



**ACTION
AGAINST
HUNGER**



GLOBAL IMPACT REPORT

2025



Foreword

Welcome to Action Against Hunger's 2025 Global Impact Report, which summarises a year of unprecedented aid budget cuts and profound reset, for us and the aid sector as a whole.

2025 brought with it huge changes to the sector, both through the 'humanitarian reset' and with deep cuts to aid budgets across donor countries. The exact impact of the cuts remains unclear, but initial analysis indicates catastrophic impact on human life with estimates of 9.4 million additional and avoidable deaths by 2030. These cuts happened at a time when an estimated 295 million people are experiencing acute hunger, mostly created by conflicts.

We remain committed to a world free from hunger.

Despite these challenges, the Action Against Hunger network had much to be proud of in 2025, reaching 21.2 million people across 52 countries, and responding to 71 emergencies. As in 2024, more emergencies were responded to by local responders than required deployment from our pool of global experts, reflecting our investment in supporting local and national actors to become first responders in their context.

Health and nutrition accounted for almost 53 per cent of our activities in 2025, reaching more than 13.5 million people and providing nutritional treatment to 886,742 malnourished children under 5 years old.

Financially, the impact of the cuts was felt, with the network seeing a 10 per cent decrease in total income, from €675.6 million in 2024 to €589 million in 2025. However, the response from the public, foundations and corporates supporting Action Against Hunger was incredible, standing shoulder to shoulder with communities everywhere. Global philanthropists stepped up to support communities in acute need, with a notable response from partner organisations globally to provide flexible funding where it is needed most.

Central to our work was our continued presence in some of the world's most challenging contexts, including Gaza, Sudan and Lebanon (all of which feature in this report). Conflict and hunger are often tightly linked, and this year famine conditions were confirmed in Gaza and Sudan.

And as donor governments cut aid funding and prioritised defence spending, the public demonstrated their concern for communities affected by hunger; our total email subscribers and social media followers grew to 3.5 million, up from 3.2 million in 2024.

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The funding cuts sadly meant a reduction in staff numbers from 8,527 in 2024 to 7,122 in 2025, including the closure or resizing of several country offices. We would like to take this opportunity to acknowledge the huge difference these colleagues made in fighting hunger in partnership with communities across the world. And finally, to the colleagues that we lost this year, you will be forever remembered for your contributions to the organisation and to the communities you served.

I sincerely thank our teams, partners and donors for everything they do to make our vision of a world free from hunger a reality. This work will be key in continuing our fight against hunger as we emerge from the acute effects of the humanitarian reset and prepare for new ways of working in the future.

Aïcha Koraïchi
International Chairperson of Action Against Hunger



© Toby Madden for Action Against Hunger

About Action Against Hunger

We believe that everyone has the right to a life free from hunger, so we lead the fight against it by predicting, treating, and preventing its causes and consequences.

Our Vision

Our vision is of a world free from hunger.

How We Work

We lead through action

We work in collaboration

We move and mobilise with determination

We drive progress through innovation

A Global Network

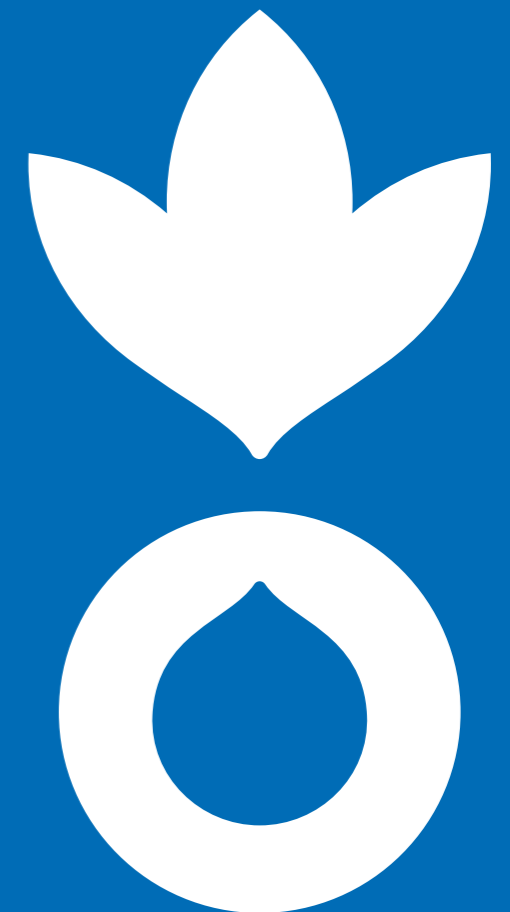
Action Against Hunger is a global network with head offices in Canada, France, Germany, India, Italy, Spain, the UK, and the USA. Each Action Against Hunger member is legally independent, but all members share a common mandate, values, operating principles, quality standards and strategy.

As well as having head offices, we have country offices in Africa, Asia, Europe, the Middle East, Latin America and the Caribbean.

In 2025, we were present in 54 countries, with projects in 52 countries, and assisted 21.2 million people.

Special Thanks

The Global Impact Report could not be produced without the great work of our teams across the world, especially our Monitoring, Evaluation, Accountability and Learning teams. A special mention to the UK Communications team, who work tirelessly to create the final product.



Contents

Introduction	11	Key Priority Four: We create and share knowledge	60
A world free from hunger	12	Our approach	60
Global hunger stats	12	2025 in review	60
Our contribution to the Global Goals	14	Research	61
Where we worked in 2025	16	Case study: Early warning in action – the MERIAM initiative	63
Our impact	18	Summary	64
Key Priority One: We save lives	24	Key Enabler One: We work together with the people we serve	67
Our approach	24	Our approach	67
2025 in review	24	2025 in review	67
Case study: Lifesaving nutrition support in Gaza	29	Case study: Celebrating the success of Right2Grow programme	69
Health and Nutrition	30	Case study: Integrating nutrition into emergency preparedness	71
Cash and Voucher Assistance (CVA)	33	Summary	72
Case study: Emergency response in Nigeria restores water and builds resilience	35	Key Enabler Two: We drive greater investment for the fight against hunger	75
Water, Sanitation And Hygiene (WASH)	37	Our approach	75
Summary	38	2025 in review	75
Key Priority Two: We collectively build resilience and transform systems to prevent hunger	40	Case study: Funding challenges hit Action Against Hunger’s programmes worldwide	79
Our approach	40	Summary	80
2025 in review	41	Key Enabler Three: We commit to being a coherent, efficient, and well-governed network	82
We mitigate the effects of the key drivers of hunger	42	Our approach	82
Case study: Building smallholder farmers’ climate resilience and food security in Zambia	45	2025 in review	82
Gender inequality and inclusion	47	Safety and security	84
Case study: Creating family-friendly spaces for women and children in Afghanistan	49	Security classifications of countries in which we work	88
Summary	50	Case study: Network Performance – strengthening collective intelligence	91
Key Priority Three: We connect and mobilise	52	Summary	92
Our approach	52	Country profiles	94
2025 in review	52	Endnotes	97
Case study: Leading the Global WASH Cluster’s Field Support Team	55		
Summary	58		

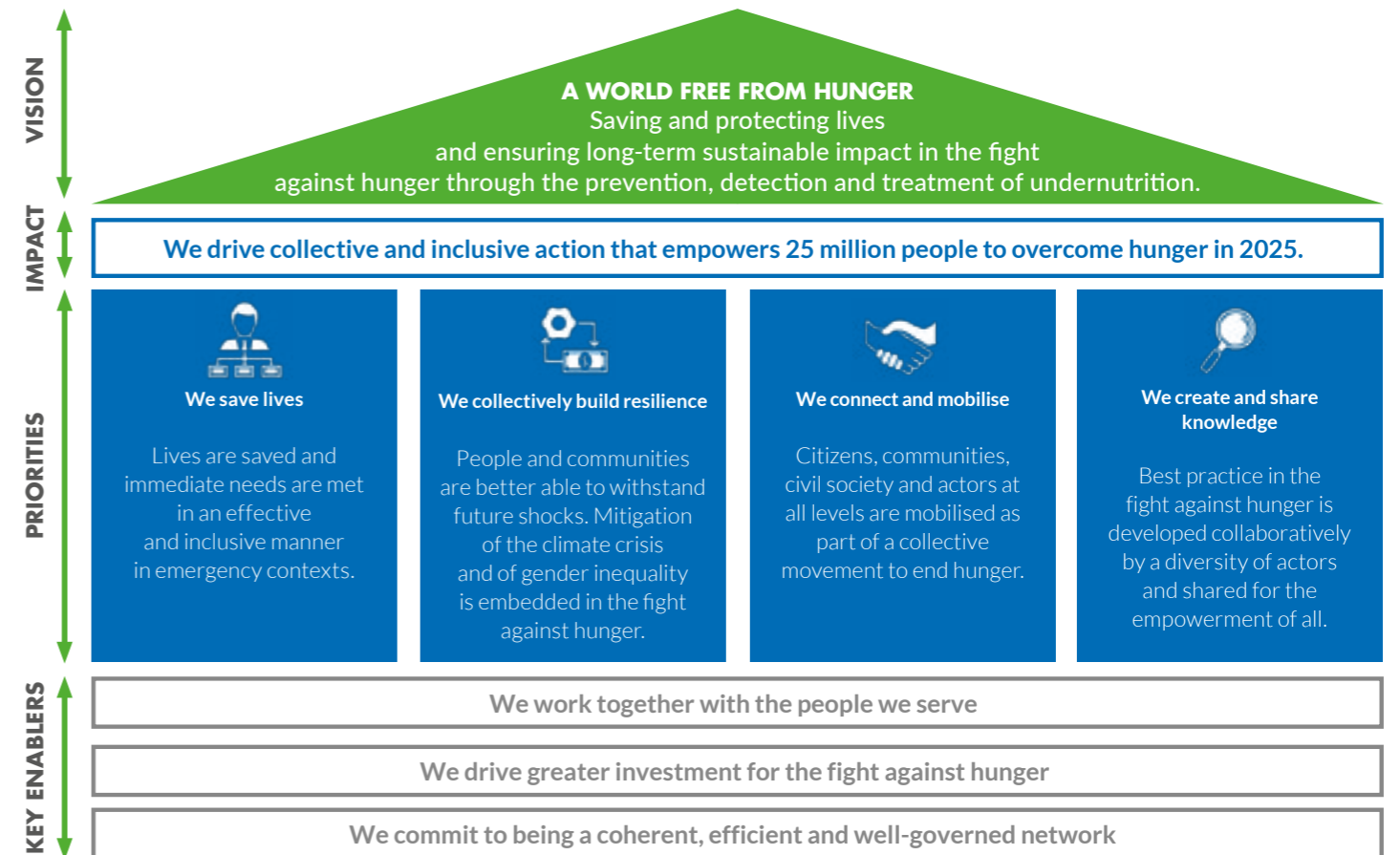
Introduction

To address our vision of creating a world free from hunger, the Action Against Hunger global network developed an International Strategic Plan for 2021- 25 (otherwise known as ISP3), which is summarised below. ISP3 was extended for an additional year and will now finish at the end of 2026.

This Global Impact Report summarises the main achievements of the global network for 2025, provides progress stories and case studies on

our work, and provides information on each of the countries in which we work.

We know that life-threatening hunger and malnutrition have multiple causes, the main five of which are poverty, inequality, conflict, climate change and disasters. While all these causes of hunger are unfortunately on the increase, within this report we will highlight areas where we have made progress in 2025.



Our vision: a world free from hunger

Global hunger stats

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



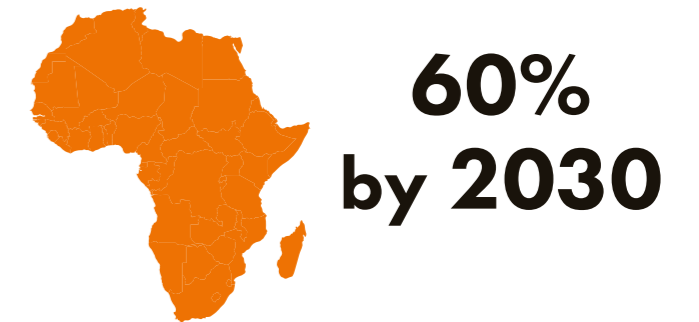
Conflict and insecurity remained the primary driver of hunger in 19 countries and territories, affecting 147.4 million people – more than 50 per cent of all people experiencing crisis levels of hunger ⁱ



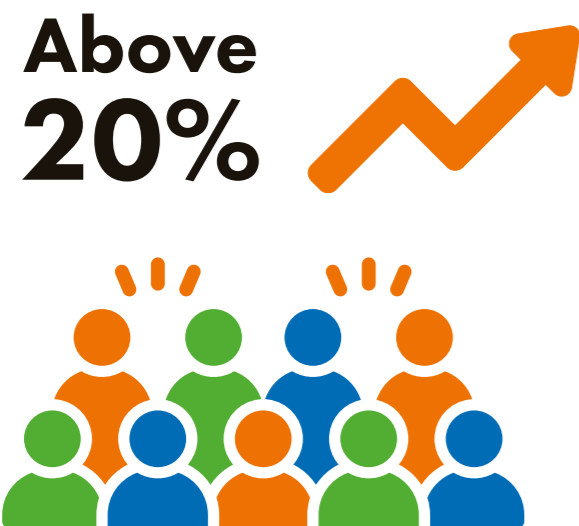
people in the world are malnourished. ⁱⁱ



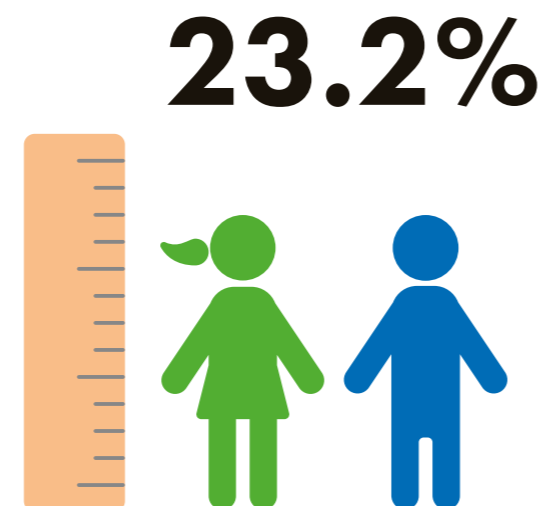
An estimated 35.5 million children were acutely malnourished in 2025, with a further 25.7 million suffering from moderate acute malnutrition ⁱⁱⁱ



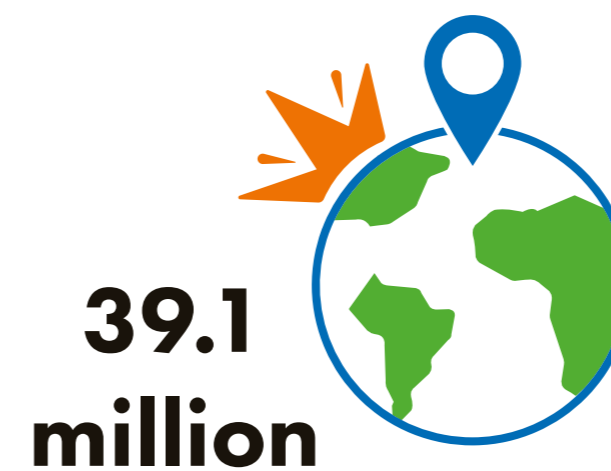
The African continent is now home to nearly half of the world's hungry people, and this figure is projected to rise to 60 per cent by 2030. ^{iv}



The global number of people facing high levels of acute food insecurity has nearly doubled since 2016, remaining above 20 per cent every year since 2020 ^v



Worldwide, an estimated 23.2 per cent of children were stunted and 6.6 per cent were wasted (down from 26.4 per cent and 7.4 per cent respectively in 2012) ^{vi}



people in 32 countries and territories were in Emergency (IPC Phase 4), and 1.4 million people in 6 countries and territories were in Catastrophe (IPC Phase 5): Occupied Palestinian Territories (Gaza), Sudan, South Sudan, Yemen, Haiti, and Mali. ^{vii}



Women and children are disproportionately affected by undernourishment: only 48 per cent of women and 25 per cent of children in Africa achieve minimum dietary diversity. ^{viii}

Our contribution to the Global Goals

We are strongly committed to collective, inclusive, and concerted action, and to working together with new and long-standing partners in our global community to achieve the Sustainable Development Goals (SDGs), otherwise known as the Global Goals.

Our integrated approach and the priorities of our five-year strategy reflect the complex nature of hunger. Our work to end hunger draws on strategies to improve health and wellbeing; 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 their commitment to leaving no one behind. In 2025, due to the changes in the humanitarian and development sector, we decided to extend the organisation's International Strategic Plan 2021-25 (ISP3) for an additional year, to the end of 2026.

In particular, making Global Goal 2 (Zero Hunger) a reality will enable us to achieve our vision as an organisation.

End hunger, achieve food security and improve nutrition and promote sustainable agriculture.

