



**ACTION  
AGAINST  
HUNGER**

# **GLOBAL IMPACT REPORT**

**2023**





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# 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, Spain, the UK, and the USA. We also have a fundraising office in Italy. 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 2023, we worked in 59 countries with 8,987 staff around the world. We ran projects in 56 countries and assisted over 21 million people.

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# FOREWORD

To address our vision of creating a world free from hunger, the Action Against Hunger global network has developed an International Strategic Plan for 2021- 25 (otherwise known as ISP3), which is summarised below:



This Global Impact Report summarises the main achievements of the global network for 2023, 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 natural disasters. While all these causes of hunger are sadly on the increase, we can highlight areas where we have made progress in 2023.

# OUR VISION: A WORLD FREE FROM HUNGER

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

## GLOBAL HUNGER STATS



Conflict remains the main driver of food insecurity, with 117m people facing acute food insecurity in 19 countries or territories.<sup>i</sup>

783 MILLION

Hunger affects as many as 783 million people in the world.<sup>ii</sup>

333 MILLION

More than 333 million people are facing acute levels of food insecurity and do not know where their next meal is coming from.<sup>iii</sup>



In 2023, a total of 43.3 million people across 51 countries were reported to be in emergency or greater levels of acute food insecurity.<sup>iv</sup>



Despite efforts to eradicate hunger, projections suggest that almost 600 million people will still be chronically undernourished in 2030.<sup>v</sup>



Worldwide, 45 million children under five are wasted, meaning they are dangerously thin for their height, and roughly one million die each year from the condition.<sup>vi</sup>



Globally, one in three people suffer from some type of malnutrition.<sup>vii</sup>



Hunger is set to worsen in 18 “hotspots” worldwide where fighting is putting people at risk of starvation. Countries include Afghanistan, Burkina Faso, Haiti, Mali, Nigeria, Somalia, South Sudan, Sudan and Yemen.<sup>viii</sup>

# OUR CONTRIBUTION TO THE GLOBAL GOALS

We are strongly committed to collective, inclusive, and concerted action, and to working together with new and long-time partners in our global community to contribute to the objectives of the 2030 Agenda for Sustainable Development and the achievement of 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

must go together with strategies that improve health and well-being; 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 we share the same commitment to leaving no one behind.

In particular, making the Global Goal 2 of “Zero hunger” a reality will enable us to achieve our vision as an organisation.



**END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE.**

In addition, we will 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 well-being for all at all ages.



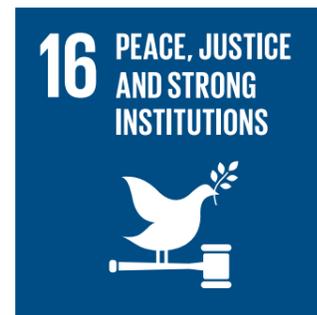
**5 GENDER EQUALITY**  
Achieve gender equality and empower all women and girls.



