

**FOR A WORLD FREE
FROM HUNGER**
2021-25
UK STRATEGIC PLAN



WHO WE ARE

Action Against Hunger is a humanitarian and development network that has been at the forefront of the fight against hunger for the last 40 years. We are a needs-driven and rights-based organisation with a primary focus on targeting the most at-risk populations.

Action Against Hunger is an international non-government organisation (INGO) focused on reducing and eliminating hunger and malnutrition. Each year our network provides treatment to over 600,000 acutely malnourished children, making us the leading international NGO in treating acute malnutrition.

Our technical expertise, based on research, mass data analysis and collaboration with scientists and government ministries over 40 years, is internationally recognised and respected. We create innovative responses to treat life-threatening malnutrition. We 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, new-borns, and young children.

OUR VISION

For a world free from hunger.

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

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

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



WE'RE
FIGHTING
HUNGER
IN

46

COUNTRIES
AROUND THE
WORLD

GLOBALLY

1 IN 9

PEOPLE ARE HUNGRY

UNDER CURRENT TRENDS,

840 MILLION

PEOPLE WILL FACE HUNGER BY 2030



ACTION AGAINST HUNGER UK HAS THREE AMBITIONS OVER THE NEXT 5 YEARS

SAVE CHILDRENS' LIVES

We will **save the lives** of 500,000 severely malnourished children and support a further 9.5 million people vulnerable to food crises.

PROVIDE EXPERTISE AND EVIDENCE

We will **provide high quality, data-led technical expertise and evidence** to improve the response to and the mitigation of food crises and undernutrition.

BE AN INFLUENTIAL AND TRUSTED VOICE

We will be **an influential and trusted voice in the UK** on global hunger and nutrition issues.



OUR PRIORITIES

AT OUR CORE WE RESPOND TO HUNGER CRISES

This is Action Against Hunger's starting point and where our expertise is grounded. Our strategy is to build from this core strength, continually broadening our technical capabilities on issues central to our mission.

We will use the growing recognition of our reliable and expert technical services to expand our offering and partner with more actors, funders and decision-makers in the fight against hunger.

Our increasing evidence-based knowledge and expertise gives us a powerful voice to engage the public and influence government to deliver more action on hunger.

A strong voice and a high profile will drive more support from individuals and partners as we seek to grow more diverse and sustainable income streams.

WHAT WE WILL FOCUS ON



OUR TECHNICAL EXPERTISE AND SERVICES

As our role as an INGO evolves and adapts to today's global challenges and opportunities, we will continue to prioritise sharing our knowledge and expertise. We will build on our status as the technical experts on nutrition and monitoring, evaluation, accountability and learning (MEAL), both externally and within the Action Against Hunger network.

By 2025, we will have...

- Scaled up and strengthened our existing expertise in our current services and in the optimisation of Nutrition Information Systems for governments
- Developed our expertise in analysis of food systems
- Globalised the MEAL model by decentralising the expertise to regional hubs

OUR VOICE AND INFLUENCE

We will use our frontline experience and expertise on hunger to inform the UK government and other decision makers' strategies and policies further establishing Action Against Hunger as a leading expert and advocate on global hunger, malnutrition and their causes.

By 2025, we will have...

- Established ourselves as a key reference point on hunger for political decision makers
- Had a tangible impact across the critical UK aid and foreign policy agendas
- Generated evidence on the drivers of hunger to inform policy-makers and the UK public

THE VOICES OF AFFECTED COMMUNITIES

We will bring the voices of affected communities to the forefront of our external communications, connecting them more closely with the UK public. We will develop a human-focused approach on hunger issues, showing and demonstrating the impact of our activities through the eyes of those we help.

By 2025, we will have...

- Become the experts at building in-country communication capacity for the network
- Integrated the voices of affected communities into our advocacy
- Created powerful, inspiring and stand-out narratives and propositions

OUR FINANCIAL SUSTAINABILITY

We will need significant investment for the fight against hunger to fund our strategy and achieve our ambitions. Growth, diversification and sustainability will be driven across both our public and private income.

By 2025, we will have...

- Grown total annual programme funding from £34m to £53m
- Established private fundraising at 25% of our total income
- Secured funding for at least 20 large-scale projects each year

OUR UK FOOD CRISIS RESPONSE

With food poverty reaching crisis levels in the UK, we will use our expertise and experience of working with partners to help some of the most vulnerable UK households access healthy, nutritious and affordable food.

By 2025, we will have...

- Assisted thousands of households affected by food poverty in London, the Midlands and Manchester through partnerships with local community-based organisations
- Cultivated an engaged political audience and joined existing campaigning groups
- Established a response-first approach, consistent with our overseas programmes

OUR DIGITAL OFFERINGS AND INNOVATION

We will prioritise the development and innovation of our digital expertise, products and channels. With the increasing opportunities that digital technology offers, this will be key to increasing our profile, engaging new and existing support, and transforming the way we transfer knowledge and evidence to those on the frontline of driving change in the fight against hunger.

By 2025, we will have...

- Invested in new interactive and digital experiences that demonstrate our impact
- Developed approaches and strategic partnerships to pilot innovative MEAL solutions
- Established a high performing eco-system of digital channels, solutions and information systems
- Globalised the MEAL model by decentralising the expertise to regional hubs

STRATEGIC PARTNERSHIPS

- Deeper, strategic partnerships in data management, visualisation and research
- Longer partnership agreements for services
- High-profile strategic partnerships with foundations, businesses and universities
- Focal point for civil society collaboration and partnering on nutrition
- Develop bilateral agreements with Action Against Hunger Network members

PEOPLE, TALENT AND CULTURE

- Promote and sustain a culture that attracts and retains the right talent and capabilities to fulfil the demand for different skills, experience and expertise which will enable Action Against Hunger to innovative and drive change
- Open our recruitment policies to international staff

TECHNOLOGY, IP AND DATA

- Strengthen internal technological and data analytics capabilities through increased investment
- Take on a data-led approach and build effective knowledge management to strengthen our offerings in the future
- Utilise the large volumes of internal data currently available to differentiate our core product and offer a unique service

OUR STRENGTHS

We will focus on building our organisational capabilities in six priority areas to achieve our goals.

PRODUCT DEVELOPMENT AND INNOVATION

- Partner with the private sector, think-tanks and research centres in the UK to innovate on research and programming: Differentiate our technical assistance offering through innovative solutions
- Develop new digital fundraising products to recruit a large number of individual donors

VALUE / BRAND PROPOSITION

- Expand expertise and capabilities in communication to drive effective public engagement and advocacy while maintaining a strong focus on maximising both the public and institutional donors' experience
- For example, translating complex, technical topics into easily-understandable, meaningful messages for the public on hunger and malnutrition issues; amplifying voices of local people; and investing in visual experiences
- Building capacity in LMICs to equip and empower them for local-led, evidence-based advocacy

CUSTOMER EXPERIENCE

- Build a record of high satisfaction feedback from donors, supporters and our services' clients
- Action Against Hunger UK should be highly rated as a trusted, highly effective and reliable organisation, which delivers high-quality projects and services. Customer experience becomes a core competitive advantage.



**FOR A WORLD FREE 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.**

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