2 ZERO HUNGER



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



THE GLOBAL GOALS



1 NO POVERTY
End poverty in all its forms everywhere



3 GOOD HEALTH AND WELL-BEING
Ensure healthy lives and promote wellbeing for all at all ages



5 GENDER EQUALITY
Achieve gender equality and empower all women and girls



6 CLEAN WATER AND SANITATION
Ensure availability and sustainable management of water and sanitation for all



13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development



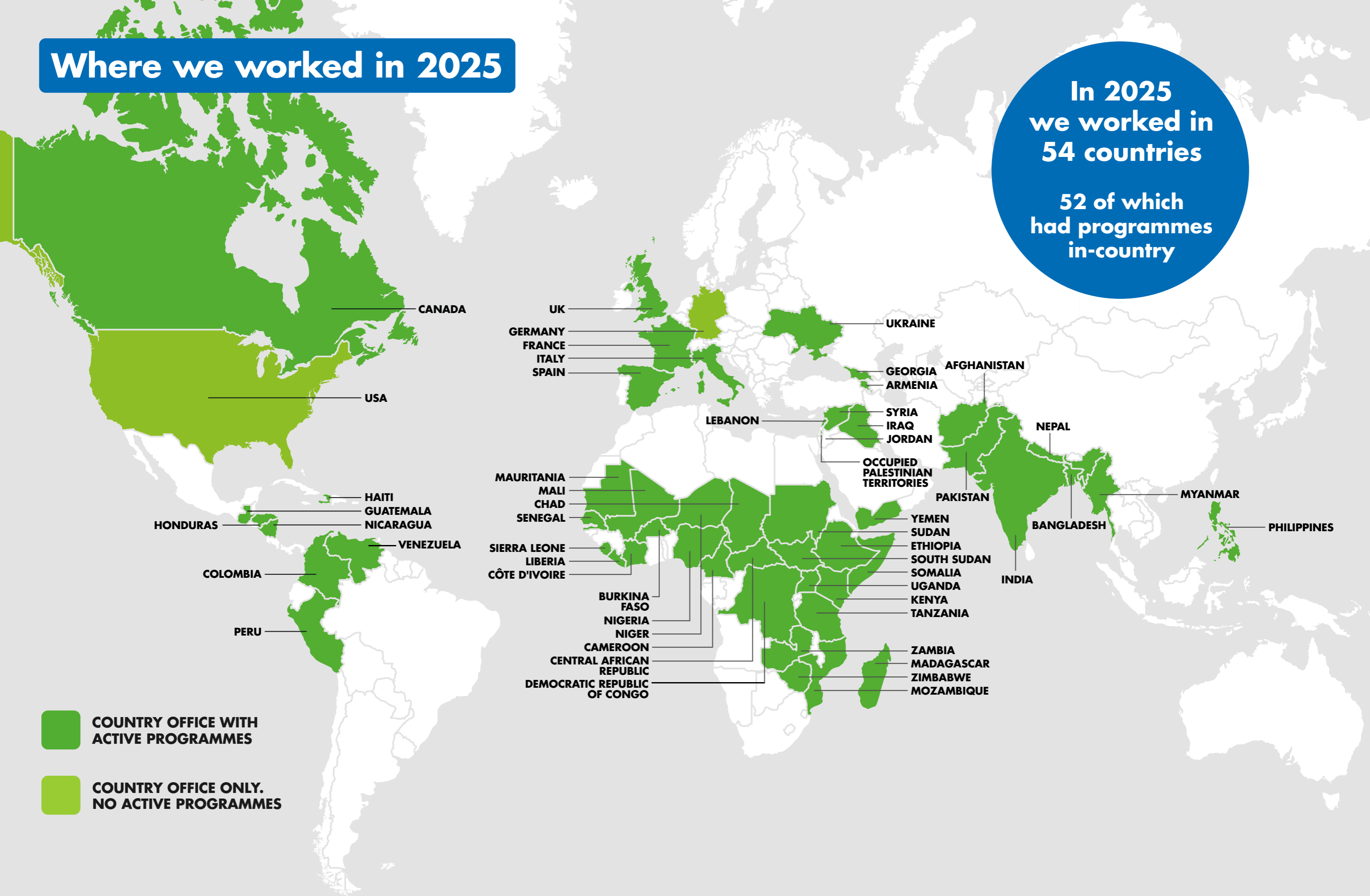
17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development



Where we worked in 2025

**In 2025
we worked in
54 countries**

**52 of which
had programmes
in-country**



- COUNTRY OFFICE WITH ACTIVE PROGRAMMES**
- COUNTRY OFFICE ONLY. NO ACTIVE PROGRAMMES**

Our impact

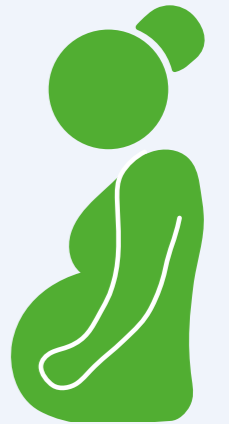


all financial information is based on unaudited figures and may be subject to change

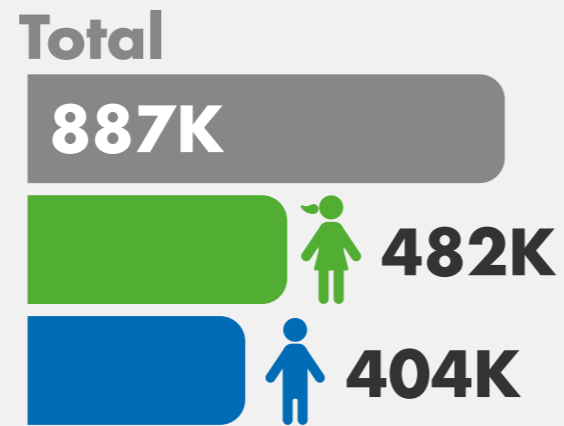


282,924

Number of women aged 15-49 seen by a healthcare provider at least four times during pregnancy



Admissions for malnutrition (children)



Expenditure breakdown

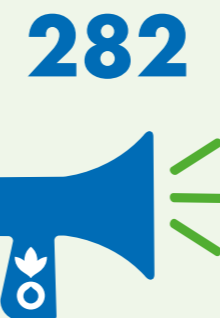
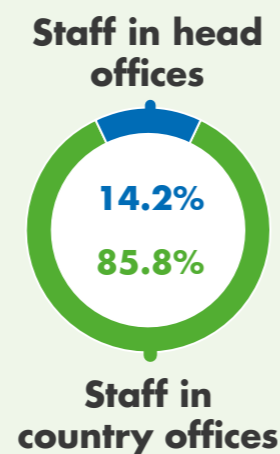
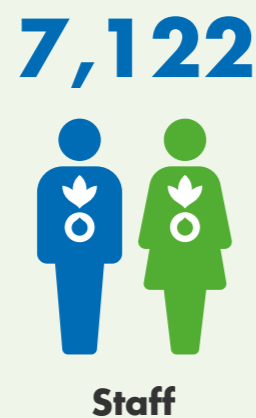
83.3%
Programmes



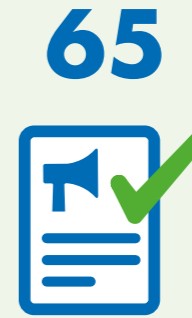
8.3% Management, governance and support

8.4% Fundraising and communications

Presence



Advocacy initiatives led / implemented by Action Against Hunger



Policy changes as a result of Action Against Hunger activities



Data from UK, France, Spain, US, Canada, Germany and Italy

* total numbers refer to individuals receiving outputs in each sector - not the actual number of people reached

Summary

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.

Our ISP3 works towards “driving collective and inclusive action that empowers 25 million people to overcome hunger in 2025”.

In 2025, we supported 21.2 million people, a decrease of over 5 million from 2024. 2025 was a particularly difficult year for our sector, and cuts to global aid funding resulted in a loss of around 10 per cent worth of funding. This meant that we had to make cuts to staffing, programming and projects.

Like others in the sector, this resulted in a fall in the number of people we were able to help. However, in countries with some of the highest needs, such as the Occupied Palestinian Territories, Myanmar, Somalia, and Yemen, we increased the number of people reached with food assistance, nutrition support, clean water, hygiene promotion, and sanitation.

In other contexts, we reoriented our programmes toward more preventive, community-based, and system-strengthening approaches, including in Bangladesh and the Philippines, where we conducted more preparedness and early warning activities to better prepare for and respond to emergencies. In addition, we maintained our focus on implementing our projects effectively, ensuring quality and efficiency at all times, and sustaining our humanitarian operations amid the funding crisis. This enabled us to continue to deliver support in countries such as Pakistan, where we increased our support to Afghan refugees and the communities hosting them.

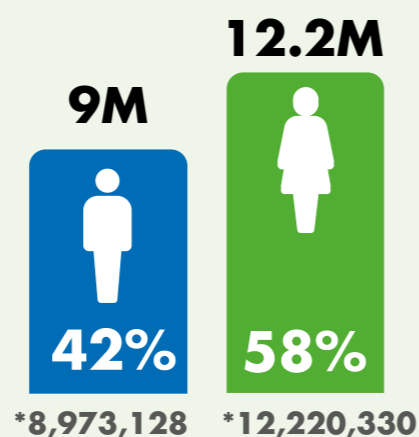
Adapting to the rapidly changing financial situation required us to work with our partners, supporters and donors globally to secure new sources of funding. New financial partnerships were established with institutional donors, including the EU Foreign Policy Instruments (FPI) service, as well as private philanthropic foundations such as Children’s Investment Fund Foundation (CIFF) in the Democratic Republic of the Congo and Sudan; and Pro Resource Optimization in Nigeria.

Alongside this, we improved data collection from our country offices to reduce the likelihood of “double-counting”, where a single person is counted multiple times when involved in multiple activities provided by Action Against Hunger. This change has been implemented in 30 of our country offices and is part of our ongoing efforts to improve data quality and generate accurate and reliable evidence about the impact of our interventions.



* total numbers include some individuals who received outputs from multiple sectors people reached

Gender of people assisted



Number of countries and staff

In 2025, Action Against Hunger worked across 52 countries across Africa, Latin America and the Caribbean, Asia, Europe, and the Middle East. Reflecting the evolving nature of our work, we closed some of our offices in 2025 (including

in Moldova, Poland and Romania) as we focused on supporting people affected by the conflict in Ukraine. In addition, we closed our offices in Türkiye as our support to people affected by the earthquake was no longer needed.



Number and percentage of people assisted by sector

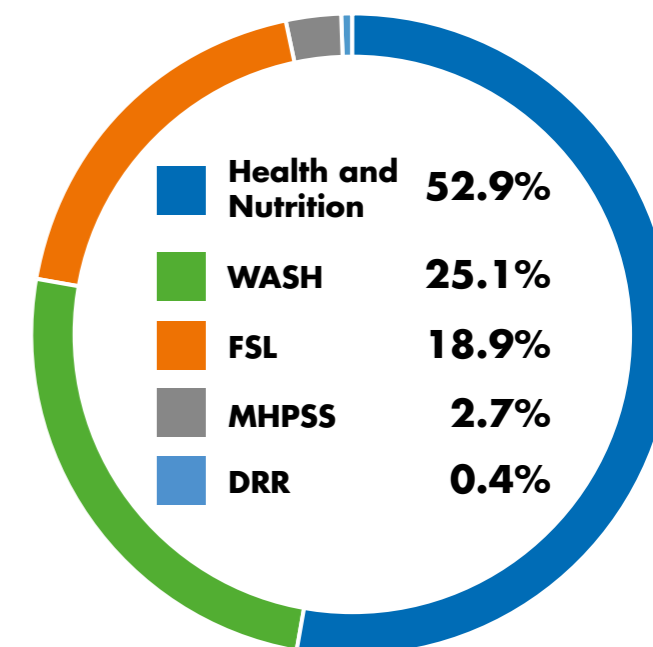
Our work is primarily focused on five thematic areas: Nutrition and Health; Food Security and Livelihoods (FSL); Water, Sanitation and Hygiene (WASH); Disaster Risk Reduction (DRR), and Mental Health and Psychosocial Support (MHPSS).

Most of our activities relate to nutrition and health, with the majority (53 per cent) of the

people we support receiving such assistance. WASH is our second-highest area of activity (25 per cent), reflecting the importance of safe water, adequate sanitation, and good hygiene to improving nutritional outcomes and addressing the underlying causes of malnutrition. In many of the areas in which we work, people receive support in more than one sector.

Health and Nutrition	13,582,970
WASH	6,460,902
FSL	4,869,507
MHPSS	681,064
DRR	96,592

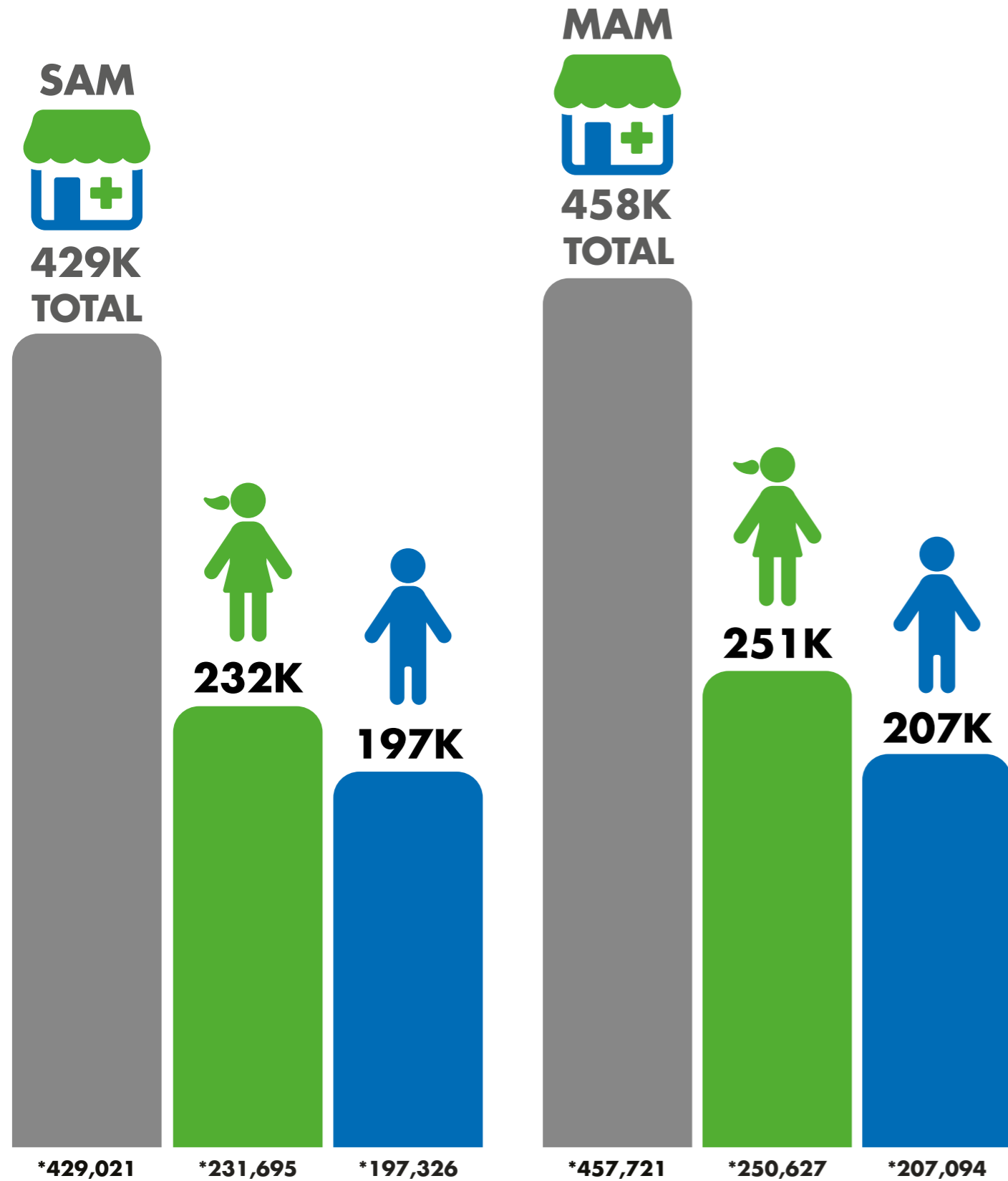
total numbers include some individuals who received outputs from multiple sectors people reached



Action Against Hunger knows that hunger and undernutrition are preventable and treatable, and believes in a world in which everyone – adults and children – has the means to achieve

their full potential. In 2025, over 886,000 children under 5 years old were admitted for treatment for severe acute malnutrition (SAM) and moderate acute malnutrition (MAM).

Number of children admitted for SAM and MAM treatment



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Key Priority One: We save lives

Our approach

Our ISP3 highlights three key initiatives:

- Strengthen our capacity as a specialised 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.

The first priority of ISP3 is “we save lives” and as an organisation we have committed to ensuring that immediate needs are met in an effective and inclusive manner in emergency contexts.

As a globally recognised emergency responder, we continue to use and share our experience to save the lives of people during disasters and in times of crisis. Responding on the front lines by providing lifesaving Health and Nutrition assistance and ensuring the coverage of basic needs remains in our DNA. We will continue to assist people in the most fragile and hard-to-reach contexts.

2025 in review

A series of crises, acute and protracted, characterised 2025. Globally, almost half the world’s displaced people faced conflict and climate impacts in politically fragile states, including in Sudan, Syria, Haiti, the Democratic Republic of the Congo, Lebanon, Myanmar and Yemen. Additionally, 1.4 million people across six countries and territories faced catastrophic levels of acute food insecurity (IPC Phase 5), most of whom were in Sudan and the Gaza Strip, followed by South Sudan, Yemen, Haiti and Mali. Responding to these crises formed part of our emergency work in 2025.