**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, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

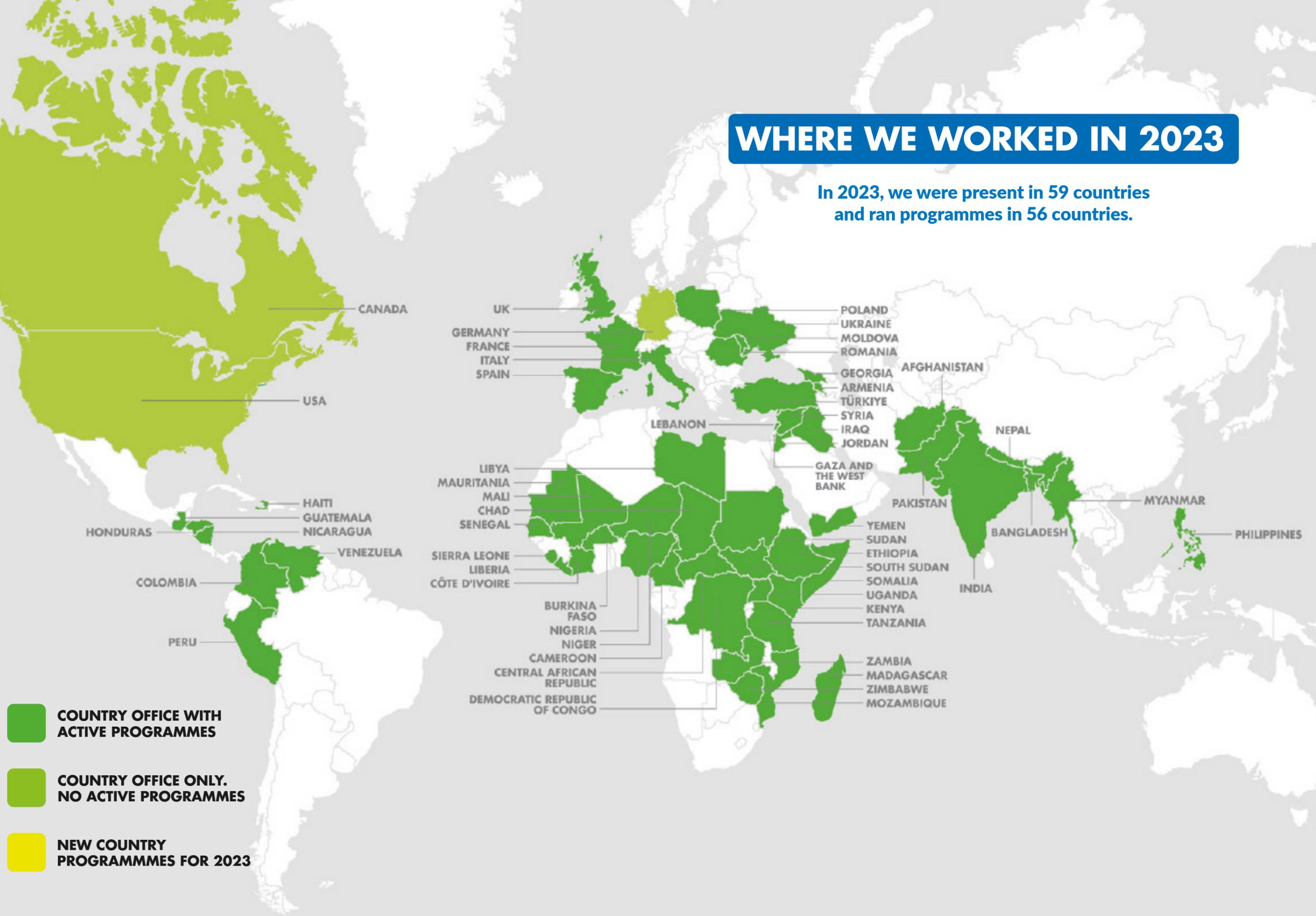


**17 PARTNERSHIPS FOR THE GOALS**  
Strengthen the means of implementation and revitalize the global partnership for sustainable development.



# WHERE WE WORKED IN 2023

In 2023, we were present in 59 countries and ran programmes in 56 countries.



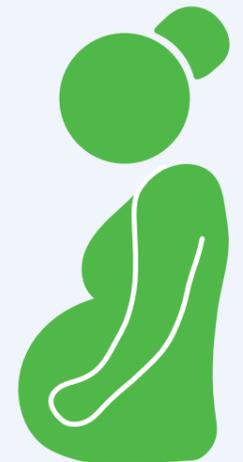
- COUNTRY OFFICE WITH ACTIVE PROGRAMMES
- COUNTRY OFFICE ONLY. NO ACTIVE PROGRAMMES
- NEW COUNTRY PROGRAMMES FOR 2023

# IMPACT SUMMARY



**NUMBER OF WOMEN AGED 15-49 SEEN BY A HEALTHCARE PROVIDER AT LEAST FOUR TIMES DURING PREGNANCY**

**104,722**



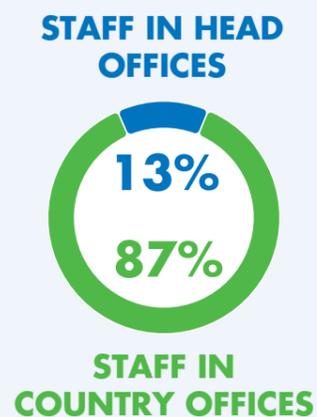
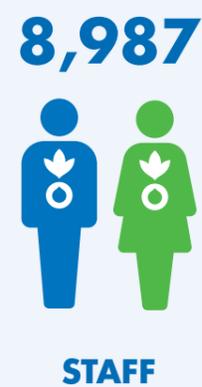
**ADMISSIONS FOR MALNUTRITION - CHILDREN**



**EXPENDITURE BREAKDOWN**



**PRESENCE**



**ADVOCACY INITIATIVES LED BY/IMPLEMENTED BY ACF**



**POLICY CHANGES AS A RESULT OF ACF ACTIVITIES**



**ADVOCACY PRODUCTS PRODUCED**

# OUR IMPACT

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 ensure that short-term interventions are translated into long-term solutions.

Through our ISP3 we are working to 'drive collective and inclusive action that empowers 25 million people to overcome hunger in 2025'.

