



ACTION AGAINST HUNGER

Strategy

2025–2030





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Welcome

Action Against Hunger UK is no stranger to working within adversity and complexity, yet this strategic period begins, in 2025, in one of the toughest operating contexts our sector has seen. Slashed global aid budgets, including to UK aid and the collapse of USAID, has brought our sector to a reckoning.

This strategy guides us at a pivotal time. We are led by our vision, which has not changed: a world free from hunger, and by our unwavering commitment to the humanitarian principles.

Within the global Action Against Hunger network, we will strive to identify and mitigate the causes and drivers of hunger crises, and to build the resilience of communities before disasters strike. From implementing nutrition programming to scaling up local response to emergencies, we must work with local authorities and alongside communities to achieve these goals, putting them at the centre of decisions that impact them.

We must also rebuild trust in UK aid and development. At the time of writing, the UK government had reduced its commitment to aid by almost 40 per cent by 2027. International aid can be life saving for the communities it supports; it is also a critical tool for global security in the face of escalating global conflict and crisis.

We remain steadfast in our mission and



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as always thankful to the partners and donors who make our work a reality. I hope you will join me in my firm belief that we live in a connected world and that we cannot isolate ourselves. **A world where no one dies from hunger, is possible.**

Thank you.

A handwritten signature in blue ink that reads "Jean-Michel Grand".

Jean-Michel Grand
Executive Director,
Action Against Hunger UK



ACTION AGAINST HUNGER

What guides us?

Our vision, mission and values

Action Against Hunger is building a world where no one dies from hunger. Life-threatening hunger is **predictable, preventable and treatable**, so a world without it is possible. We tackle it where it hits and lead research to stop it, working relentlessly to save lives.



Our vision

Our vision is of a **world free from hunger**. We prevent and respond to acute hunger crises, tackling malnutrition in communities across the world.



Our values

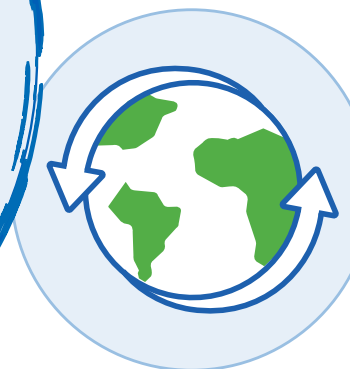
Three values encapsulate all that we do:

- We work in **partnership**
- We are **trusted experts**
- We are **unstoppable changemakers**

Our mission

No one needs to die from hunger. **We predict and prevent it**. Where it exists, **we treat it**. We stop life-threatening hunger in its tracks. By training parents and healthcare workers to spot the signs, we get life-saving care to people who need it.

Our research drives forward understanding of how to **predict, prevent and treat** life-threatening hunger. With unbeatable knowledge and unstoppable determination, we're taking action against hunger.





Our international charter

Transparency

Action Against Hunger is committed to full transparency and accountability to the population it assists, its donors, and partners by making available all information on its programmes and use of its resources and by providing independent verification of its good management and the effectiveness and impact of its work.

Professionalism

Communities and people affected by crisis must receive the assistance they require from competent and well-managed staff and volunteers. To ensure the efficient and effective use of resources and the dignity of those it aims to assist, Action Against Hunger is committed to meeting the highest professional standards and to building capacity in the communities in which we work.

Independence

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

Unrestricted access to humanitarian assistance

Action Against Hunger is committed to ensure that affected populations have unrestricted access to humanitarian assistance. Action Against Hunger must be able to reach populations in need to provide adequate and timely aid assistance as well as to monitor the proper use of it.

Neutrality

Action Against Hunger maintains strict political and religious neutrality. Action Against Hunger will, however, denounce human rights violations it witnesses as well as obstacles preventing access to, and delivery of, humanitarian assistance.

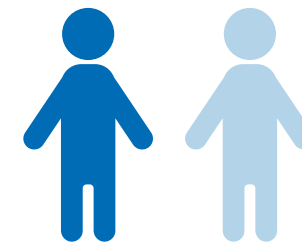
Non-discrimination

Action Against Hunger rejects all forms of discrimination based on ability, ethnicity, nationality, gender, race, age, sexual orientation, religion, or social class. Assistance is provided on the sole basis of needs and priority is given to the most at-risk population.