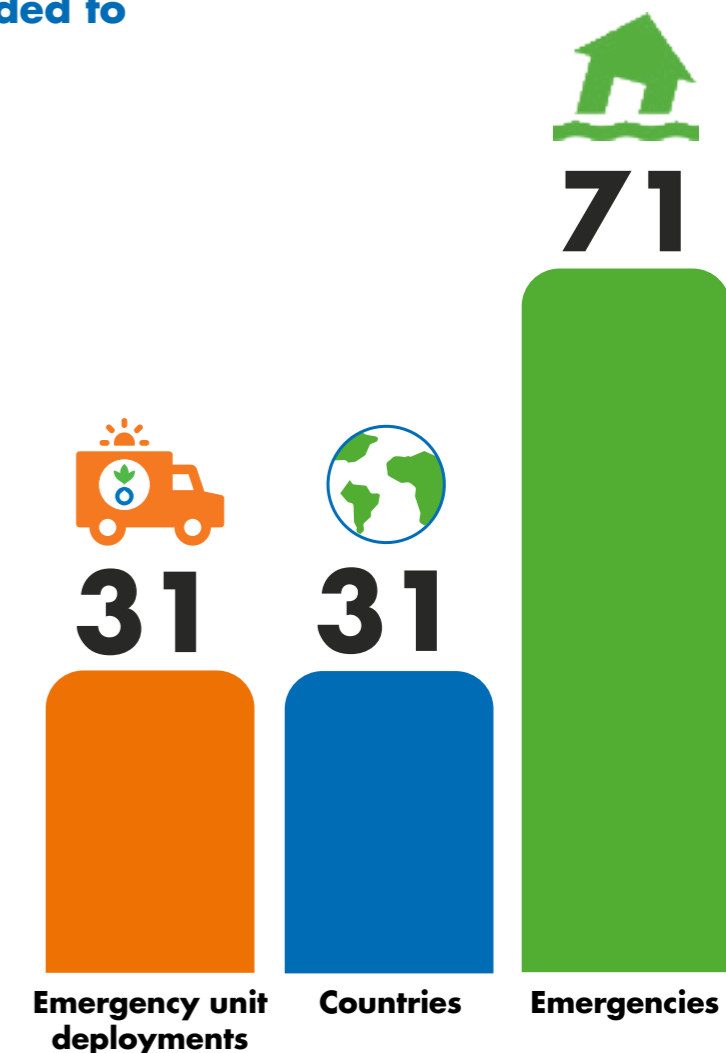
We responded in situations of armed conflict and insecurity, which continued to drive population displacements, particularly in the Occupied Palestinian Territories, Mali and Somalia. We also saw a significant influx of refugees into South Sudan and Chad, fleeing the ongoing conflict in Sudan. Climate change-related phenomena continued to impact people worldwide, with events such as severe flooding and landslides in Kenya and Uganda, and Cyclone Chido in Mozambique, increasing the vulnerability of affected communities. We also responded to natural disasters such as the Cebu Earthquake in the Philippines, where we also responded to repeated crises including flooding, landslides and storms.

However, all of this was marked by a sharp decline in our funding, forcing us to make difficult decisions about where we work, who we work with, and what we do to ensure we meet the needs of the hardest-to-reach people and communities. This reprioritisation focused on maintaining lifesaving activities such as providing food, water, health and protection.

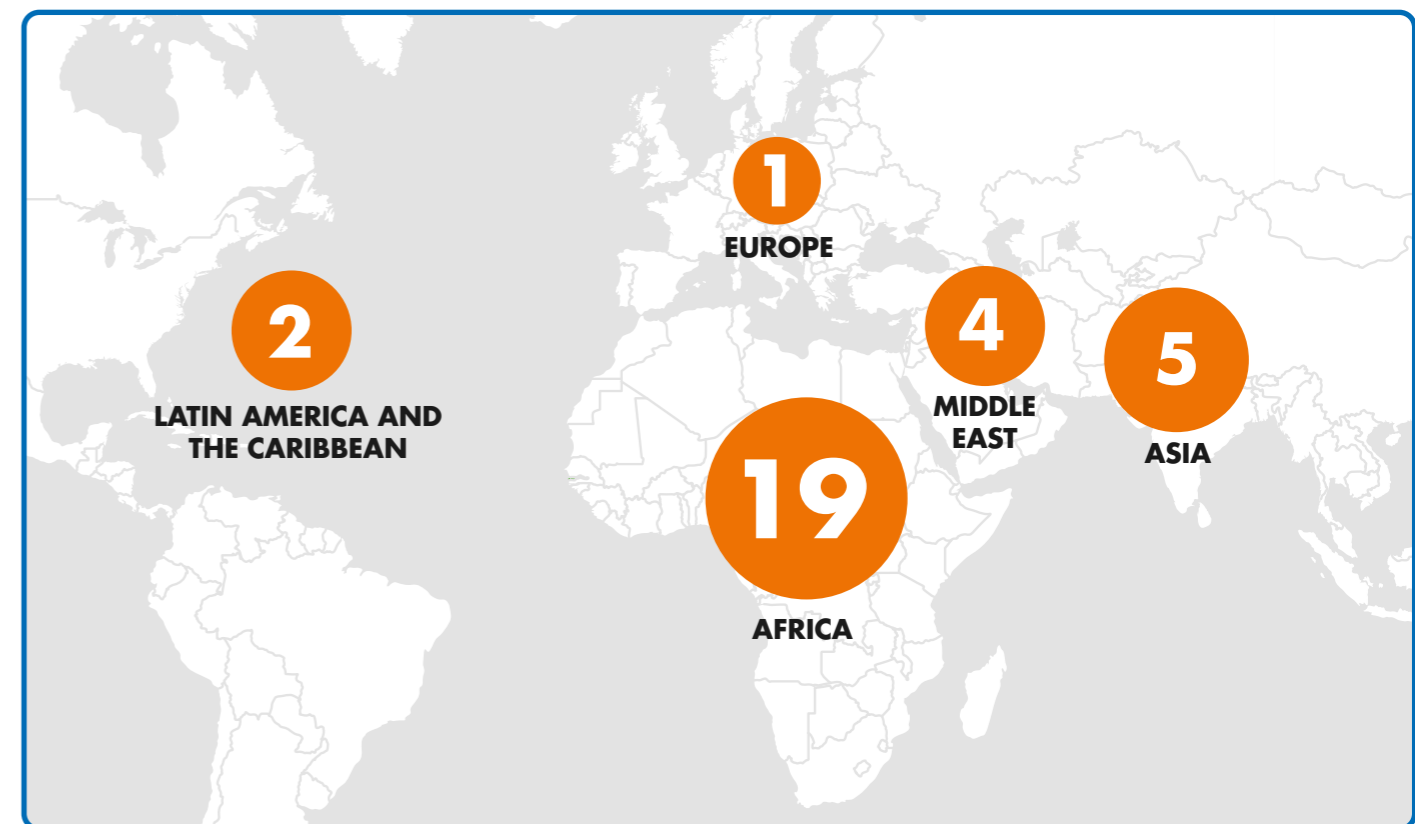
Number of emergencies responded to

Our 71 emergency responses were in 31 countries and across five continents. Of these, six of our responses aligned with the UN determination of a Level 2 or Level 3 emergency (based on scale, urgency, complexity, and capacity of the country affected by the crisis).

As part of our commitment to enhance the leadership and capacity of local responders – including our own staff and local civil society partners – we continued to build their skills, knowledge and resources to respond to emergencies. We also continued to invest in supporting local and national actors to become first responders in their context and reduce the need for international actors. This has resulted in more emergencies being responded to by local responders (40) than required deployment from our emergency pool of global experts. A global response was still required in more complex emergency situations such as Occupied Palestinian Territories, Lebanon and Afghanistan. In contrast, local responders responded to flooding in both Nepal and Pakistan.



Map of regions where we responded to an emergency





© Christophe Da Silva for Action Against Hunger

Type of emergency responded to

35



**Natural hazards/
climate change**

As in 2024, most of the emergencies we responded to were caused by conflict and extreme weather (like floods, droughts, and cyclones), but also epidemics, including cholera, mpox and acute watery diarrhoea. We saw an overall increase in the number of conflicts responded to in 2025, which had catastrophic effects for people and communities. Displaced people continued to be disproportionately affected by acute food insecurity, with large numbers of returnees in Afghanistan, Lebanon, South Sudan, Sudan and Syria highly vulnerable.

From January 2025, Wadi Fira and East Ennedi provinces in Chad became the main entry points for new refugees from Sudan (more than 94,000 by the end of the year), following the violence in El Fasher and attack on the Zam Zam IDP camp (Darfur) in Sudan. Between April 21 and May 17, 2025, a significant influx of 42,673 new arrivals, mostly (90 per cent) women and children, was recorded. Action Against Hunger responded to address their highest needs, including protection, access to WASH, and Health and Nutrition services.

In Myanmar, we responded to the earthquake in Sagaing through a local partner, KMSS (Caritas Mandalay). Food baskets and hygiene kits were distributed to vulnerable populations, alongside interventions to improve food security, access to water and sanitation and the provision of support for essential health services, including mental health.

28



Conflicts

8



Epidemics



Case study: Lifesaving nutrition support in Gaza

Action Against Hunger provided lifesaving nutrition support in Gaza during 2025, including screening for and treating severe acute malnutrition (and moderate acute malnutrition) for children under 5 years. With funding from the UK's Disasters Emergency Committee we supported mothers by providing nutritional supplements and referrals to specialist services, and managing two mother- and baby-friendly spaces.

The main goal of the programme is the reduction of morbidity and mortality in children and women through improvements in nutritional status. Children under 5 years, their caregivers, pregnant and lactating women, and other community members are directed towards different appropriate services and programmes based on their needs, their nutritional status, risk status and other factors.

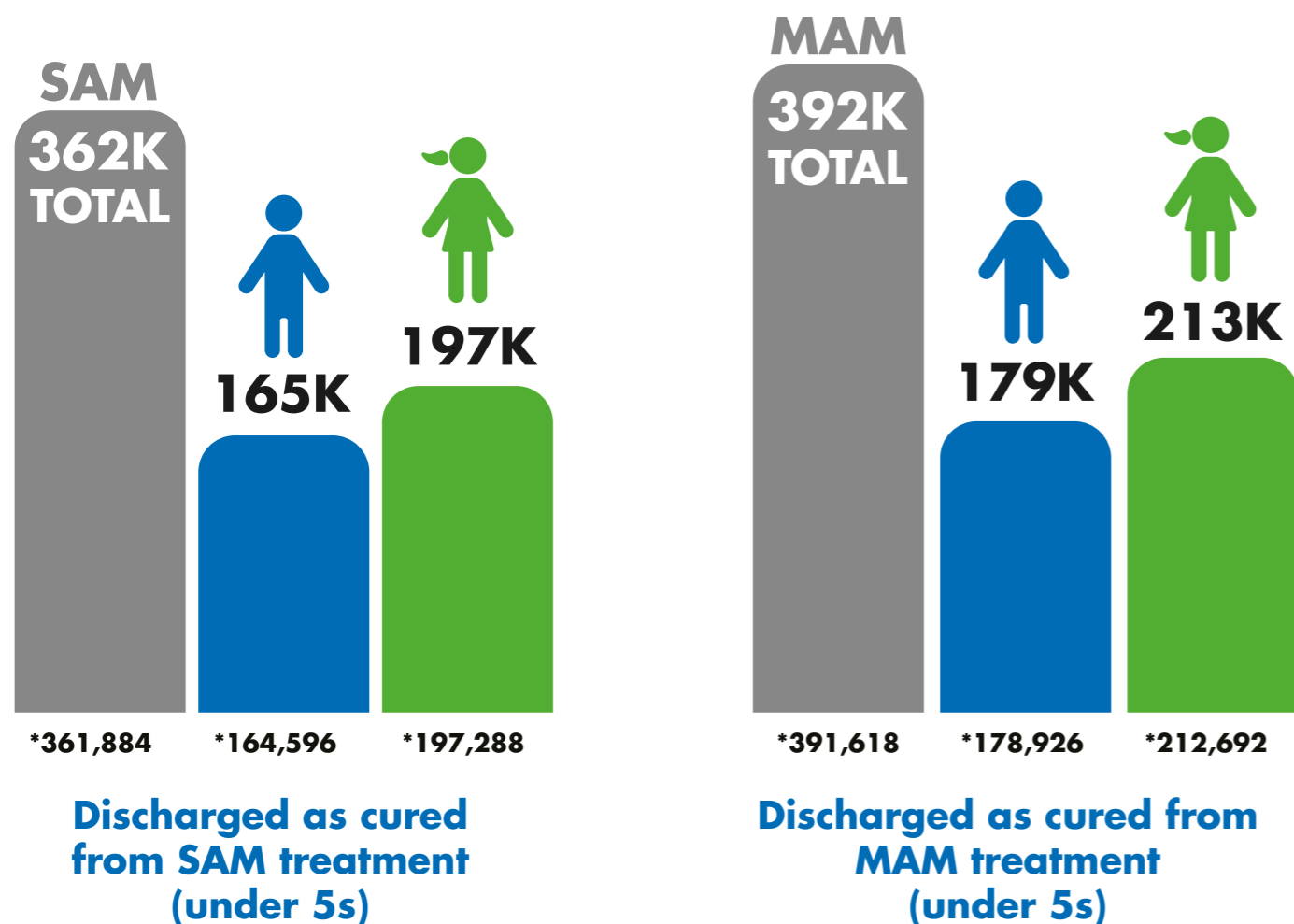
As of February 2026, Action Against Hunger had screened 373 children for malnutrition, provided 85 children with treatment for severe or acute malnutrition, supported 962 children through Blanket Feeding Support Programs, provided in-kind nutrition support to 147 pregnant and lactating women and supported 1,712 individuals with Infant and Young Child Feeding interventions.

Shaimaa and her baby, Tia, received nutrition support in Gaza City, where Action Against Hunger manages an Infant and Young Child Feeding Programme: "Thanks to the therapeutic food provided, my daughter's health improved significantly. Without it, I might have lost her to famine and the harsh conditions. Now I feel she has good abilities and potential."

Health and Nutrition

As part of our commitment to providing lifesaving Health and Nutrition assistance, and ensuring the coverage of basic needs in 2025, we admitted nearly 900,000 children under 5 years to treatment for Severe Acute Malnutrition (SAM) and Moderate Acute Malnutrition (MAM).

Number of children under 5 discharged as cured from SAM and MAM treatment



Over 360,000 children under 5 were discharged as cured from SAM and over 390,000 were discharged as cured from MAM.

In addition to this, over three million children under 5 years old received outpatient consultations for a range of illnesses, including over 226,000 in Sudan and 400,000 in Burkina Faso. It is important that children receive support to recover from any other diseases that they have, such as cholera and diarrhoea,

as this could also hinder their recovery from malnutrition.

We also supported pregnant and breastfeeding women, and in 2025, over 280,000 were seen by a healthcare provider at least four times during their pregnancy - this increases the likelihood of receiving effective maternal health interventions that can positively affect the nutritional status of both mother and baby.

Total SAM

429K

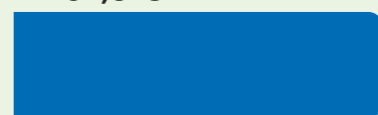
*429,021

Children newly admitted into SAM treatment (under 5s)



232K

*231,695



197K

*197,326

Total MAM

458K

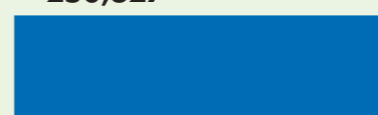
*457,721

Children newly admitted into MAM treatment (under 5s)



251K

*250,627

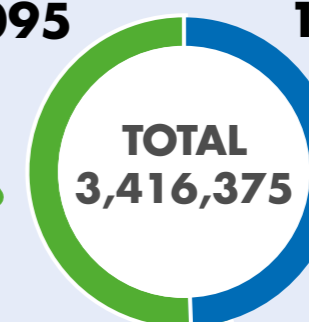


207K

*207,094

New outpatient consultations for children under 5

1,762,095



1,654,280



TOTAL
3,416,375

Number of women aged 15-49 seen by a healthcare provider at least four times during pregnancy



282,924



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Cash and Voucher Assistance

In 2025, Action Against Hunger continued its commitment to providing lifesaving assistance, covering basic needs, and bolstering people's resilience to shocks through Cash and Voucher Assistance (CVA). In addition to our traditional service delivery and in-kind assistance, CVA stands out as a market-based intervention, allowing individuals to exercise autonomy in addressing their specific needs. By distributing over €38 million-worth of Cash and Voucher Assistance in 41 countries, we empowered 1.5 million individuals to make informed decisions tailored to their circumstances while simultaneously promoting dignity and supporting local market recovery.