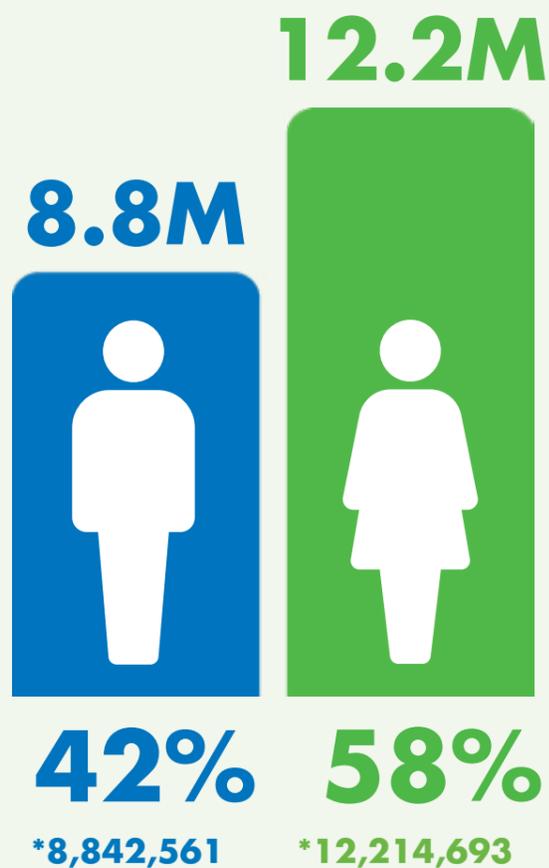
In 2023, we supported 21 million people, delivering meaningful impact for them and their communities. Yet, this is a decrease 2022 due to several factors, including changes in our data collection methods and the notable impacts of inflation. For example, there has been a 50 percent increase in the cost of fuel alongside rising prices for essential programmatic supplies, such as seeds, fertiliser, farming implements. This has reduced the number of people we can reach.

## GENDER OF PEOPLE ASSISTED



**21M**  
PEOPLE ASSISTED

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



\*8,842,561

\*12,214,693

## NUMBER OF COUNTRIES AND STAFF

In 2023, Action Against Hunger delivered assistance in 56 countries across Africa, Asia,

Europe, Latin America and the Caribbean, and the Middle East.

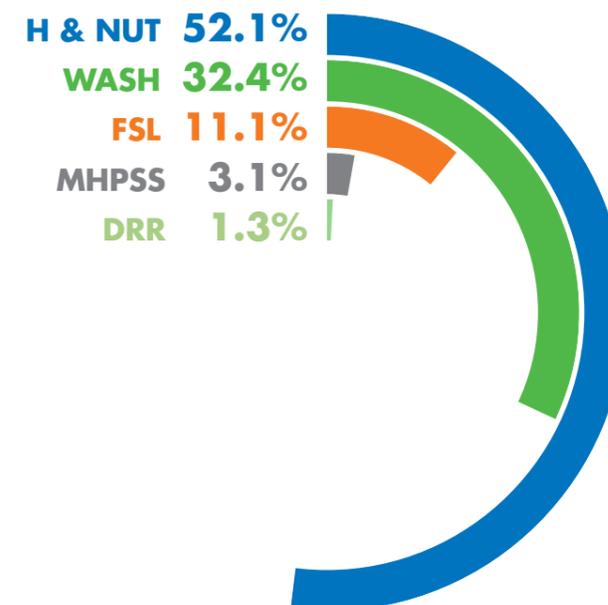


## NUMBER AND PERCENTAGE OF PEOPLE ASSISTED BY SECTOR

Our work is delivered through several different sectoral focuses. These consist of nutrition & health, food security and livelihoods (FSL), water, sanitation & hygiene (WASH), disaster risk reduction (DRR), and mental health and psychosocial support (MHPSS). Our most common activities relate to nutrition and health, with the majority (52 per cent) of the

people we support receiving such assistance. In many of the areas in which we work, people receive more than one intervention as our programmes often integrate multiple sectors. For example, one person may receive support in WASH, health, and nutrition and FSL.

