3

INCREASE IN COVERAGE OF PROGRAMMES TO TREAT SEVERE ACUTE UNDERNUTRITION

TARGETS:

Our programmes supporting the treatment of severe acute undernutrition will have reached a coverage rate of 60% by 2020.

The number of severely undernourished children accessing treatment will increase from 3 million to 6 million every year globally. This will be as a result of a collective advocacy from Action Against Hunger, as well as our partners.



© L. Arango for Action Against Hunger, Senegal, 2016

4

UNMET NEEDS WITHIN THE SCOPE OF ACTION AGAINST HUNGER AREAS OF EXPERTISE WILL BE COVERED DURING EMERGENCIES

TARGETS:

At least 80% of rapid and slow onset emergencies, as defined by the Action Against Hunger categorisation matrix, will have a positioning and programming strategy.

At least 80% of rapid and slow onset emergencies, as defined by the Action Against Hunger categorisation matrix, are appropriately responded to within 48 hours.

100% of emergencies where unmet needs are identified and are beyond Action Against Hunger's support capacity, will have a developed Action Against Hunger advocacy strategy, aimed at improving the coverage of needs.

5

PROGRAMME COUNTRIES' AND THE INTERNATIONAL COMMUNITY'S STRATEGIES ON UNDERNUTRITION ARE IMPROVED BY OUR PROVISION OF RELIABLE EVIDENCE AND EXPERTISE

TARGETS:

By 2018, Action Against Hunger country strategies will fully include nutrition security and advocacy in line with our theory of change

At least 90% of Action Against Hunger technical studies and research will have developed and implemented an uptake strategy.

A centralised global platform consolidating existing information on severe acute undernutrition will be created in collaboration with other key stakeholders.

06/ FOR A MORE EFFECTIVE ORGANISATION

Right: A market vendor talks to an Action Against Hunger aid worker in Kathmandu, Nepal

In order to support and achieve such an ambitious strategic plan, we must remain agile, adaptable, cost effective, forward looking, impactful and trustworthy.

The responsibility of our success lies within each and every department of our organisation. To become a greater achiever, influencer and a multiplier, together this is what we will prioritise.

INVESTING IN THE PEOPLE WHO FULFIL OUR VISION AND PROGRAMMES

We will prioritise the recruitment, retention and growth of the talent in our organisation, and will develop a flexible human resource system that balances vision, commitment, environment and remuneration to become an employer of choice. We will recruit highly talented people from the countries and regions in which we work, under the principle of 'as local as possible, as international as necessary'.

GOAL

2020 TARGET

The best available talent for the organisation is recruited and retained

Average stay with Action Against Hunger increases by 35% for all staff

Action Against Hunger provides competitive benefit package to staff at country level

50% of all vacancies are filled by internal candidates 65% of management vacancies are filled by internal candidates



GOAL

Organisational needs for personnel at field level are covered in a timely way

2020 TARGET

It takes a maximum of 60 days to recruit for regular vacancies

It takes a maximum of 14 days to recruit for emergency contexts

GOAL

Continuous and high quality training and development activities that meet organisational needs is provided

2020 TARGET

A comprehensive training and development curriculum is in place across the network

70% of training and development needs identified through performance appraisals and training plans are followed up



INNOVATION, RESEARCH AND LEARNING

We must systematically position our technical work, research and advocacy in every context in which we work. Our long term value in many of the chronic contexts and long term emergencies will be in our ability to transfer technical knowledge and expertise to local structures, and those in a position to effect lasting change.

GOAL

Sustain investment in research and development

2020 TARGET

2% of annual operational volume is dedicated to research and development

GOAL

Improve the effectiveness and impact of Action Against Hunger research and development

2020 TARGET

At least 90% of research projects implemented by Action Against Hunger have a comprehensive and resourced uptake strategy

All research projects by Action Against Hunger will aim to strengthen practical approaches to prevent and treat undernutrition

GOAL

Action Against Hunger will track its programme performance according to a Nutrition Security Index (NUSI)

2020 TARGET

A Nutrition Security Index (NUSI) will be completed and in use by 2020

At least 50% of programmes will be tracked according to the NUSI

GOAL

Making learning a core part of Action Against Hunger's culture

2020 TARGET

An annual learning review will be produced and published externally



INFORMATION AND KNOWLEDGE MANAGEMENT

We must establish and maintain a world class knowledge management platform that ensures that the learning and best practices from the work that we do is captured, elaborated and utilised to the best extent possible.