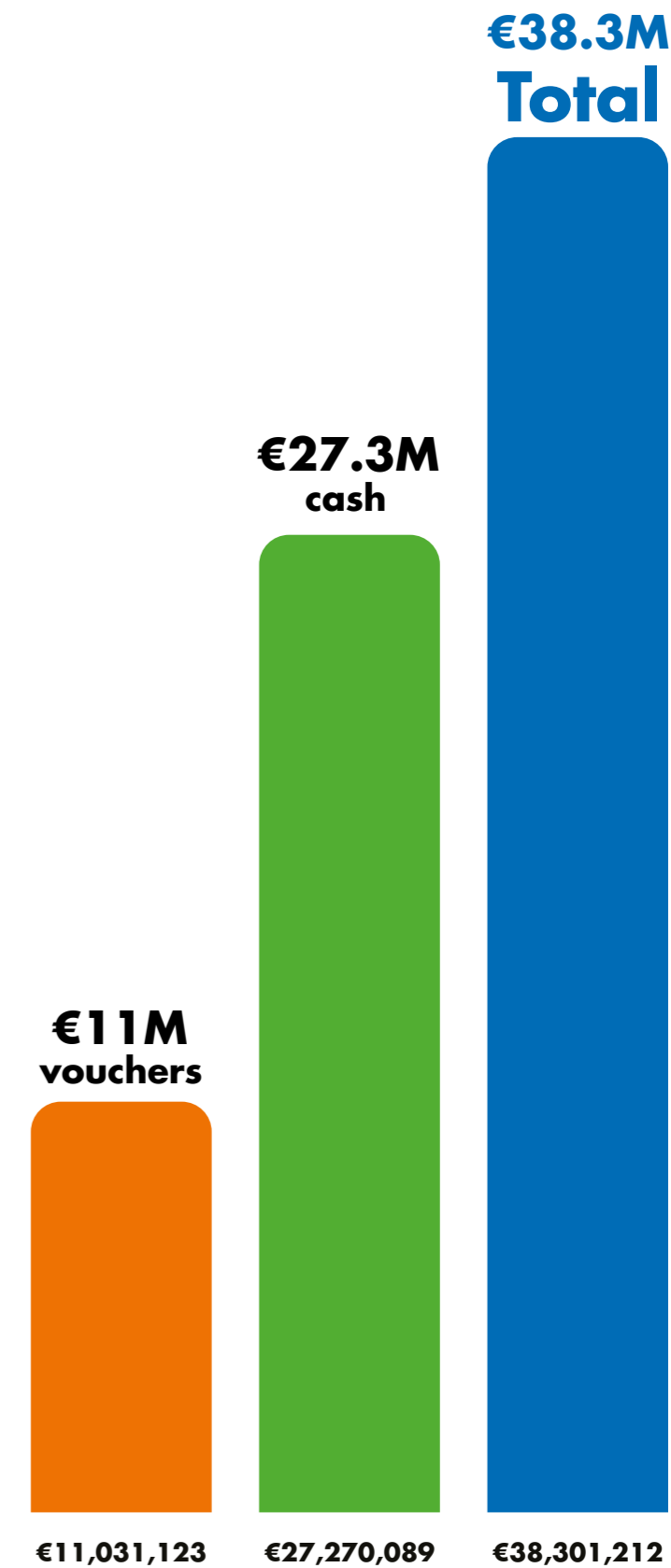
Cash transfers involved the direct provision of money, either in physical or digital form, to individuals for meeting their immediate or long-term needs. In the same year, we disbursed over €27 million in cash assistance to over 990,000 individuals in 38 countries.

Voucher distribution involved issuing tokens exchangeable for a predetermined value or quantity of goods or services. We distributed €11 million worth of vouchers to over 570,000 beneficiaries in 15 countries, enabling them to procure essential items or access essential services.

However, CVA programming declined compared to 2024. While some countries (Cameroon, Madagascar, Nigeria, South Sudan) remained relatively stable in their CVA programming, others were directly affected by funding cuts (Afghanistan, Colombia, Democratic Republic of the Congo, Guatemala, Honduras, Kenya, Mali, Mauritania, Niger, Ukraine), leading to a significant reduction in CVA activities, alongside a broader contraction of Action Against Hunger interventions in these contexts.

Our CVA programming continued to represent approximately 9.5 per cent of our total operational volume, compared to 10 per cent in 2024 and 12 per cent in 2023. Through our multifaceted approach to CVA, Action Against Hunger remains steadfast in its mission to alleviate suffering, promote self-reliance, and build resilient communities worldwide.

Volume in Euros of cash and voucher support



Note: 2025 data from US country programmes is unvalidated as quality checks could not be undertaken due to a lack of capacity



Case study: Emergency response in Nigeria restores water and builds resilience

In Nigeria, the 2024 and 2025 floods in Borno and Yobe states devastated homes, contaminated water sources, and left thousands without shelter or clean water, compounding an already dire humanitarian crisis. Over 896,000 people were displaced nationwide, with 1.3 million hectares of farmland flooded, threatening food security and livelihoods.

The floods exacerbated vulnerabilities, especially for women and children, and strained already limited humanitarian resources amid severe funding cuts. Families were forced to rely on private vendors, an impossible cost for many. “We had no choice but to ration water or go without,” recalled Mr. Babagana Goni Ibrahim, a resident of Mafoni in Maiduguri, Borno State. “Our children were falling sick, and the burden on women was unbearable.”

Action Against Hunger, with funding from the German Federal Foreign Office (GFFO), launched an emergency water-trucking initiative. This immediate response reduced water scarcity in Mafoni, Borno State, providing clean, safe water to hundreds of households. To build long-term resilience, boreholes were drilled within the community, ensuring sustainable access to drinking water and reducing future vulnerability.

In Yobe State, in collaboration with the Yobe State Emergency Management Agency and local authorities, Action Against Hunger also responded swiftly. With GFFO’s support, 103 flood-affected households received emergency shelter kits, including roofing sheets, nails, cement, and timber. “This support gave us a roof over our heads again,” said Amina, a mother of four. “We felt seen, and we felt safe.”

Further north, where windstorms compounded the crisis, we distributed 329 kits containing essentials like blankets, mosquito nets, soap, and water containers. Food Security and Livelihood vouchers were also provided, empowering families to regain control over their nutrition and wellbeing.

Across these states, the impact of our interventions, made possible by GFFO’s funding, has been transformative. “The intervention of Action Against Hunger brought great relief to us,” said Mr Ibrahim. “Through emergency water trucking and borehole construction, our people now have safe and clean water again. This timely support has restored dignity, improved hygiene conditions, and enhanced the wellbeing of our community.”

Water, Sanitation and Hygiene (WASH)

We aim to ensure that our emergency approach integrates long-term objectives to break the cycle of hunger and malnutrition, as we cannot fight hunger without tackling the waterborne diseases that contribute to it. Globally, 2.2 billion people – more than one in four – do not have safe water.

Without clean water, illnesses like diarrhoea, parasites, and chronic intestinal inflammation are common. They can prevent children from absorbing key nutrients and make them more susceptible to malnutrition and other health issues. In 2025, we assisted almost 6.5 million people with WASH activities.

We maintained a focus on ensuring that clean water reached as many people as possible in emergency situations, often through water trucking, which brings clean water from a reliable source to where people and communities live. This was particularly evident in Occupied Palestinian Territories and Syria, where nearly two million people received clean water through trucking. Water trucking enabled us to quickly mobilise and scale up, making it critical for preventing dehydration, supporting hygiene, and reducing the risk of water borne diseases, especially in camps or urban crisis settings. This was essential in countries such as the Occupied Palestinian Territories and Syria, where clean water facilities were no longer available.



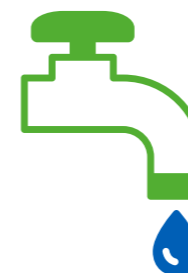
6,448,978

People assisted with WASH activities



19,774

Number of latrines, in terms of drop holes (in households, schools, health centres, other – including latrines built with Community-led Total Sanitation approach).



2,071

Number of improved water points with reliable source of water.



1,137

Number of healthcare facilities with improved water, sanitation, hygiene, healthcare, waste management and environmental cleaning services, where Action Against Hunger contributed (trained, constructed, or rehabilitated) to at least one service.

Highlights

In Ethiopia we continued to develop our response to emergencies through the Humanitarian-Development and Peace Nexus Programme, which recognises that humanitarian aid, development aid, and peacebuilding interventions must work holistically to put an end to cycles of hunger, poverty, and conflict. As part of a consortium of six partners, we led a programme building durable change by prioritising collaboration and localisation.

Sali Ali Wadiye – a labourer who was struggling to feed his children in Girawa district in Ethiopia – was offered goats and climate-smart animal husbandry training by the programme to help diversify his family’s income, enhance their diets, and build their climate resilience. “Receiving the goats felt like a blessing that renewed my hope,” he said. “My children started drinking fresh goat milk. My wife is also a member of a Village Savings and Loan Association, and has started saving. My family and I feel that we are stepping out of poverty.”

Lessons learnt

Reductions in donor funding in 2025 caused disruption to nutrition support and services meaning that the Action Against Hunger network could not reach as many people as planned. For example, in South Sudan the number of nutrition sites reduced from 156 to 120 due to funding cuts and the sites that remained open also suffered from stock availability to treat severe acute malnutrition (SAM) and moderate acute malnutrition (MAM). Problems in commodity supply chains were also experienced in Kenya, Somalia, Yemen, Sudan, Niger and Mali. Unfortunately, these supply chain delays inevitably impacted SAM and MAM treatment.

Looking forward to 2026

In 2026 we will strengthen anticipatory action and early warning systems, including the definition of clear triggers for early action, and operationalise anticipatory methodologies in priority countries that are at increased risk of climate change (for example in the Sahel). We will invest in staff wellbeing and protection, including establishing psychosocial support mechanisms and resilience training as standard components of emergency response.



Key Priority Two:

We collectively build resilience and transform systems to prevent hunger

Our approach

Our ISP3 highlights the following key initiatives:

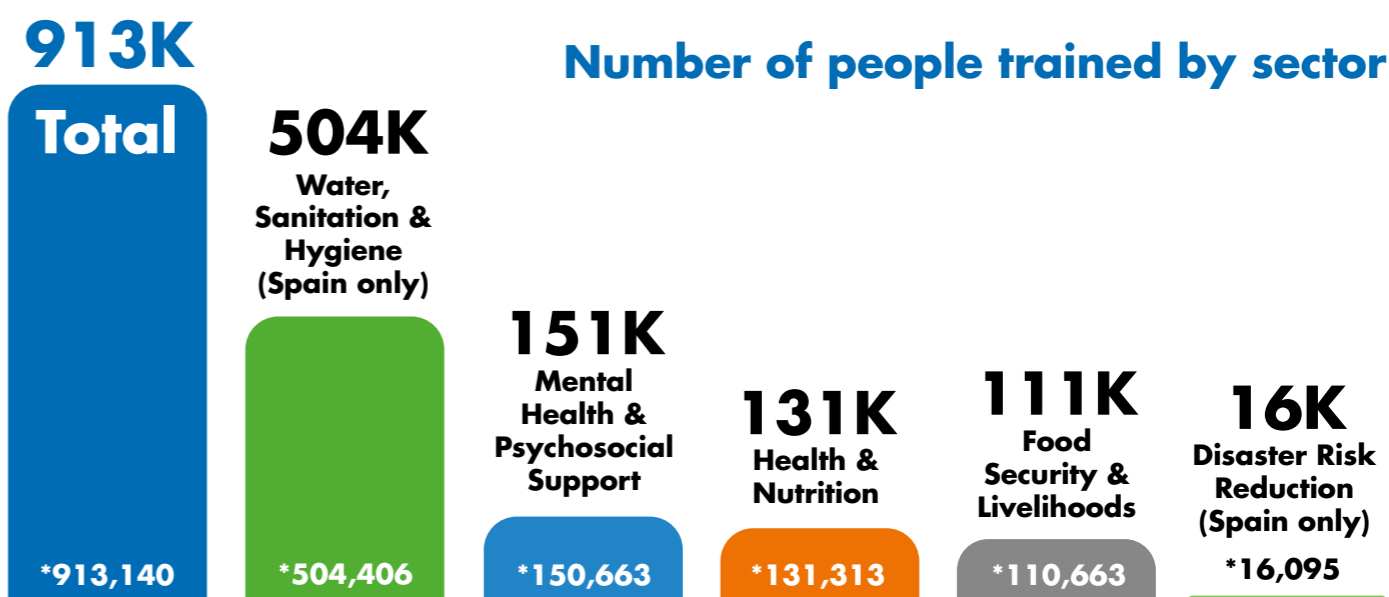
- Integrate prevention in all our activities to maximise our impact across the continuum, from prevention to treatment of malnutrition.
- Scale up our efforts to empower individuals, communities, and local partners for greater resilience.
- Strengthen food, health, and social protection systems, in close 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 organisation, in all our activities and strategies, and develop a gender-transformative approach institutionally and in our programming.

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 shocks and crises, particularly the most vulnerable. This is crucial to address malnutrition and avoid loss of lives and livelihoods. We will build on our existing experience 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 are committed to ensuring that communities are better prepared for

future health crises, and will restore food security and develop new supports for those who have lost their livelihoods. Our programmes will be more efficient and effective because we will combine short-term assistance with long-term objectives. We will contribute to fostering community empowerment by giving them the skills to build new coping mechanisms, claim their community rights, decrease their exposure, strengthen their preparedness and better manage their resources.

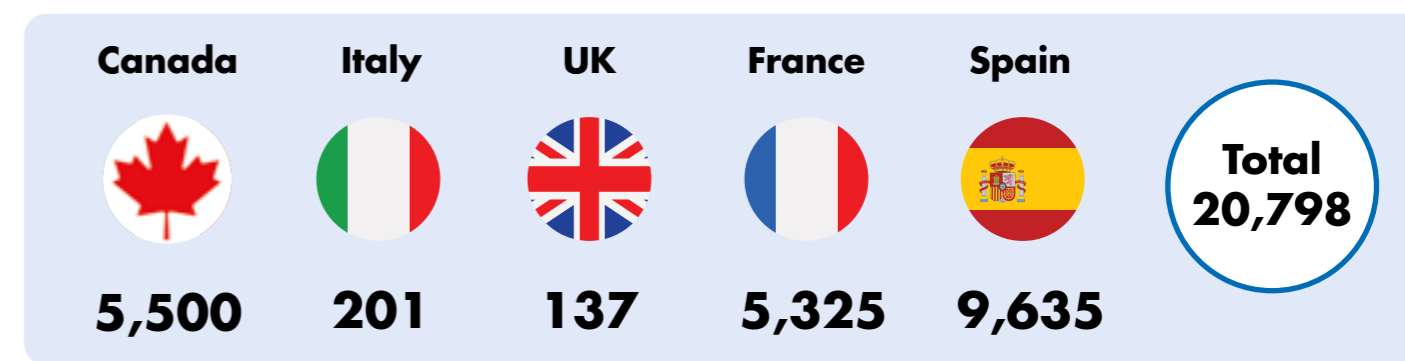
2025 in review



The changing financial situation significantly impacted our resilience activities. Services such as livelihoods and long-term investments in building resilience, maintaining peace and security were deprioritised or discontinued by many funders, who limited their support to immediate lifesaving activities. Despite this, we were able to continue our work in specific areas such as food assistance and livelihood support, reflecting the importance of supporting people's livelihoods to address their long-term hunger and nutritional needs.

In 2025, we provided training to health providers and workers, government authorities, local civil society, and community members to strengthen local capacities and adapt community behaviours. Overall we trained over 900,000 people across a range of different themes – most often WASH, followed by Mental Health and Psychosocial Support, and Health and Nutrition.

Number of people assisted through domestic programmes



In addition to our projects and programmes across Asia, Africa, the Middle East and Latin America and the Caribbean, some of our HQ countries (Canada, France, Italy, Spain, and the UK) also ran domestic programmes to help people struggling with the impact of the cost-of-living crisis. In 2025, we reached over 20,000

people who directly received training and/or hygiene kits and/or financial support via cash transfers in Spain, France and Italy, or individuals who attended community pantries or food banks supported by Action Against Hunger in the UK and Canada.

We mitigate the effects of the key drivers of hunger

Conflict and protracted crises

Conflict remained the main driver of acute food crises, with violent conflicts becoming more concentrated in the world's poorest regions and respect for international humanitarian law being eroded. The effects of population growth, chronic poverty, escalating violence (including attacks on civilians) and climate change further exacerbated political instability in fragile states, leading to increasingly complex and protracted crises.

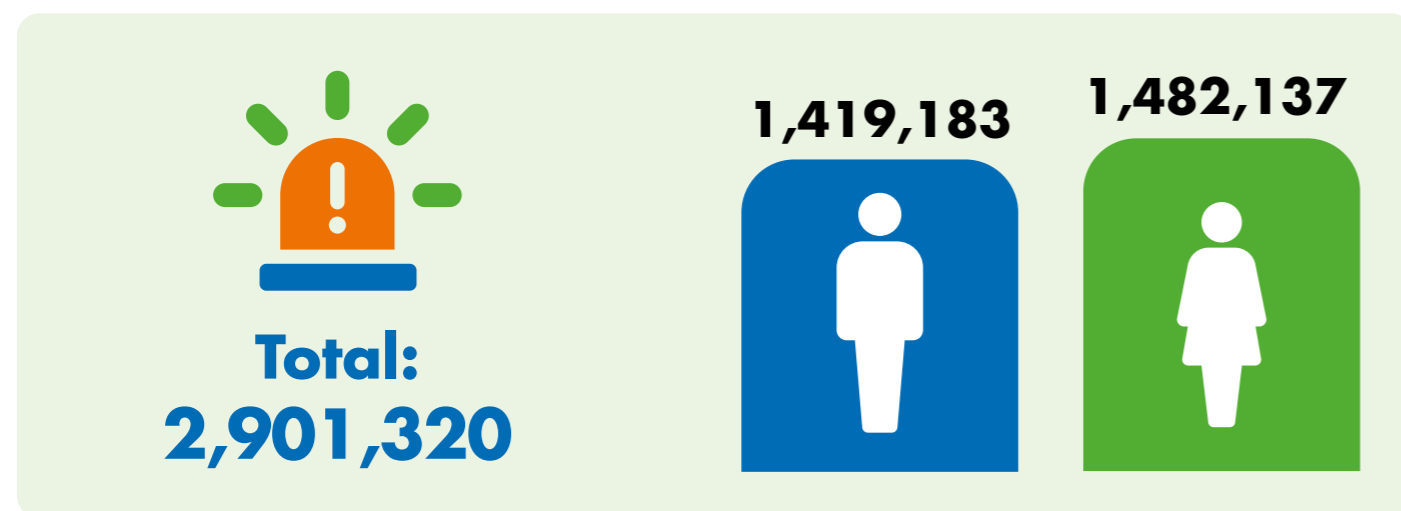
As reported under the "We save lives" key priority, in 2025, we responded to 28 emergencies caused by conflict, including in Burkina Faso, Lebanon, Occupied Palestinian Territories, Somalia, Sudan, Syria, and Ukraine.

At the same time, Action Against Hunger continued promoting the Conflict and Hunger initiative and coalition, around UN Security Council Resolution 2417, which recognises the link between conflict and food insecurity. We continued to advocate against the use of hunger as a weapon of war, focusing especially on Colombia, Democratic Republic of the Congo, Lebanon, Mali, Niger, Occupied Palestinian Territories, Sudan and South Sudan.