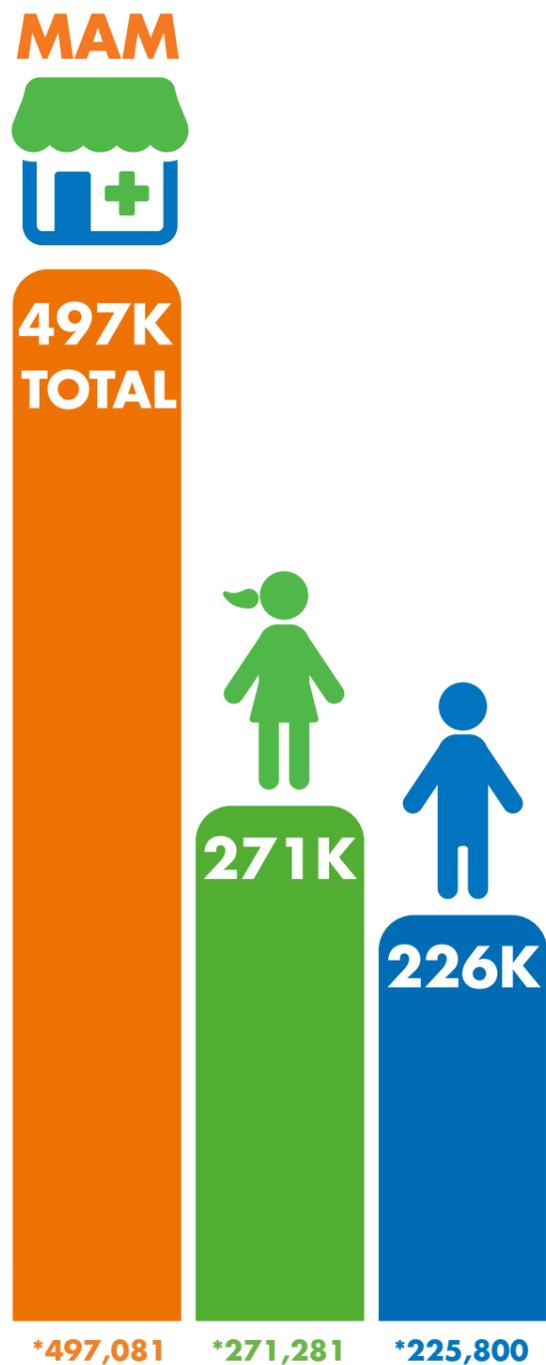
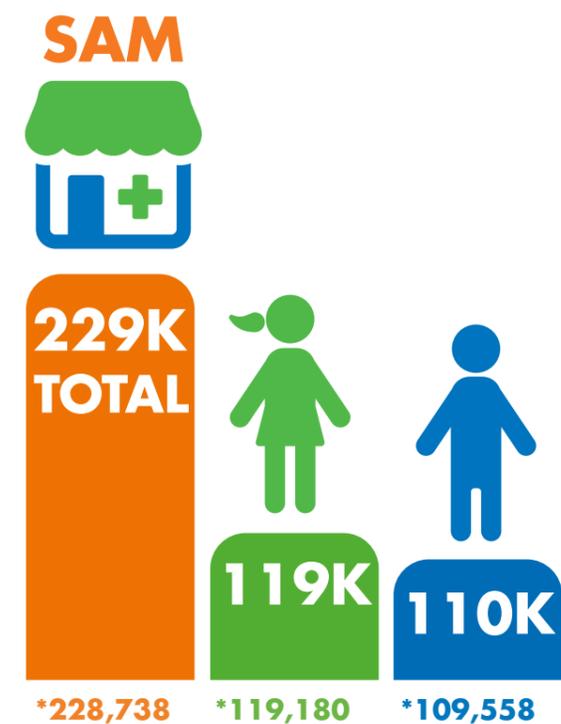
HEALTH & NUTRITION	10,977,857
WASH	6,821,120
FSL	2,334,771
MHPSS	655,423
DRR	268,083
<b>TOTAL</b>	<b>21,057,254</b>



At Action Against Hunger, we know that hunger and undernutrition are preventable, and we believe in a world in which every person and child has the means to achieve

their full potential. In 2023 over 700,000 children were admitted for treatment for Severe Acute Malnutrition (SAM) and Moderate Acute Malnutrition (MAM).

**NUMBER OF CHILDREN (U5Y) ADMITTED FOR SAM AND MAM TREATMENT**



# KEY PRIORITY 1: 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 lives are saved, and 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 health and nutrition life-saving assistance and ensuring the coverage of basic needs remains in our DNA. We will continue to assist people in the most fragile and hardest-to-reach contexts.

## 2023 IN REVIEW

The year 2023 was marked by complex emergencies. Some of them were caused by armed conflicts, where access was restricted due to security and conditions with our on-site teams being affected by the same emergency (as in the case of Gaza and Sudan).