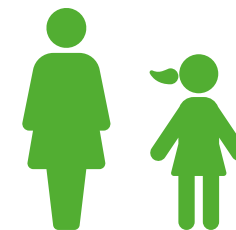
About hunger



Armed conflict
is the biggest single cause
of hunger in the world



Nearly half
of deaths in
children under 5
are related to hunger



**Women
and girls**
are most at risk of
malnourishment

In the last five years, while some progress has been made towards tackling global hunger, the number of people suffering from hunger is still at the same level as it was in 2007. Sadly, we are nowhere close to achieving Sustainable Development Goal 2: to eradicate hunger and food insecurity by 2030.

Conflict and instability are taking a devastating toll in some of the most fragile countries and communities, driving up extreme poverty and exacerbating acute hunger. While the number of acutely malnourished children has decreased over the last 20 years - from 55 million to 42 million - fewer than one in two children with severe malnutrition can access life-saving treatment.

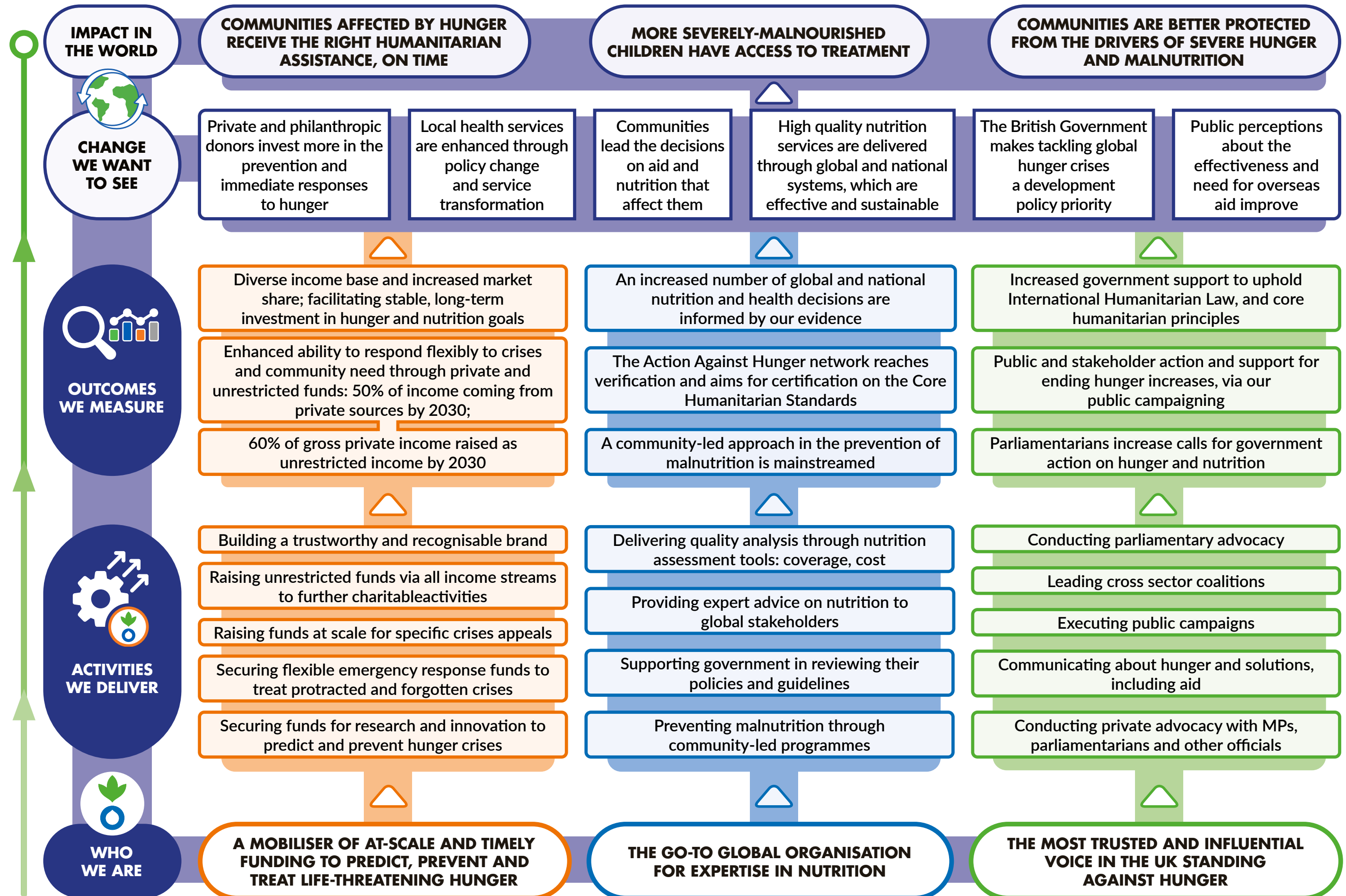
Action Against Hunger remains committed to its core mission to respond to hunger crises and to detect, treat and prevent child malnutrition, building on its nutrition security approach.