The very hostile and challenging contexts in which we work can often affect the mental wellbeing of local people, and in recent years it has become clear that addressing this requires an integrated approach that supports physical and mental wellbeing. This year we reached 160,000 people with such support – a drop on previous years, as funding for Mental Health and Psychosocial Support (MHPSS) was deprioritised by our funders in locations including the Democratic Republic of the Congo, South Sudan and Sudan.

However, we increased our support to refugees from Sudan in Somalia, including MHPSS for the first time. This demonstrates the complexity of the financial situation: when funding in one area is cut, e.g., direct support to MHPSS in Sudan, it may increase in another area, e.g., MHPSS to Sudanese refugees in Somalia. This nuance reflects the reality of the changing humanitarian sector, the hyper-prioritisation of needs and the complex choices we face as an organisation to meet the growing needs of people and communities with whom we work.

Number of people covered by a functional early warning system



Climate change

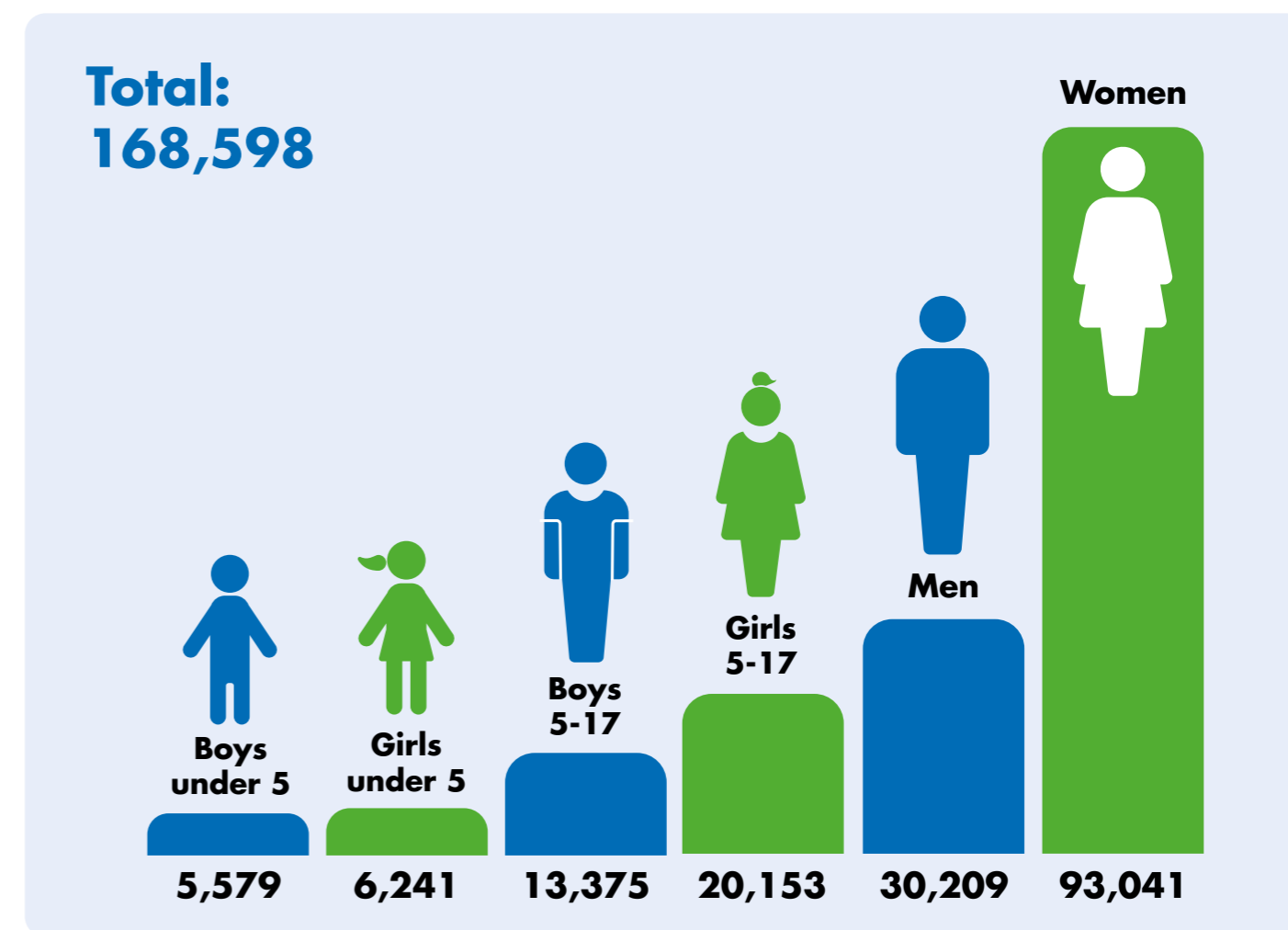
The rise in the frequency and intensity of natural threats due to the climate crisis will remain a key accelerating factor in increasing hunger over the next five years, with a particularly heavy toll on the most vulnerable communities. The resulting pressures on resources, food security, and ecosystems will exacerbate existing social challenges in the poorest regions of the world. With 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.

In 2025, we set up and continued to use early warning systems that spot the early signs of life-threatening hunger. Early warning systems use

real-time data to forecast problems for affected groups such as farmers and pastoralists. By creating systems that enable early identification of shocks, be it droughts, floods or global health pandemics, vital information can be shared with local producers, communities, policy-makers and other charities and non-governmental agencies so they can take fast and effective remedial action.

Last year, almost three million people were covered by an Action Against Hunger-supported functional early warning system, meaning that they could take steps necessary to protect themselves and their communities from hunger.

Number of people assisted through MHPSS care





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Case study: Building smallholder farmers' climate resilience and food security in Zambia

Across Zambia, the climate crisis and shrinking access to quality inputs and markets have squeezed rural livelihoods and undermined food production. Smallholder farmers, particularly female-headed households, remain highly vulnerable to climate shocks and limited livelihood opportunities. Each failed rainy season means a higher risk of hunger.

In 2025, Action Against Hunger joined forces with the Ministry of Agriculture and the Ministry of Green Economy (which includes local authorities and community actors) to launch a programme to build community resilience to climate shocks while strengthening the capacity of local partners and national systems. Interventions prioritised districts in Southern, Eastern, Western, and Central provinces, where reliance on rain-fed agriculture has driven food shortages and rising malnutrition, particularly among women and children.

Farmers received inputs for drought-tolerant and nutrient-rich crops, including cowpeas, groundnuts, and orange maize. Training in agronomic practices like water-efficient irrigation and sustainable natural resource management enabled farmers to better sustain production under dry conditions. Communities also built skills in post-harvest handling and storage, reducing crop losses and helping stabilise food availability throughout the year. Digital early warning systems and early action mechanisms were also strengthened through the E-PICSA platform, equipping farmers and communities to anticipate, prepare for, and respond more effectively to climate-related risks.

The Lead Farmer Model promoted peer-to-peer learning, which works by selecting one trained and supported lead farmer who provides hands-on extension services, demonstrations, and peer learning to 25 follower farmers in their community. This approach bridges the major gap in public extension systems (where one government extension officer often serves over 1,100 farmers) by decentralising knowledge and ensuring timely, locally relevant support.

“The skills I gained will not end with the project. Even after support reduces, I will continue training other farmers because this knowledge now belongs to the community.” – Lead farmer

“Working with lead farmers has greatly strengthened our extension system. They help us reach more farmers effectively and ensure good agricultural practices are sustained beyond the project period.” – Extension officer

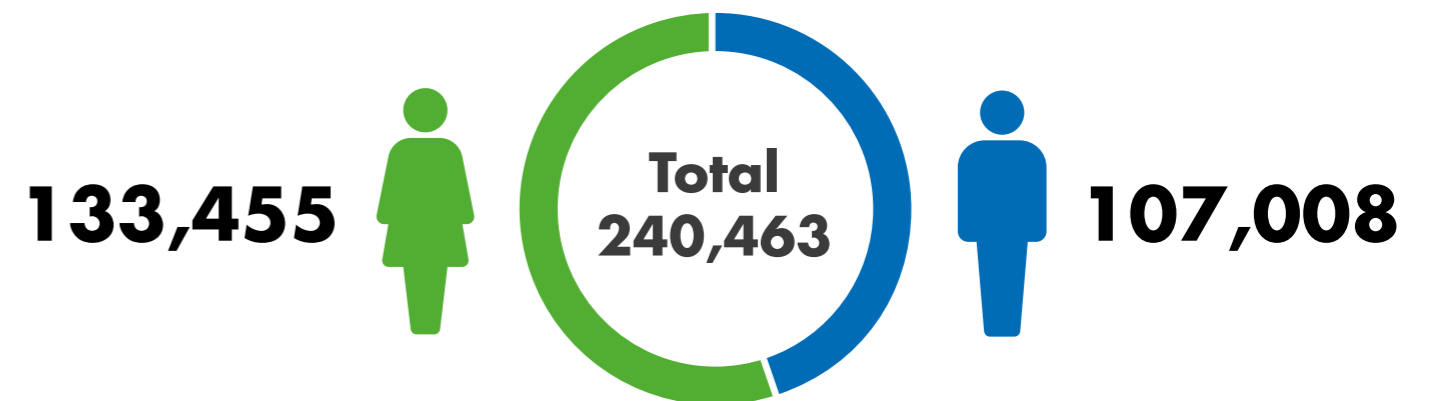
By the end of the year, our work had helped 1,986 farming households to transform the way they produce, store, and market food. Bulked cowpea harvests supplied grain to more than 102 primary and secondary schools through the Home-Grown School Feeding Programme, linking smallholder resilience directly to child nutrition.



Number of people assisted through agro-pastoral support

We supported agro-pastoralists to strengthen their yields and nutrition by combining crop production with sustainable veterinary practices, and helped connect farmers and pastoralists to local markets and food systems to sell their produce. In this way, during 2025 we provided agro-pastoral support to over 100,000 men and over 130,000 women. Due to their dependence

on natural resources, these communities are extremely sensitive to climate change, so by providing training to help further develop their agricultural practices, we helped households become self-sufficient and more resistant to the shocks of climate change.



Gender inequality and inclusion

Conflicts and natural disasters lead to a rise in oppression, insecurity, and gender-based violence, while social, political, and economic inequalities continue to drive hunger. Research has clearly documented the link between gender inequality and undernutrition. Many of the underlying causes of undernutrition – like inadequate care practices, poor access to nutritious food and quality health, and Water, Sanitation and Hygiene services – directly or indirectly link to gender inequalities such as the denial of land titles and property rights to women. These factors erode household nutrition and livelihoods.

Therefore, advancing gender equality and ensuring the centrality of protection – access to safe and dignified assistance - is fundamental to our mission. Our broad definition of gender

considers the multiple aspects of diversity that can intersect, resulting in greater discrimination and vulnerability. Using gender and social analyses to understand power relations and the diverse 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.

It is also essential to prioritise the dignity, safety, and rights of individuals by identifying who is at risk, what the risk is, as well as the reasons and circumstances surrounding these risks, right from the start of a crisis to ensure safe, quality programming.



Case Study: Creating family-friendly spaces for women and children in Afghanistan

Afghanistan continues to endure a severe humanitarian crisis in which nearly a third of children suffer from acute malnutrition and around a third of new mothers show signs of postpartum depression.

To help address this, Action Against Hunger set up five family-friendly spaces to improve mental health, psychosocial wellbeing, and resilience among women and children under 5 years, and their families. These structures play a vital role for the most vulnerable populations.

Located in the provinces of Ghor, Helmand and Badakhshan, the spaces serve 16,000 people each month, including 800 people for individual and group counselling, 1,200 people for awareness-raising and psycho-education activities, and almost 500 children aged under 5 years for special activities. In total, the initiative

reaches more than 80,000 people through several key activities for undernourished children and breastfeeding mothers, including:

- activities for children under the age of two years through play and bonding activities to strengthen the mother-child relationship;
- individual psychosocial support for mothers, including emotional support, relaxation techniques, and cognitive therapies provided by trained counsellors;
- psychoeducation to help women better understand and recognise their own mental health needs;
- community dialogues to address stigma and raise awareness of mental health issues.

Highlights

In 2025, Action Against Hunger reinforced its position as a leading actor at the intersection of gender equality, protection, and food and nutrition security by strengthening high-level technical expertise, advocacy, and strategic partnerships. A key milestone of the year was our active participation in the 69th session of the UN Commission on the Status of Women (CSW69), commemorating the 30th anniversary of the Beijing Declaration. Throughout the session, Action Against Hunger played a prominent role in policy discussions and bilateral exchanges, raising the need to address the structural links between hunger, conflict, and gender inequality in a context marked by growing backlash against women's rights and constraints on humanitarian funding.

Lessons learnt

In 2025, Action Against Hunger developed best practices for integrating nutrition in anticipatory action, with pilots in Mali and Madagascar, and tested the use of routine nutrition monitoring data for early warning in Yemen and South Sudan. The network continued its investments in a range of early warning systems (MERIAM in the East and Horn of Africa, PEWS in the Sahel, PREDISAN in multiple continents, and STEP-IT in Bangladesh). We supported global efforts to advance the nutrition and climate crisis agenda, coordinating the Climate and Anticipatory Action technical working groups of the Global Nutrition Cluster, and the production of learning products. We also advanced nature-based solutions such as mangrove restoration projects in Sierra Leone and Madagascar, and strengthened our operational sustainability through guidance such as the Sustainable Procurement Guide.

Looking forward to 2026

The International Climate Change Working Group has developed a network-wide Climate Change Capacity Statement. In 2026, the group will work on developing and streamlining each Network member's targets for the Climate and Environment Charter for Humanitarian Organisations based on our Environment and Climate Network Framework. In line with this, we have extended the Environment and Climate Network Framework 2022-2025 for three more years (expiring December 2028) as we continue to work towards reaching our goals in the Framework and reducing our carbon footprint.



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Key Priority Three:

We connect and mobilise

Our approach

Our ISP3 highlights four 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.
- Catalyse institutional and policy change at the local, national, and regional levels.

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

As part of our ISP3, Action Against Hunger has continued to strengthen our evidence-based advocacy, including 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 can develop a stronger, more activist voice to push for long-term change and greater accountability from decision-makers and stakeholders.

2025 in review

Advocating for policy changes aimed at reducing global hunger remained a key part of our work. In our ISP3, we commit to “mobilise against indifference, and we will never stop advocating for governments, international organisations, and institutions to take greater collective action against hunger”. In 2025, we adapted our advocacy activities to demonstrate the real-world impacts of budget reductions – such as scaled-back health services, food assistance shortfalls, or protection gaps – and to argue for the preservation or reallocation of funds for the most critical needs.

Action Against Hunger played a leading role in ensuring the success of the Nutrition For Growth Summit, which announced an international commitment to mobilising more than \$27 billion to tackle malnutrition. More than ever, we used our advocacy work to push for needs based, principled responses, to defend international humanitarian law, to protect people from conflict-induced hunger, and to ensure that the most marginalised populations were not further excluded by political factors.

In addition to our advocacy activities, we led on coordinating with other actors, bringing together a senior team of experts from the UN, INGOs, local authorities, local civil society organisations and community groups who work on an emergency in a specific geographical area. By taking a lead on convening and facilitating coordination we can support people and communities to improve access and availability of humanitarian services.

**Data from UK, France, Spain, US, Canada, Germany and Italy*



282

advocacy initiatives led or implemented by Action Against Hunger



65

policy changes as a result of Action Against Hunger activities



172

advocacy products produced

In 2025, we played a leading role as part of the Global WASH Cluster and Global Nutrition Cluster, and partnered with communities and local actors to strengthen their capacity to monitor and track budget expenditures and hold government stakeholders accountable for fulfilling their commitments.

In 2025, we conducted 282 advocacy initiatives globally (e.g. papers, meetings, and campaigns) and produced and disseminated 172 statements, analyses, briefs, and events. We were able to directly link all the work mentioned above to 65 reported changes in policy.

We raise awareness of life-threatening hunger and malnutrition and the work of Action Against Hunger by collecting content from our projects and through our websites, social media, emails, and work with the press. Working with our advocacy colleagues, we also develop and promote campaigns demanding action from national and international authorities to address hunger and malnutrition.



Case study: Leading the Global WASH Cluster's Field Support Team

Coordinating humanitarian clusters is crucial in emergencies for guiding strategic decisions, preventing overlap, setting and sustaining high standards, securing resources, working with other coordination bodies, and maintaining accountability during and after emergencies.

Led by Action Against Hunger, the Field Support Team (FST) – a key part of the Global WASH Cluster – helps countries' National Coordination Platforms (NCPs) to coordinate their work, manage information, conduct assessments, and build capacity for preparedness and transition, all under the strategic guidance of the Cluster Advocacy and Support Team (CAST). The FST draws on a senior team of experts providing full-time support.

Action Against Hunger has led the FST since 2021, playing a central role in strengthening humanitarian WASH coordination globally. Working closely with CAST and our partners iMMAP Inc., IMPACT, and Oxfam, we have enabled predictable, accountable, and high-quality support in crisis-affected countries.

In 2025, our work leading the FST helped NCPs to reinforce their emergency preparedness, strengthen their response capacity and advance cluster-transition planning in various contexts.

This included supporting cholera control in Myanmar and Sudan, facilitating processes to transfer management of clusters to local and national actors in Mozambique, Niger, and Nigeria, and promoting localisation through capacity strengthening for local partners in the Democratic Republic of the Congo and Mali.

Through these and other targeted interventions, and in partnership with local and international actors, the FST fostered collective action across sudden-onset emergencies like in Jamaica due to Hurricane Melissa (in October 2025), and complex, protracted crises like in Haiti, where years of instability and internal displacement have deepened the humanitarian crisis the country is already facing.