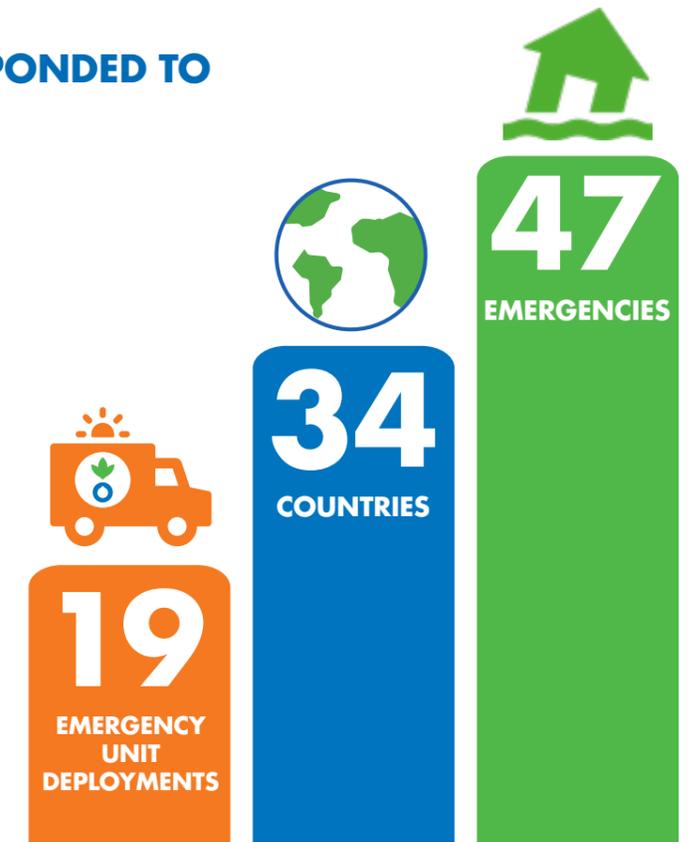
We have also seen massive population displacements (from Nagorno Karabakh to Armenia, from Ukraine to neighbouring countries, or from Mali to Mauritania), either due to armed conflicts, situations of violence, or the impact of climate change on people’s lives as seen in Peru as well as by natural disasters with a strong impact, such as the earthquakes that hit Türkiye and Syria.

In 2023, we responded to 47 emergencies around the world, a slight increase on 45 emergency responses in 2022. Of these, 16 of our responses aligned with the UN determination of a Level 2 or Level 3 emergency that is made based on scale, urgency, complexity, and capacity of the country affected by the crisis.

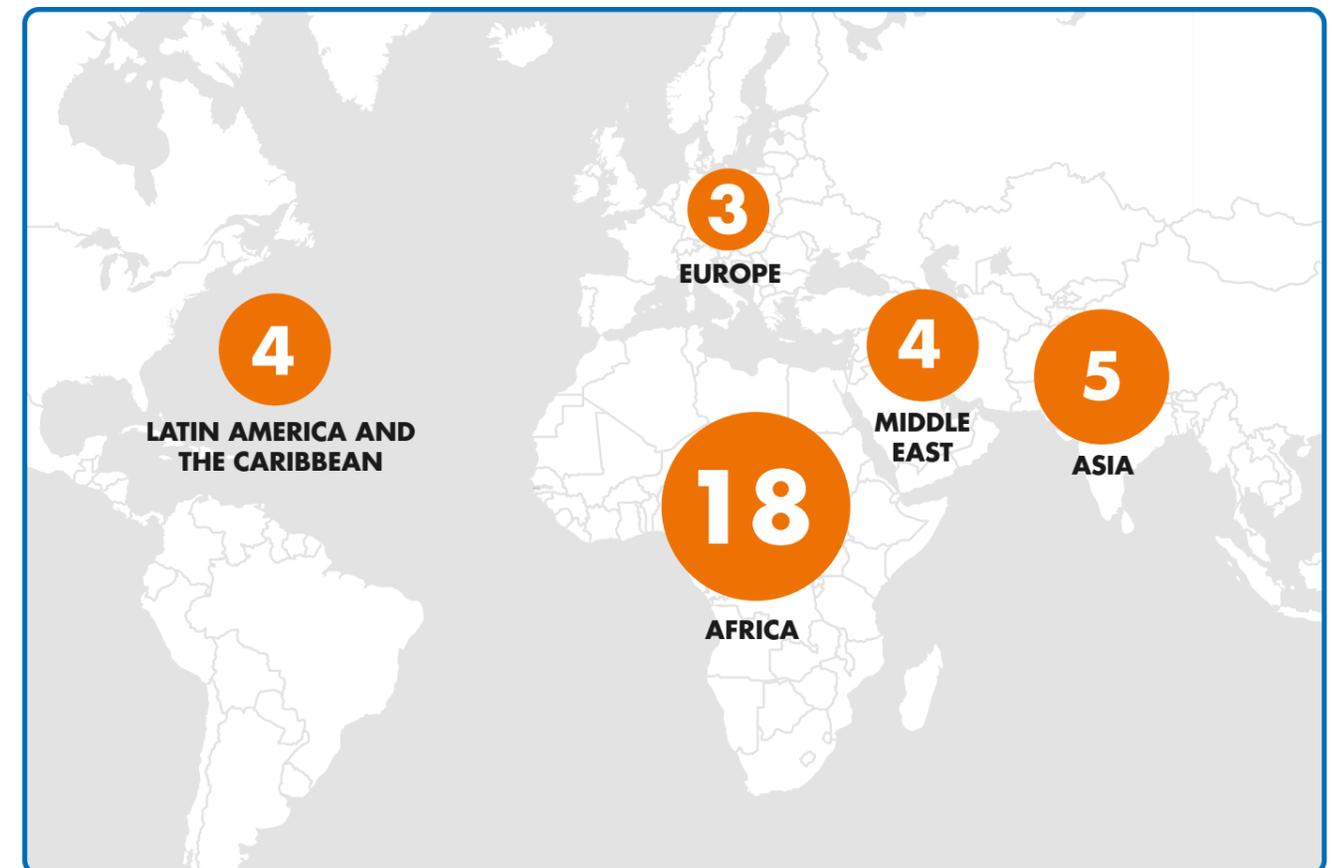
Our 47 emergency responses were in 34 countries and across five continents.