GOAL

The No Hunger Forum, Action Against Hunger's intranet, is the main platform for knowledge and information exchange at Action Against Hunger

2020 TARGET

100% of staff with email address use as the main platform for getting internal information and accessing organisational learning

GOAL

Staff are fully skilled in the application of knowledge and information standards and tools

2020 TARGET

100% of staff with email address are literate on the knowledge and information platforms specific to their role

GOAL

Improved knowledge and information management systems facilitate informed decision making

2020 TARGET

100% of country programs and HQs use digital information management systems

At least 60% of staff actively using and contributing to knowledge management system

100% of indicators are collected digitally automatically

RAISING FUNDS FOR MAKING IMPACT

Right: Children participate in Action Against Hunger's annual Race Against Hunger

The mechanisms used in the future to fund humanitarian action will shift. They will rely far more on private sector investment and partnerships as well as innovative and engaging public involvement. We must invest in our capacity to be cutting edge. We need to take our public giving and the funds we raise from institutional donors to new levels.

GOAL

Financial resources are increased by 90% to scale up programmes and increase the number of people Action Against Hunger assists

2020 TARGET

Action Against Hunger's annual turnover reaches €500M

GOAL

Private resources are increased by 75% to enhance capacity to respond to crises and to address underlying causes of hunger

2020 TARGET

Action Against Hunger raises €130M from private sources

GOAL

The volume of public grants has doubled

2020 TARGET

Action Against Hunger receives €370M in public grants

GOAL

New fundraising income streams, markets or methods are established

2020 TARGET

The number of people that financially support Action Against Hunger globally has doubled

Two new sources of funding are implemented at a global level

GOAL

Action Against Hunger is recognised as a global leader in the fight against hunger

2020 TARGET

Action Against Hunger's global outreach has increased by 50%

GOAL

International private partnerships are established with high visibility and fundraising return

2020 TARGET

A minimum of two €1M+ global corporate partnerships are achieved

GOAL

The use of resources is optimised

2020 TARGET

Efficient cost recovery and cost effectiveness systems are in place to maximise the use of resources available



KNOWLEDGE TRANSFER AND PARTNERSHIP

Linked to our ability to innovate and manage knowledge and learning is our ability to transfer expertise. This transfer can be from Action Against Hunger to our operational and advocacy partners and the communities in which we work, as well as to the wider humanitarian sector and vice versa. We will invest in our ability to develop and maintain the partnerships and relationships required and learn from the contexts in which we work, and the partners with whom we engage.

GOAL

Country strategies have an integrated partnership strategy

2020 TARGET

At least 80% of country strategies include a local partnership strategy

At least 20% of programmes funds are channelled through local partners

GOAL

Engagement in humanitarian coordination platforms is strategic and clearly benefits Action Against Hunger's response

2020 TARGET

In 100% of humanitarian contexts Action Against Hunger participation in coordination platform is based on analysis of benefits to Action Against Hunger's response



FOR FREE



**A WORLD
FROM HUNGER.**

FOR FOOD.
AGAINST HUNGER
AND MALNUTRITION.

FOR CLEAN WATER.
AGAINST KILLER DISEASES.

FOR CHILDREN THAT GROW
UP STRONG.
AGAINST LIVES CUT SHORT.

FOR CROPS THIS YEAR,
AND NEXT.
AGAINST DROUGHT
AND DISASTER.

FOR CHANGING MINDS.
AGAINST IGNORANCE AND
INDIFFERENCE.

FOR FREEDOM FROM HUNGER.
FOR EVERYONE. FOR GOOD.

FOR ACTION.
AGAINST HUNGER.



ACTION
AGAINST
HUNGER