As well as its in-country work, the team provided remote support to 28 countries in 2025, contributing to CAST-led global initiatives, including webinars and tool revisions. Overall, the Field Support Team project, under our leadership, has demonstrated its capacity to strengthen operational coordination while responding to emerging priorities such as localisation and transition – fully aligning with the objectives of the global humanitarian reset.



Media coverage

24,190



Social media and email subscribers

3.5 MILLION



Number of people attending/
participating in events

691,970

Despite the global cuts to aid funding, our public and private partners, and our supporters, demonstrated their considerable commitment to our work. This was seen through the mobilisation of new and existing supporters for our humanitarian response in the Occupied Palestinian Territories, resulting in record public donations and many new supporters joining the Action Against Hunger family. These supporters are now going on to support other humanitarian responses globally.

To enable us to speak directly to our supporters and the wider public our Communications teams in the head offices worked hard to promote our visibility to generate engagement with Action Against Hunger and its work. In 2025, we generated 24,190 pieces of media coverage across the globe.

Social media helped us to engage with our supporters, promote our messages and activities, and helped influence decisions. During 2025, 3.5 million people engaged with us by subscribing to our emails and YouTube channels and following us on social media – an encouraging increase of around 300,000 people since 2024.

In addition to our social media presence, we ran global campaigns bringing together advocacy, social media, fundraising, and communications to raise brand awareness and engagement among new supporters across all channels. Through these campaigns almost 700,000 people attended and participated in community fundraising events, school runs, challenges, or gala dinners.

Highlights

In a year marked by shrinking aid budgets and growing humanitarian fatigue, Action Against Hunger's 2025 Gala, hosted by the US office, stood out as a beacon of compassion and commitment. Under the theme "Whatever It Takes," more than 400 philanthropists, business leaders, and humanitarians united in New York City to reaffirm their shared resolve to end hunger in our lifetime. The evening – filled with music, storytelling, and solidarity – raised over \$2.1 million for the Standing Strong Against Hunger Campaign.

Lessons learnt

2025 was a challenging year for advocacy. Political turbulence, eroding support for foreign aid, and budget cuts meant that our advocacy became more defensive and reactive. Success was more about holding the line rather than advancing our priorities. An important lesson learned was the need to focus on strengthening public opinion in support of foreign aid and the need to partner with supporters to build a pro-foreign aid narrative.

One key lesson was that Action Against Hunger can mobilise the public around conflict and hunger and specific crises at a scale greater than we had expected, with timely, engaging, first-hand content. There is a need to plan longer term follow-up actions for new supporters to keep them on the supporter/activist journey with us, engaging our new supporters in a broader range of contexts and issues.

Looking forward to 2026

Action Against Hunger will use France's hosting of the G7 meeting in June 2026 to highlight the urgency of malnutrition issues and to call on those present to support a multisectoral approach to eradicate hunger and achieve Sustainable Development Goal 2 - "Zero Hunger" by 2030. We hope that the outcome of this event will be greater funding for both nutrition and Universal Health Coverage, to bring us closer to a world free from hunger.



Key Priority Four:

We create and share knowledge

Our approach

Key initiatives in the ISP3 are:

- 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.

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

We are working towards a more bottom-up approach to knowledge-creation and research, whereby people, communities, and staff closest to the people we work with 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.

2025 in review

Our aim is to be innovative in the fight against hunger, and this requires research and learning to explore current and new approaches. In 2025, we conducted 51 research projects – an increase on previous years and a reflection of our commitment to better understand the causes and consequences of hunger.

Our projects span our operational sectors and countries, where we collaborate with a variety of donors and partners to produce the research findings necessary to deliver evidence-based interventions. Our research projects were conducted in 27 countries, with the most frequent participating countries being Bangladesh (five projects) and Mali and South Sudan each having four projects. The majority of research projects (almost 60 per cent) included a nutrition-related component. Our work also focused on other sectors alongside Nutrition, such as Health, Mental Health and Psychosocial Services, Disaster Risk Reduction and Food Security and Livelihoods.

While our research aims to enhance the effectiveness and efficiency of our own work, we also aim to be collaborative and to support the wider humanitarian effort. In line with this, we published 58 research papers, and 48 peer-reviewed journal articles, working with 77 academic/research organisations, and 34 national organisations to ensure capture of local and indigenous knowledge.

Research



Research projects by sector

**many research projects cover more than one sector*



Case study: Early warning in action – the MERIAM initiative

The Action Against Hunger-led Modelling Early Risk Indicators to Anticipate Malnutrition (MERIAM) initiative is the first nutrition-focused tool to reliably forecast acute malnutrition prevalence, allowing governments, humanitarian actors, and families to foresee and prepare for emergencies long before they occur. Now rolled out across Kenya, Somalia, and South Sudan, MERIAM is demonstrating how cutting-edge research can save lives before emergency strikes.

MERIAM is built on rigorous statistical modelling and integrates data on climate, conflict dynamics, nutrition security trends, and health indicators to identify where and when nutritional crises are likely to escalate. The initiative proves that acute malnutrition prevalence and caseloads can be forecasted up to 12 months in advance, significantly extending the timeline for the emergency to be averted.

MERIAM is more than a forecasting tool: it is a catalyst for smarter financing and earlier action.

Emergency responses that take place after crises have already hit are costly, and for some people, arrive too late. By enabling governments and humanitarian actors to pre-position supplies, scale programmes in advance, and advocate with credible forward-looking data, MERIAM reduces both human suffering and the financial cost of delayed response. Importantly, families can be reached with critical resources and training to not only survive a crisis, but to recover and thrive.

In South Sudan, local communities have welcomed the tool as an important early warning mechanism that creates awareness of risks and enables mitigative actions. Government officials, humanitarian actors, and local leaders have all been involved in making MERIAM a success, turning data into action. As one Ministry of Health official noted, “This project is a game changer. It integrates the expertise of all relevant actors to create something truly impactful.”

Highlights

In 2025 we celebrated the sixth Research for Nutrition Conference, bringing together internationally renowned experts and researchers to share and discuss the latest results of humanitarian research projects on the prevention, diagnosis, and treatment of undernutrition. On the second day we co-hosted an event with the World Health Organization and the Eleanor Crook foundation, titled “A global dialogue on cost-optimisation in wasting treatment”.

Lessons learnt

In 2025, due to changes in the humanitarian funding environment, we recognised the need for more and better cost-effectiveness analysis.

We need to sharpen our focus on “value for results” not only to help us know what an intervention costs, but also what results it delivers per Euro and how that varies across contexts. Cost-effectiveness is not a standalone accounting exercise – when embedded from the design stage it guides important programme decisions such as the need to adapt and refocus on cost-effective activities that deliver what is best for people and communities for the lowest costs.

Looking forward to 2026

In 2026, we will focus on generating practical, context specific evidence to address the root causes of malnutrition – from poor diets and food insecurity, to care, disease, and inequity. Through applied research, we will support climate resilient solutions that strengthen health, food, protection, and water, sanitation, and hygiene systems and help communities prevent malnutrition more sustainably.

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Key Enabler One:

We work together with the people we serve

Our approach

Key initiatives of this ISP3 enabler are:

- Foster ongoing dialogue with people and communities to enable to 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.

As stated in ISP3, 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 prioritise women and marginalised populations in the decision-making process.

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

2025 in review

In 2025 we strengthened our approach to working with and through local and national actors, including local civil society, national academic organisations and local and national authorities at all levels.

In our emergency work, this involved adapting to work with and through local and national partners, enabling us to intervene in areas where we did not have an operational presence. We have built strong relationships with local partners in preparation for crises, working closely with them to streamline due diligence and administrative processes, helping funds reach those in need as quickly as possible. We worked closely with partners in Lebanon and the Philippines to strengthen their technical capacity to deliver activities directly with people and communities. By working through trusted local actors, our approach reinforces localisation, enhances the relevance and timeliness of our interventions, and ensures that emergency actions place communities and local expertise at the centre of the response.

A major achievement in 2025 was the signing of a process enabling local and national organisations to respond more rapidly to community needs by streamlining the steps they need to complete to demonstrate their trustworthiness, capability, and alignment with our values before receiving resources. This process was endorsed along with six other international non-governmental organisations globally, freeing up time and resources for local and national partner organisations, primarily local civil society. In emergency contexts, these streamlined processes also enable local and national partners to respond more rapidly to community needs.



Case study: Celebrating the success of Right2Grow programme

The Right2Grow programme, which ended in 2025, was a global civil-society strengthening initiative that brought together six international Non-Governmental Organisations (NGOs), 23 partner Civil Society Organisations (CSOs), and around 1,000 grassroots organisations in Bangladesh, Burkina Faso, Mali, South Sudan, and Uganda. The programme was rooted in the belief that empowered and informed communities can bring change, and that sustained progress requires multisectoral, gender-sensitive action that links nutrition, Water, Sanitation, and Hygiene (WASH) and budget monitoring.

The co-creation of the Bridge4Voices advocacy approach ensured that communities remained at the centre of all advocacy efforts, with their priorities systematically captured, represented, and elevated in policy dialogues. This strengthened the legitimacy and influence of CSOs in decision-making spaces. Through direct local partner participation in policy processes, Right2Grow joined local evidence with national and global policy dialogues, bringing grassroots experiences into global forums and making the principle of “Nothing about us, without us” visible in practice.

Over five years, Right2Grow helped improve nutrition and WASH for more than 10 million people. Community groups, women’s associations, youth networks, and Citizen Voice and Action platforms became active rights-holders, monitoring services, engaging local authorities, and demanding accountability. Hundreds of advocacy actions led to concrete results, including repaired water points, advanced multisectoral governance for nutrition, and stronger community oversight of local nutrition and health budgets.

A defining feature of Right2Grow was its investment in women and youth leadership and entrepreneurship. In fragile and humanitarian contexts like Mali and South Sudan, women’s

groups and youth networks emerged as trusted advocates and educators on child nutrition and healthy behaviours. In Mali alone, digital campaigns mobilized 133,000 citizens, 60 per cent of them youth, demonstrating the power of locally led advocacy to influence behaviours and priorities at scale.

Alongside social mobilisation, the programme fostered private sector engagement. In Bangladesh, 200 local entrepreneurs were trained to produce and distribute essential WASH and nutrition products, expanding access to affordable solutions while supporting women-led enterprises and strengthening local economies.

At the systems level, Right2Grow strengthened 47 CSOs to lead evidence-based advocacy, budget monitoring, and social accountability. CSOs spearheaded over 600 advocacy initiatives and created 556 policy dialogue spaces, contributing to major policy wins. These included the adoption of Uganda’s Food and Nutrition Bill; the formal recognition of the rights to food and to water and sanitation in Mali’s new constitution; and the development and adoption of South Sudan’s first ever National Nutrition Policy. By 2025, nearly 20 laws and policies were better implemented across countries thanks to stronger citizen participation and CSO oversight.

By embedding localisation through a “Shift the Power” approach, Right2Grow transferred leadership, resources, and decision-making to national and local actors. As the programme concluded in December 2025, its legacy endures stronger civil society coalitions, institutionalised accountability mechanisms, and empowered communities. To sustain this legacy, programmatic learning briefs were produced and integrated into the Right2Grow Learning Catalogue, which now contains over 50 learning briefs, capitalising on the programme’s key approaches, results, and lessons learned.



Case study: Integrating nutrition into emergency preparedness

During 2025, Action Against Hunger conducted a pilot project in Madagascar and Mali to address the absence of nutrition in preparedness systems – a critical gap due to the climate-driven deterioration in nutritional status in both countries, and the insufficient and often delayed response.

To document the impacts on communities, and the needs and capacities on which the approach could be based, we applied a three-level action research methodology: community, sub-national, and national. Our research interviewed nearly 400 community members in both countries to identify problems and inform a set of nutrition recommendations and protocols. These recommendations were then validated by a panel of stakeholders, authorities and community representatives during capacity-building and exchange sessions.

Key findings included:

- Shocks rapidly exacerbate nutritional vulnerability, particularly in already fragile contexts.
- Existing preparedness and anticipation measures for health systems and structures are limited, unsystematic, and insufficient to effectively prevent nutritional insecurity and health problems.
- Early warning systems need to be improved: they do not sufficiently include or reach the most at-risk segments of the population and Health and Nutrition actors, preventing autonomous anticipation and preparedness.
- The Health and Nutrition sector has not benefited from the same support and skills development in anticipatory approaches as other sectors (e.g. WASH); national approaches are not widely disseminated or multisectoral, creating an imbalance in approaches and barriers to coordination.

- National anticipatory action approaches and frameworks are still not widely disseminated at the regional level. Similarly, anticipatory action working and coordination groups are often siloed, preventing the multisectoral approach that is necessary to fully address the needs of communities.
- Social protection mechanisms can be key to the implementation of multisectoral and sustainable preparedness approaches.
- The immediate adoption of nutrition-sensitive anticipatory action approaches is crucial to supporting vulnerable communities that are increasingly exposed to recurrent shocks.

These findings helped identify several anticipatory, system-wide actions, which must be implemented at all stages of an anticipatory action approach to ensure the full and deep integration of nutrition into emergency preparedness protocols. These included: establishing nutritional alert messages and recommendations; screening for acute malnutrition by measuring upper arm circumference and looking for nutritional oedema; pre-positioning inputs (nutritional and pharmaceutical); setting up anticipatory cash transfers; and setting up mobile clinics in evacuation areas.

Following the implementation of the pilot, Action Against Hunger has made an operational methodology note available to all humanitarian and anticipatory action actors in French and English so that the approach can be replicated and disseminated in all contexts where needed. The approach will also be promoted in various working groups and during multilateral international exchanges.

Highlights

In 2025, Action Against Hunger in Spain developed a Community Participation Strategy to strengthen how we engage with and centre people and communities of all vulnerabilities in our activities and projects, and make sure they are at the centre of all our work. This strategy recognised community participation as a fundamental principle, not just to enhance the effectiveness of interventions but to ensure that all our work is grounded in the recognition of people and communities as rights holders, with their own knowledge, values, capacities, and social structures that can inform and guide all our actions. To support the implementation of the strategy, a Technical Solution on the Community Approach was developed to further strengthen meaningful community engagement and systematically embed community participation across programmes and the project cycle.

Lessons learnt

We learned that when the world around us changes quickly, it is critically important that we continue our work and communication with people and communities to help them understand the impact of these changes on their lives and livelihoods. Due to the aid cuts many people and communities immediately lost access to nutrition, health, Water, Sanitation, and Hygiene (WASH) and social protection services. This created fear and confusion, and we learned that through open, honest communication we can help people understand what is changing and why. By listening as well as explaining, we could better understand the real consequences of cuts, identify who may be most affected, and work with communities to manage impacts as fairly as possible. This approach helped us preserve dignity, trust, and long term relationships, even in difficult situations where support was being reduced.

Looking forward to 2026

In 2026 we will undertake a series of initiatives to embed and systematise our approaches to working with people and communities, and to strengthen our commitments to local and national actors. Central to this is the review of our International Strategic Plan, which provides a critical opportunity to more explicitly articulate and operationalise our commitment to people centred and community led approaches. This process will seek to ensure that affected people and communities are positioned as key decision makers, with future strategies, programmes, and partnerships intentionally designed to be developed with them and for them, and to support their leadership in addressing hunger and malnutrition.





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Key Enabler Two:

We drive greater investment for the fight against hunger

Our approach

Key initiatives for this ISP3 enabler are:

- Increase overall revenue by 5 per cent annually to 2025 to reach €600 million.
- Grow private revenue by 50 per cent to reach €135 million.
- 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.¹
- Explore new opportunities for partnerships, including contracts with for-profit partners and large consortia.

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

From 2021 to 2025, we aspired to increase overall revenue by approximately 5 per cent annually to reach €600 million in 2025. Achieving this target will require greater investments in innovative 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.

2025 in review

In 2025 - for the first time since ISP3 launched - we did not meet our target of €600 million, with an income of €589 million across the Action Against Hunger Network. This represents a decrease of around 10 per cent from €657.6 million, as reported in 2024.

More positively, our private income exceeded €163 million, an important increase of over €30 million from 2024. Of this, over €127 million was unrestricted income, which supports Action Against Hunger's mission to fight life-threatening hunger, and deploy funds in an efficient, innovative and rapid manner.

Total income

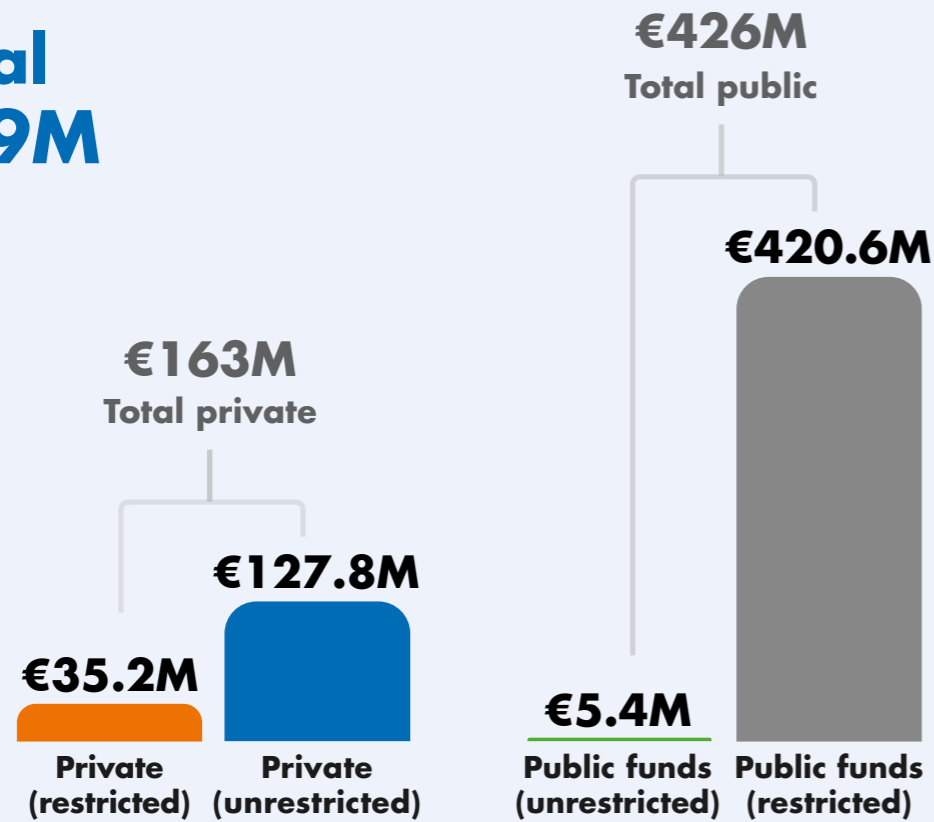
€589M

All financial information is based on unaudited figures and may be subject to change

¹ A 2016 agreement between major humanitarian donors and aid organizations to improve the efficiency and effectiveness of humanitarian action, aiming to get more resources to people in need.