## NUMBER OF EMERGENCIES RESPONDED TO

As part of our commitment to enhance the leadership of local responders to increase their response capacity, we continue to build the skills, knowledge and resource of local responders including our own staff and local civil society partners to respond to emergencies. This year more emergencies were responded to by local responders (28) than required deployment from our emergency pool of global experts (19), and a global response was required in more complex emergency situations such as the earthquake in Afghanistan, whereas local responders responded to local crises such as the flooding in Somalia.



## MAP OF REGIONS WHERE WE RESPONDED TO AN EMERGENCY





## TYPE OF EMERGENCY RESPONDED TO

3



EPIDEMICS

18



CONFLICTS

26



NATURAL HAZARDS/  
CLIMATE CHANGE

As in 2022, the most common types of emergencies we responded to were caused by conflict and extreme weather (such as floods, droughts, and cyclones) but also included responding to epidemics such as outbreaks of polio and cholera.

In Ukraine, the ongoing conflict caused the destruction of Kakhovka dam. This emergency response was carried out by a local partner, K12, through a mobile kitchen. Action Against Hunger and K12 decided to move the planned

activities to areas affected by flooding - providing emergency meals to people unable to cook for themselves.

During March, floods and landslides in Peru affected more than 500,000 people and more than 100 people lost their lives, forcing the Peruvian government to declare an emergency in Tumbes, Piura, and Lambayeque. In response to the effects of El Niño, Action Against Hunger opened a new base in northern Peru to respond to the needs of the affected population.



© Photo by Action Against Hunger

## CASE STUDY - HUNGER IN GAZA SKYROCKETS WITH THE WAR

The Israel / Gaza conflict since October 2023 has resulted in food insecurity in the Gaza Strip, the repeated displacement of millions of people and thousands of deaths. Following terrorist attacks against its people, the Israeli authorities called for a 'total blockade,' including of electricity, fuel, water, and food, and launched an unprecedented, full-scale bombardment on the territory.

Over 1.1 million people in Gaza were ordered to move south during the first week of conflict, causing panic, fear, and a huge wave of displacement, including from hospitals in the north. By the end of 2023, more than 2 million people had fled in fear and became homeless. This included Action Against Hunger staff, who – despite the challenges and risks – continued to work and deliver aid. Despite evacuation orders, attacks in the south and designated “safe zones” continued.

Lack of supplies, inflation, bombardments, movement restrictions, displacement, catastrophic levels of food insecurity, famine conditions in the North, disease, and an increasingly desperate population all contributed to an incredibly difficult operating environment for humanitarian organisations. Communications blackouts and lack of fuel made the coordination of even a small response highly challenging – one of the biggest factors to inhibit operations. The borders were closed and no humanitarian aid entered in Gaza until 21 October.

The resulting levels of hunger were catastrophic. The Integrated Phase Classification (IPC) analysis published at the end of December stated that food shortages due to the blockade were so extreme that one in four households in Gaza were suffering from starvation and two areas of Gaza were classified with Phase 5, or Catastrophe, the worst rating for food security.