**2 ZERO
HUNGER**



Theory of Change

Our Theory of Change outlines the difference we make through our activities, the outcomes we can attribute to them, and the wider change we want to see in the world.



Our strategy to 2030

Our strategy from 2025-2030 shapes our priorities for this five year period, guiding our resources, efforts and investments, to ensure we make the biggest possible difference to world hunger.

Our vision



Core goals



Priorities



A world free from hunger

How we fight hunger

We mobilise resources for humanitarian need, delivering aid during major crises, conflicts, disasters, and emergencies.

We develop and apply evidence-based, high-impact technical expertise that prevents malnutrition and improves access to timely and effective treatment for children under five and women in both humanitarian and development settings.

We advocate to eradicate hunger, informing and influencing policies and diplomatic action, to help prevent crises before they escalate and respond to crises to save lives when they happen.

How we will deliver our goals

Knowledge and expertise:

We are leading experts in what it takes to end hunger. Through sharing our nutrition expertise at the highest levels, and our advocacy work with the UK government, we directly work to end hunger.

Funding model:

In the face of external funding pressures and uncertainty, it is critical we diversify our income and provide quality, flexible funding when it's needed most.

Brand and audience:

For our three core goals to succeed, we need to be known and trusted. Our brand will be critical to unlocking our funding model, particularly growing individual giving.

People and processes:

Our people are our number one asset, and we need to invest in them and in seamless processes that enable them to have real impact and focus on external results.

Network: All of this is underpinned by building on effective relationships, processes and systems across the Action Against Hunger international network.

Phasing investment for sustainable growth



Building the foundations

1-2 years

Invest in fundraising and essential capabilities and processes to secure our future.

Investing intentionally

2-3 years

More unrestricted funds invested in a flexible crisis-response fund, our brand, and future-proofing vital internal operations.

Accelerating impact

3-5 years

With sustainable finances and efficient operations, we can amplify our impact on world hunger through advocacy and nutrition expertise.

Our core goals



Mobilising resources

Mobilising financial resources is critical in allowing us to fight hunger across the world. From 2025 – 2030, we will:

- 1. Grow and diversify private income:** we will do this at scale, unlocking sustainable and flexible funding to eradicate hunger.
- 2. Build our brand:** build a better-known brand that is both bold and trustworthy, to inspire public action and drive income.
- 3. Drive crisis and response funding:** we will maximise the funds raised from government and private donors to enable rapid, effective and sustained responses to acute humanitarian disasters, silent emergencies and protracted crises.



Sharing our technical expertise

By sharing our technical and evidence-led expertise with partners, our vision of a world where all children under five and women have access to effective, equitable, sustainable nutrition, becomes more possible. From 2025 – 2030 we will focus on these three areas:

- 1. Drive high quality information through nutrition assessments:** advance context-relevant assessment methodologies that inform effective programming and policy at government level.
- 2. Strengthen nutrition systems and community engagement:** support national and global systems to deliver high-quality, resilient nutrition services across humanitarian and development contexts in partnership with other sectors.
- 3. Advance research and evidence uptake:** generate and translate high-quality research to influence policy, guidelines, and practice in nutrition.



Advocating to eradicate hunger

The causes of hunger are largely human-made and political. Political advocacy is therefore a critical part of the solution. The policy landscape is fast-moving, and our objectives will evolve over this strategic period.

Our priorities are the outset of this period are:

- 1. Respond to the global funding crisis and defend quality UK aid:** calling on the UK to protect the aid budget and prioritise humanitarian crisis prevention and response.
- 2. Break the cycle of conflict and hunger:** this will include monitoring the most vulnerable contexts where Action Against Hunger works, and calling on the UK government to uphold International Humanitarian Law.
- 3. Make tackling malnutrition a UK aid a foreign policy priority:** leveraging our expertise and operational capacity and influencing UK policies and programmes, to promote access to nutrition and health services.