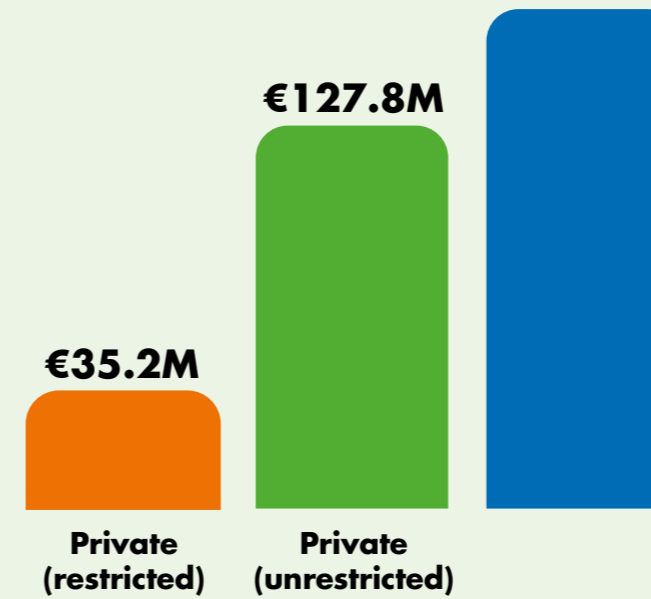
Income by sources

**Total
€589M**



Income received through fundraising departments

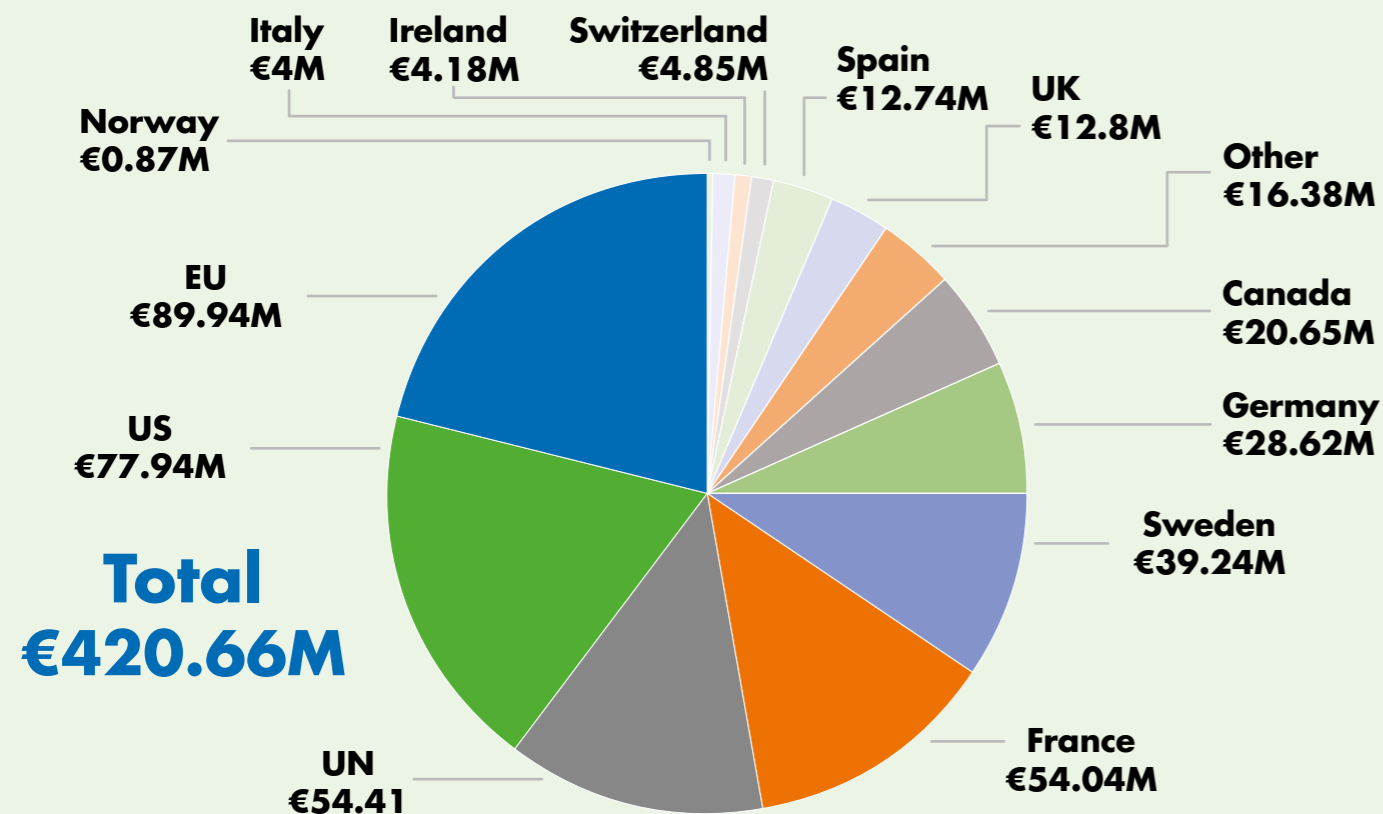
**Total
€163M**



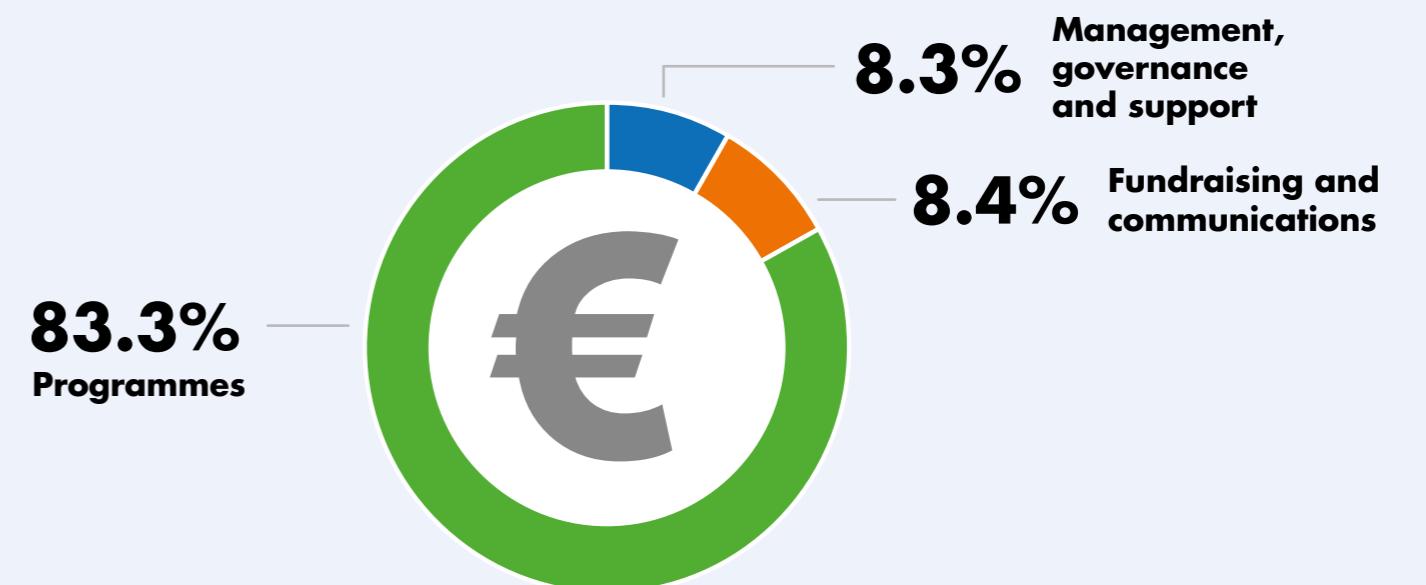
Out of the €163 million received through fundraising departments, €88 million (over 50 per cent) of our private income came from the generous support of 538,321 individual givers. Of these, 354,224 (around 65 per cent) were regular donors, representing a slight decrease from 379,953 in 2024.

While individual givers provide most of our private funds, we also benefit from financial support from corporate partners and foundations, and by running events. In 2025, corporate and foundation support accounted for 21.29 per cent of our total private income (€34.7 million), while events accounted for 7.12 per cent (€11.6 million).

Income from institutional donors



Expenditure breakdown



All financial information is based on unaudited figures and may be subject to change



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Case study: Funding challenges hit Action Against Hunger's programmes worldwide

In 2025, the Action Against Hunger network saw a 50 per cent decrease in humanitarian funding, primarily due to the cancellation of billions of dollars in USAID assistance throughout the year. This decision had a major impact on our funding, as for several years, USAID has accounted for 30 per cent of our institutional income.

Major reductions in development aid from key donors have reshaped the entire system, including UN responses, which are now scaling down their field presence, thereby constraining the capacity of all actors to deliver assistance at scale.

Although it is still too early to fully quantify the long-term effects, early indications point to a gradual decline in people's access to essential services, particularly in Food Security, Nutrition, and Protection – at a time of severe new and protracted crises worldwide.

This situation reflects broader shifts in the funding environment: more competitive calls for proposals, shorter and more restrictive grant mechanisms, reduced engagement from several traditional donors, and a stronger alignment

of allocations with geopolitical and visibility-driven considerations. As a result, flexible and multi-year funding, central to our integrated and community-centred approaches, has become increasingly scarce.

This situation has driven internal changes at Action Against Hunger, including the closure or resizing of several country offices, and the need to prioritise activities within emergency projects. This decrease in funding also has implications for operational strategy, partnership models, and the organisation's ability to maintain predictable support in long-standing crises where sustained engagement has historically been a core strength.

Funding in Italy, Spain, Sweden and Switzerland has remained stable or slightly increased, so 2026 will be decisive for us in determining whether donor commitments stabilise and whether the organisation can successfully adapt to these new funding realities.

Highlights

In 2025, despite a challenging funding environment due to aid cuts from governments worldwide, we were able to mobilise new and existing private partners to support our work. This enabled us to maintain our services to vulnerable people and communities across the world.

Lessons learnt

We enhanced coordination across the network around donor engagement. This included proactively sharing information on donor priorities, funding opportunities, and engagement strategies, along with ensuring consistent messaging and representation of the network's work. This demonstrated the importance of collaborating across the head and country offices to strengthen our collective positioning, avoid duplication and competition, and to maximise opportunities for joint influence and resource mobilisation.

Looking forward to 2026

In 2026, we will prioritise strengthening our relationships with key public donors, to better understand and respond to dynamics affecting Official Development Assistance. In response to the continued downward trend in government funding, we will also increase efforts to diversify our funding base by cultivating new partnerships and deepening existing relationships with corporate partners and philanthropic foundations. It is important for Action Against Hunger to successfully adapt to new funding realities and opportunities.



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Key Enabler Three:

We commit to being a coherent, efficient and well-governed network

Our approach

Our ISP3 highlights four key initiatives:

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

important asset. More than ever, our diversity as a network and continued coordination and coherence represents the only reliable way forward to achieve our vision of a world without hunger.

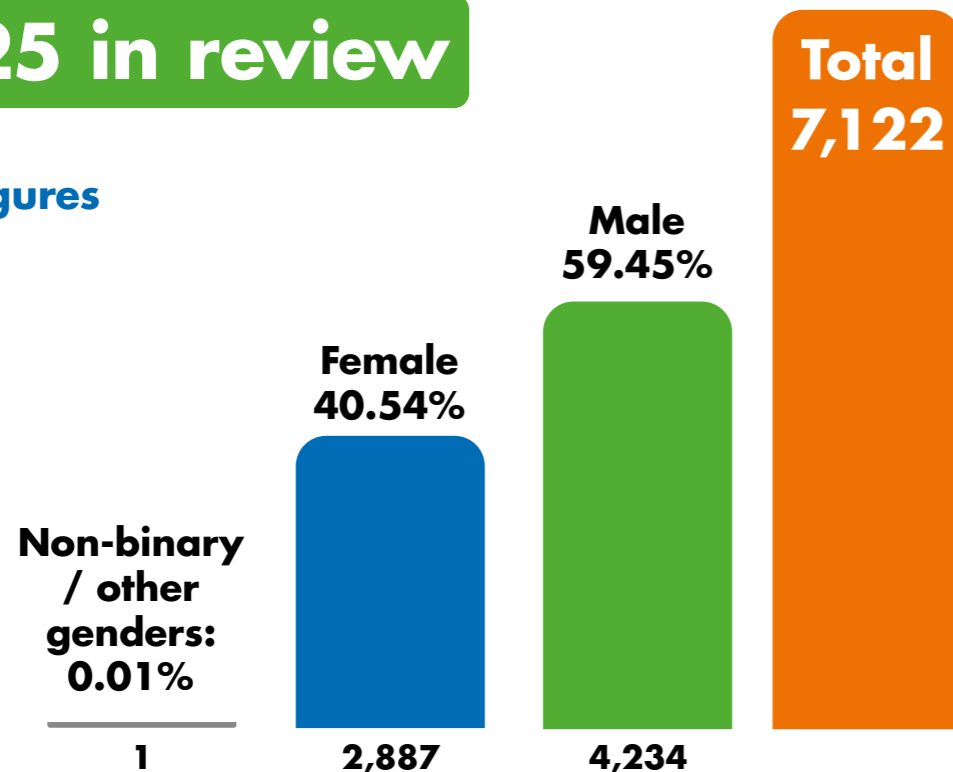
We support a more geographically representative network and embrace the benefits of diversity and inclusion, to strengthen the relevance and impact of our programmes and strategies.

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

ISP3 sets 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, recognising that it represents our most

2025 in review

Staff figures



Country office staff

Male	3,847	65%
Female	2,070	35%
Non-binary / other gender	0	0%

Total
5,917

Local
94.8%



5,609

International
5.2%



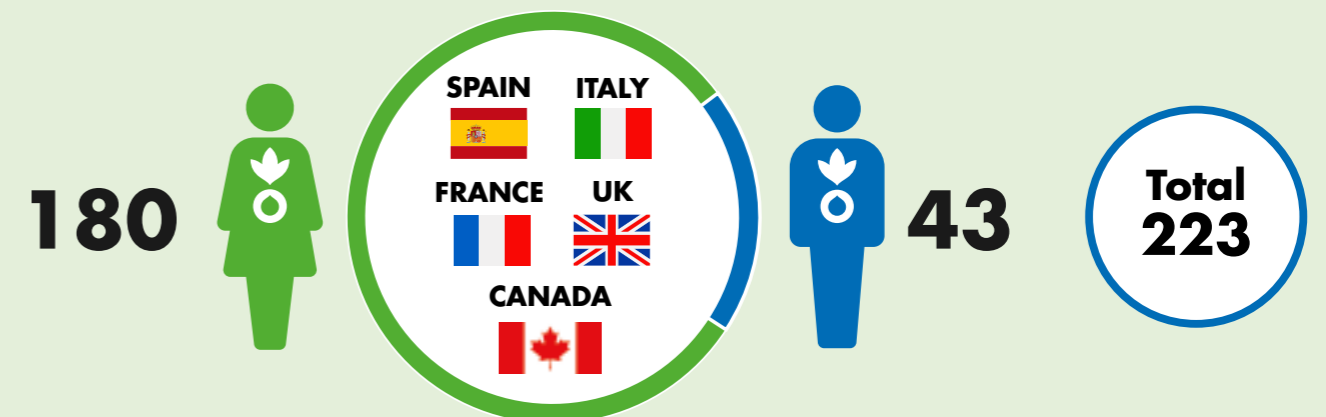
308

Head office staff

Male	344	35.0%
Female	637	64.9%
Non-binary / other gender	1	0.1%

Total
982

Domestic programme staff



In 2025, Action Against Hunger had offices in 54 countries, with projects and programmes implemented in 52 countries and a total of 7,122 staff members worldwide. This included 982 staff (13.8 per cent) working in our head offices; 223 staff (3.1 per cent) working on domestic programmes in Canada, France, Italy and Spain; and 5,917 staff (83.1 per cent) working in our country offices.

Between 2024 and 2025 we reduced our staffing by 1,405 (over 16 per cent). Most of these workforce reductions were driven by sector-wide funding constraints (including but not only the cuts related to funding from the USA), alongside factors such as shifts in implementation approaches and models; an increased emphasis on localisation; and associated organisational developments. We would like to thank all members of staff past and present for their service to Action Against Hunger and commitment to end hunger.

In our ISP3, we committed to “systematically integrate gender equality throughout our organisation, in all our activities and strategies, and develop a gender-transformative approach institutionally and in our programming”.