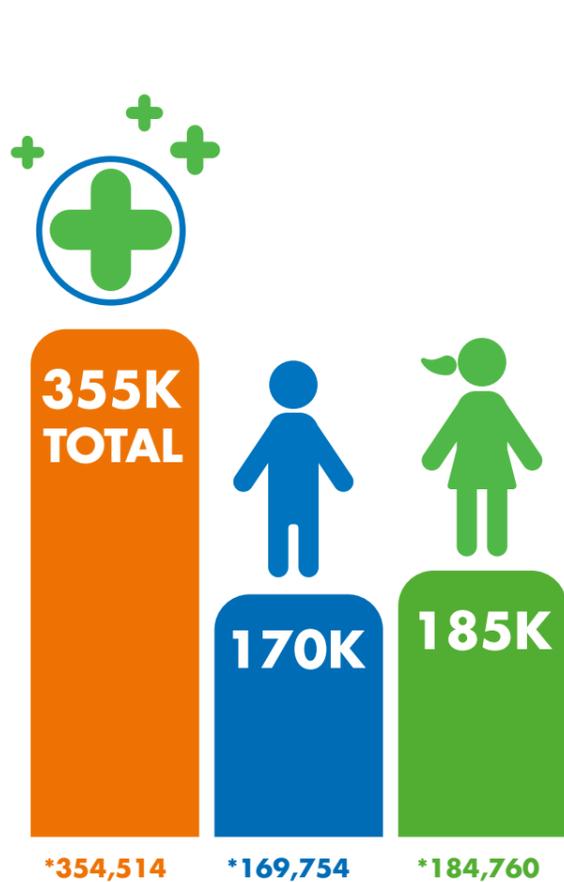
This crisis was created in just three months. Prior to 7 October, in Gaza, where half the population are children, only 0.8 per cent of those under five years-old were acutely malnourished.

Aid blockades on land, safety concerns, targeted and persistent attacks on food systems, agricultural land, hospitals, humanitarian warehouses, water systems, and the sheer lack of material assistance allowed into Gaza severely hinder all efforts to adequately support populations across the Gaza Strip and have resulted in 90 percent of the population in the Gaza Strip (about 2.08 million people) facing high levels of acute food insecurity.

# HEALTH AND NUTRITION

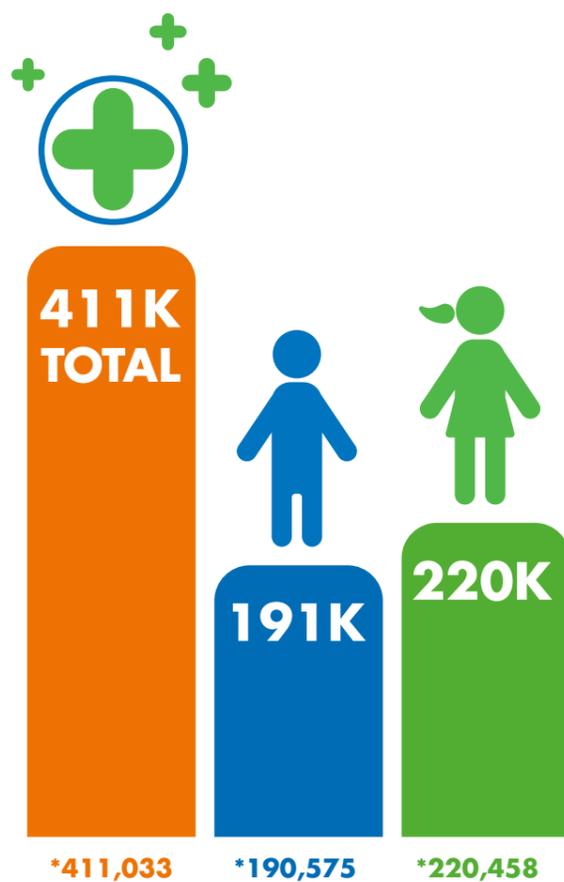
As part of our commitment to providing health and nutrition life-saving assistance and ensuring the coverage of basic needs in 2023, we treated Severe Acute Malnutrition

(SAM) and discharged as cured over 350,000 children. In addition, we treated and discharged over 400,000 children from Moderate Acute Malnutrition (MAM).



**DISCHARGED AS CURED FROM SAM TREATMENT**

As well as this, over 700,000 children under five years old received outpatient consultations for a range of illnesses. It is important that children also receive support to recover from any other diseases that they have as this could also hinder their recovery from malnutrition.



**DISCHARGED AS CURED FROM MAM TREATMENT**

We also support pregnant and lactating women and in 2023 over 100,000 were attended to at least four times during their pregnancy and over 670,000 received targeted supplementary feeding programmes to improve their nutritional status.