Our advocacy approach

Action Against Hunger UK primarily aims to influence the UK Government, which has influence over hunger and malnutrition in some of the most vulnerable contexts, both as a significant aid donor with influence over the global aid system, and as an influential foreign policy actor. The UK is also a center of global expertise on nutrition, resilience and humanitarian assistance in conflict.

Through our advocacy work, we aim to see adequate and effective investment in overseas development aid (ODA), and a coherent and ambitious foreign policy response to hunger crises and their causes.

We engage UK decision makers at all levels to shape policy, programming and diplomacy, combining private and public engagement. Our private advocacy focuses on direct engagement with the Foreign, Commonwealth & Development Office (FCDO), while our public advocacy leverages digital campaigns, media outreach and parliamentary engagement to mobilise supporters and amplify their voices.

We also proactively engage with and directly influence the FCDO, including through building strategic partnerships with other INGOs to achieve joint ambitions, build insight and gather intelligence. With the UK Government and its departments, we aim to always be a trusted, collaborative partner.

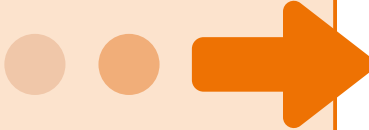
Our nutrition framework

Action Against Hunger takes a 'nutrition security' approach. This aims for multiple outcomes alongside 'food security' - defined as having enough safe and nutritious food for an active and healthy life - including good health, a healthy environment and good care systems.

Our approach builds on UNICEF's framework, which recognises that undernutrition is caused by a combination of immediate, underlying and structural factors. Action Against Hunger works to deliver long-term, sustainable, and scalable impact by addressing all these factors in an integrated way. Our work brings together nutrition, health, water, sanitation and hygiene (WASH), food security and livelihoods, and social protection.

We treat existing cases of malnutrition, prevent new ones and tackle the systemic risks and inequalities that sustain hunger and undernutrition. Through our holistic approach, Action Against Hunger aims to support individuals, households and communities, contributing to lasting nutrition security for all.