In line with this, at an organisational level we tracked the gender profiles of our staff to ensure that we support women in the workplace and in decision-making positions. Globally, around 40 per cent of our staff are female. A greater number of female staff work in head offices, where around 64 per cent of staff are female. In contrast, only 35 per cent of personnel in country offices are women.

As part of our aim to be a more geographically representative network, it is encouraging to see that over 94 per cent of those working in Action Against Hunger country offices were local staff, and despite the cuts to our staffing in 2025 we were able to increase the percentage of local staff working with us. This reflects our deep commitment to ensuring local and national staff are prioritised in recruitment and retention.

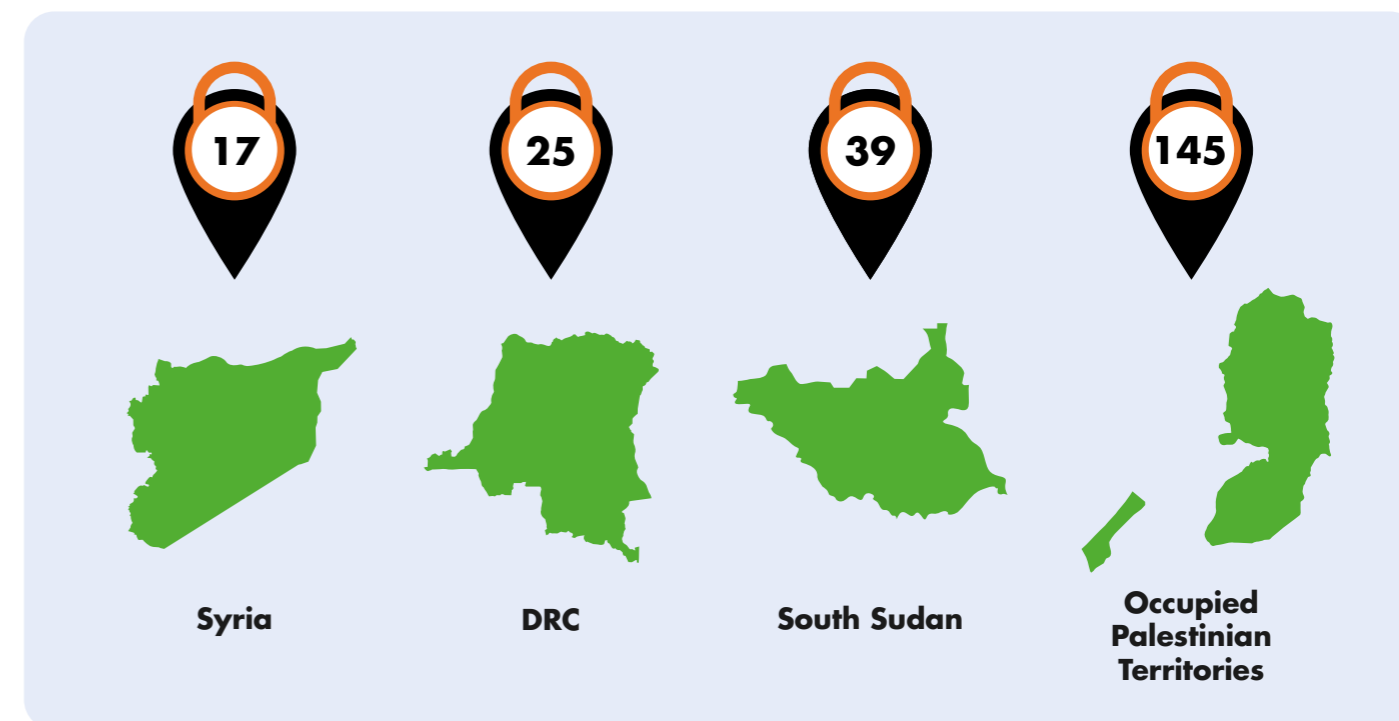
Safety and security

377
safety
and
security
incidents

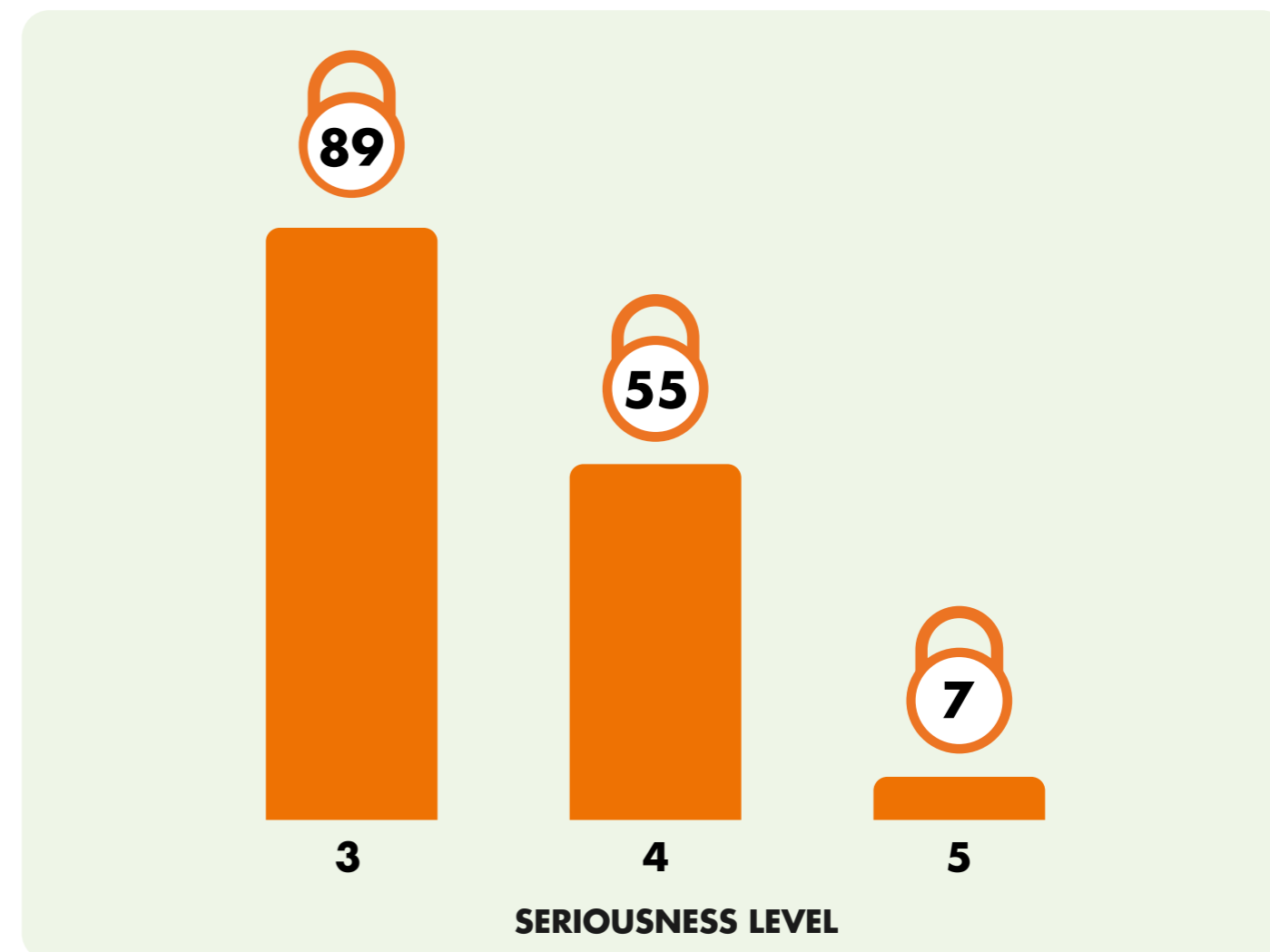


As an organisation we have committed to being a coherent, efficient, and well-governed network. Action Against Hunger operates in many challenging contexts, including active conflict zones, natural disaster-prone areas and regions under the control or influence of authoritarian groups. We work in places where the world’s most vulnerable people live. These contexts present a risk to our operations and importantly to the staff, volunteers, and local partners with whom we work. The mitigation and management of security incidents that have the potential to harm Action Against Hunger staff are a priority for the network. This is highlighted in our ISP3, where we highlight that we will “ensure the safety and security of our staff, while upholding our core principles in everything we do”.

Countries with the highest number of safety & security incidents



Level of seriousness of safety & security incidents





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Most common security incidents

13



Disasters

59



Armed aggression against our premises / staff

37



Abuse of power

36



Robbery

63



Transport accident

In 2025, 377 safety and security incidents were experienced by Action Against Hunger, a decrease from 383 in 2024. The countries that faced the most incidents were Occupied Palestinian Territories (145), South Sudan (39), Democratic Republic of the Congo (25) and Syria and Haiti both reporting 17.

As in previous years, transport accidents remained common in 2025, with 63 incidents occurring – an increase from 63 in 2024. The majority of these took place in Cameroon, Occupied Palestinian Territories, and South Sudan all reporting seven incidents. Traffic accidents are particularly common in the areas where we work due to poor road surfaces and weak regulatory framework regarding road safety.

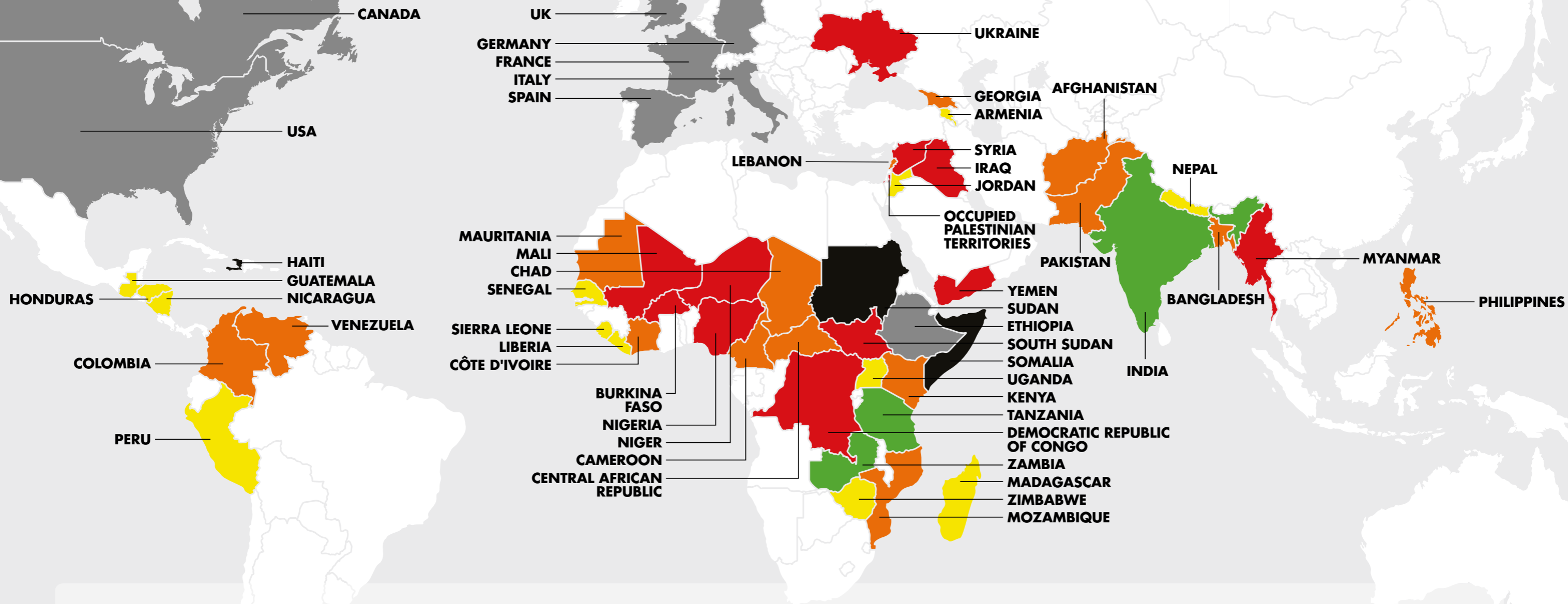
Other common security incidents included armed aggression against our premises or staff (59); robbery (36); and abuse of power (37). These types of incidents are not uncommon in the areas we operate; our security teams and staff are specialised in ensuring these incidents have a limited impact on our activities, our staff and the communities with which we work.

As a humanitarian organisation we work in some of the most challenging contexts globally. In 2025, the threat levels in Haiti, Somalia and Sudan were classified as extreme according to our internal security classification – this means that the conditions are so hostile that operations, if maintained, are limited to lifesaving activities with very strict security management protocols.

A further 14 countries were categorised as having a very high threat level (including Myanmar, Occupied Palestinian Territories, Syria, South Sudan, and Ukraine).

Considering the security risks faced by staff, we are committed to providing widespread internal security training. Last year, we trained 1,519 staff on security. In 2025, we worked in 171 bases across 48 countries, excluding our domestic programmes. Out of these bases, 135 have had their security plans validated within the last year, representing almost 80 per cent of the locations in which we work.

Security classifications of countries in which we work



operations are possible without any special security measures; low level of threat.



intervention possible with appropriate security measures; medium level of threat.



activities are sometimes locally led in difficult conditions; high level of threat.



the type of operations are prioritised according to needs and security management is very strict; very high level of threat.



the conditions are so hostile that the operations, if maintained, are limited to lifesaving activities with extremely strict security management protocols; extreme level of threat.



classification not recorded.



Case study: Network Performance – strengthening collective intelligence

Action Against Hunger uses the Network Performance platform to track progress towards the key indicators in its International Strategic Plan (ISP). Launched in 2021, and developed by the Digital Transformation International Working Group, Network Performance has evolved significantly and in 2025 underwent a major technical upgrade to expand its capabilities, strengthen its robustness and increase its data storage and management capacity, preparing it to handle the volume and complexity of information required by an international network like ours. Today, Network Performance is a structural tool designed to support our upcoming strategic cycles.

The tool offers a user-friendly interface designed to fit our operational needs. As an international platform, its design has incorporated the perspectives of all roles and countries that use it. The development process was closely coordinated with the Evaluation, Learning and Accountability team to ensure alignment with international data requirements.

The platform aggregates data to consistently measure global impact in a harmonised way, centralising critical information and results-gathering to help us better share our collective achievements. The multi-filter analytics dashboard enables agile data exploration and

segmentation across different measurement criteria, supporting both operational and strategic analysis at multiple levels.

Network Performance also enhances the quality and credibility of our reporting by relying on validated operational data. Its decentralised access model allows field-based Monitoring, Evaluation, Accountability and Learning teams and technical focal points at headquarters to enter, review, and analyse information according to their roles assuring both ownership and data accuracy.

Beyond reporting, the platform plays a core strategic role. It provides reliable, timely and up-to-date insights that support informed decisions aligned with our strategic priorities. By presenting a clear, structured view of organisational activity, it ensures decisions are evidence-based and directly connected to the objectives set out in ISP3.

By turning dispersed information into structured, accessible knowledge, Network Performance strengthens our collective intelligence and enables us to move towards our strategic goals with greater confidence and coherence.

Highlights

2025 was an extremely challenging year, with the organisation experiencing a 16 per cent staff reduction and a record high number of safety and security incidents. However, we are proud to have retained so many national staff, reflecting our strong focus on prioritising and respecting localised expertise. We are thankful for the resilience of our staff and partners over the past year for continuing to deliver projects and programmes in such difficult circumstances.

Lessons learnt

2025 has been the year with the highest number of humanitarian personnel being killed. The primary threats for Action Against Hunger US and France in 2025 were crime and we noticed rising civil unrest and environmental hazards across the globe. Globally there has been a deterioration in security in the contexts in which we operate, resulting in a higher number of attacks related to property and staff, abuse of power, explosives and lootings.

Looking forward to 2026

Our 2026 priority is to maintain strong security management in the face of reduced human and financial resources. Key priorities include finalising the revised Security and Safety Policy and its associated tools (including the Security Matrix), and strengthening the quality of security analysis at mission, regional and HQ levels to better anticipate field risks. Ensuring that security and access management remain fully transversal across the organisation will also be essential.

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Country profiles



**CLICK
HERE**





Endnotes

- i** Global Report On Food Crises: <https://www.fightfoodcrises.net/global-report-food-crises>

- ii** SOFI report, 2025: <https://openknowledge.fao.org/items/ea9cebff-306c-49b7-8865-2aef3bfd25e2>

- iii** Global Report On Food Crises: <https://www.fightfoodcrises.net/global-report-food-crises>

- iv** SOFI report, 2025: <https://openknowledge.fao.org/items/ea9cebff-306c-49b7-8865-2aef3bfd25e2>

- v** Global Report On Food Crises: <https://www.fightfoodcrises.net/global-report-food-crises>

- vi** SOFI report, 2025: <https://openknowledge.fao.org/items/ea9cebff-306c-49b7-8865-2aef3bfd25e2>

- vii** Global Report On Food Crises: <https://www.fightfoodcrises.net/global-report-food-crises>

- viii** SOFI report, 2025: <https://openknowledge.fao.org/items/ea9cebff-306c-49b7-8865-2aef3bfd25e2>





ABOUT ACTION AGAINST HUNGER

We believe that everyone has the right to a life free from hunger, so we lead the fight against it by predicting, treating, and preventing its causes and consequences.

A GLOBAL NETWORK

Action Against Hunger is a global network with head offices in Canada, France, Germany, Italy, India, Spain, the UK, and the USA. Each Action Against Hunger member is legally independent but all members share a common mandate, values, operating principles, quality standards and strategy.

As well as having head offices, we have country offices in Africa, Asia, Europe, the Middle East, Latin America and the Caribbean. In 2025, we worked in 54 countries with 7,122 staff around the world. We ran projects in 52 countries and assisted over 21.2 million people.