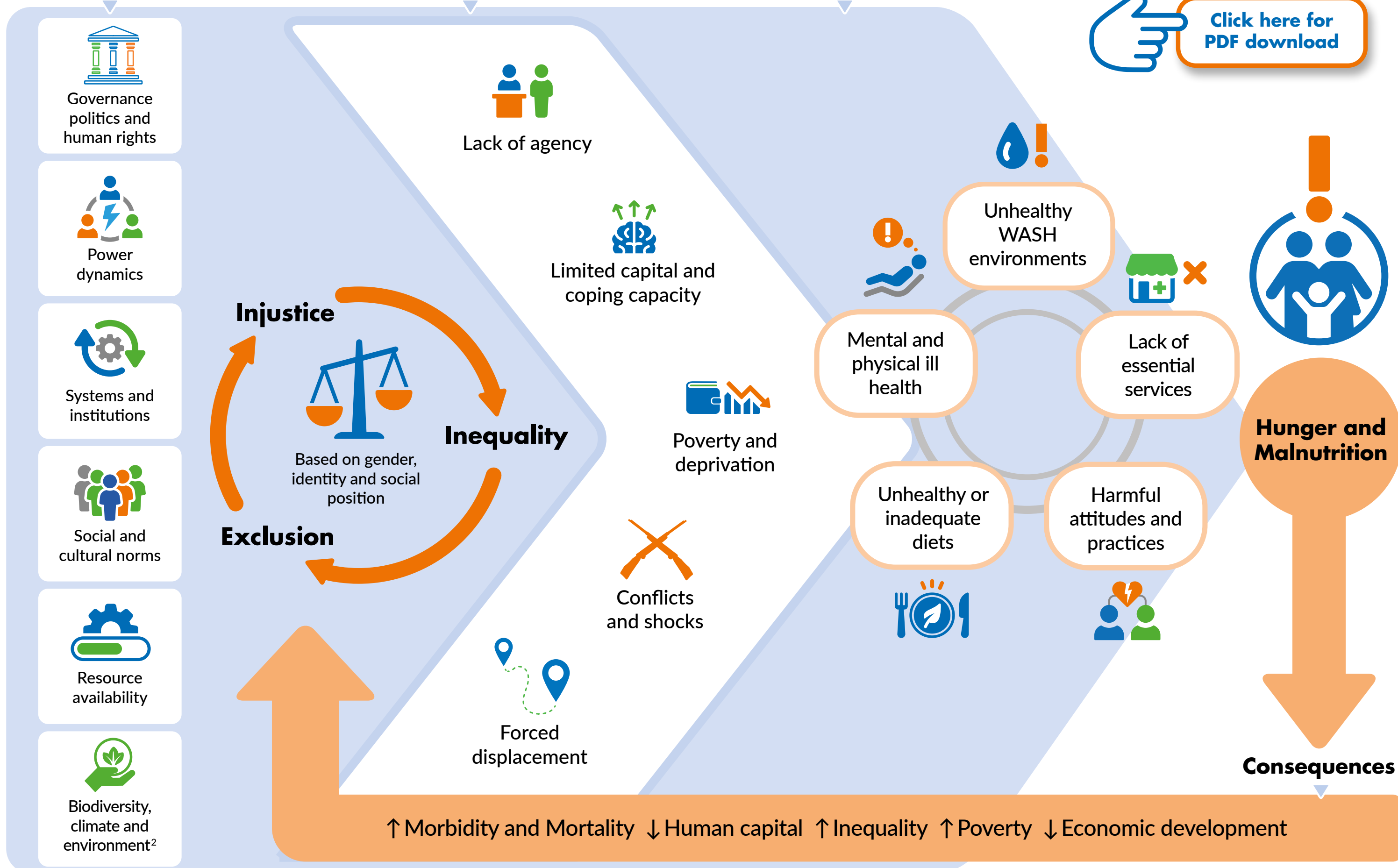
See our framework on the next page



Structural drivers

Underlying drivers

Immediate drivers





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Strategic enablers

To deliver our vision and strategic goals, we need to ensure that we have a solid organisational foundation, which will be delivered via these six enablers.

Connect core activities

Strengthen connections between core activities to support greater impact and fundraising success.

Ensure quality and compliance

Ensure programmes and activities meet the highest quality standards, adhere to our commitments, and comply with legal and contractual obligations of our key stakeholders.

Drive efficiencies in internal processes

Create effectiveness and efficiencies by improving systems, processes, and ways of working.

Attract, retain and grow our people

Invest in personalised development plans to nurture talent, embracing equity, diversity and inclusion in all that we do.

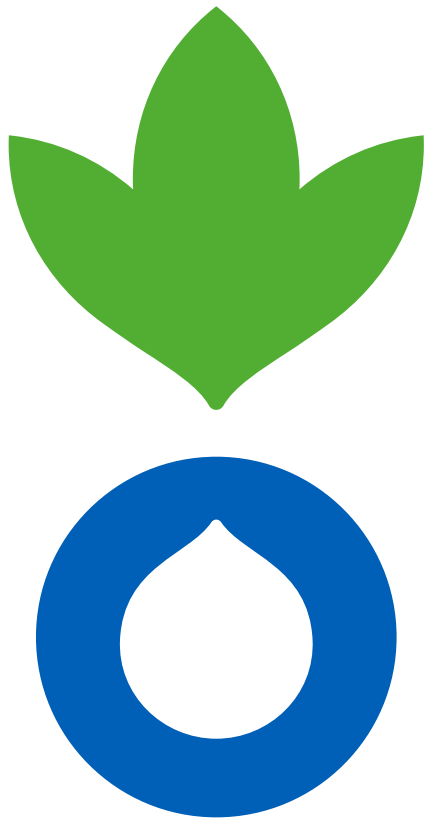
Optimise network collaboration

Harness opportunities with the Action Against Hunger network across all activities.

Build and deepen partnerships

Build strong partnerships across the sector to achieve shared fundraising, communications, advocacy, and nutrition goals.





**FOR FOOD.
FOR WATER.
FOR HEALTH.
FOR NUTRITION.
FOR KNOWLEDGE.
FOR CHILDREN.
FOR COMMUNITIES.
FOR EVERYONE.
FOR GOOD.
FOR ACTION.
AGAINST HUNGER.**



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England and Wales (registration number 3069468),
and a registered charity in England and Wales (no. 1047501)
and Scotland (Sc048317)**

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