## NEWLY ADMITTED INTO SAM TREATMENT



### TOTAL

**229K**

\*228,738

**119K**

\*119,180

**110K**

\*109,558

## TARGETED SUPPLEMENTARY FEEDING PROGRAMMES\*



### TOTAL

**497K**

\*497,081

**271K**

\*271,281

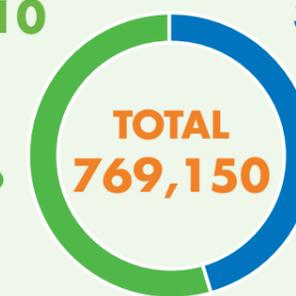
**226K**

\*225,800

\* only US and France data

## NEW OUTPATIENT CONSULTATIONS FOR CHILDREN UNDER FIVE

419,310



349,840



## NUMBER OF WOMEN AGED 15-49 SEEN BY A HEALTHCARE PROVIDER AT LEAST FOUR TIMES DURING PREGNANCY



**104,722**



# CASH AND VOUCHER ASSISTANCE

## VOLUME IN EUROS OF CASH AND VOUCHER SUPPORT



**€59.4M  
TOTAL**

**€40.2M  
CASH**

**€19.2M  
VOUCHERS**

€19,177,586

€40,251,625

€59,429,211

In 2023, Action Against Hunger continued its commitment to providing life-saving 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 €59 million worth of cash and vouchers assistance, we empowered communities to make informed decisions tailored to their circumstances while simultaneously promoting dignity and supporting local market recovery.

Our CVA programmes in 2023 comprised two main approaches: cash transfers and vouchers distribution. Cash transfers involved the direct provision of money, either in physical or digital form, to individuals in order to meet their immediate or long-term needs. We also disbursed €40 million in cash assistance to 1.2 million individuals across 34 countries.

Voucher distribution entailed the issuance of tokens exchangeable for a predetermined value or quantity of goods or services. In 2023, we distributed €19 million worth of vouchers to 741,000 people in ten countries, enabling them to procure essential items or access essential services.

Our programmes also include conditional transfers based on the context and needs of the recipients. Conditional transfers require people to fulfil certain obligations, such as attending nutritional assessments or participating in training or work. These conditions may be tied to community infrastructure rehabilitation, public space maintenance, or environmental conservation efforts, thereby fostering community engagement and sustainable development.

Through our multifaceted approach to Cash and Voucher Assistance, Action Against Hunger remains steadfast in its mission to alleviate suffering, promote self-reliance, and build resilient communities worldwide.



# WATER, SANITATION AND HYGIENE (WASH)

## WASH ACTIVITIES



**1,430**

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



**16**

Number of latrines, in terms of drop holes (in households, schools, health centres and others - including latrines built with community-led total sanitation approach).

## PEOPLE ASSISTED WITH WASH ACTIVITIES



**6,821,120**

We work to ensure that our emergency approach integrates long-term objectives to break the cycle of hunger and malnutrition.

We cannot fight hunger without tackling the waterborne diseases that contribute to it. Every day, 1,000 children die due to dirty water, unsafe sanitation, and unhygienic living conditions.

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 2023, we assisted 6.8 million people with WASH activities.

## HIGHLIGHTS

In 2023, we responded to more emergencies than the previous year and our response was more complex, due to the nature of the emergencies we responded to. For example, we strengthened our capacity to work and support emergencies remotely by working with the local actors and local teams – this was the case in both Sudan and Gaza and the West Bank.

## LESSONS LEARNT

The humanitarian crisis in Afghanistan is having a large impact on the mental health of the population, particularly women. Around 20 per cent of the population have no, or limited, access to essential health services, in addition, women are unable to go into offices to work. In response to this, Action Against Hunger implemented four Women Friendly Spaces (WFS) to provide Mental Health and Psychosocial Support Services (MHPSS). Activities include awareness raising of mental health, education and access to individual counselling and referral to more specialist services if necessary. Learning from this demonstrated the importance of understanding cultural gender norms and adapting programmes to these. Following their success, plans are in place to double the number of Women Friendly Spaces.

To enable staff to respond to emergencies, it is essential that comprehensive training programmes (such as earthquake readiness) should take place to ensure our staff have the skills, knowledge and resources to respond whenever a crisis occurs.

## LOOKING FORWARD TO IN 2024

Recognising the importance of treating all elements of physical and mental health, Action Against Hunger in Spain have launched the implementation of Mental Health and Psychosocial Support (MHPSS) components in their emergency responses for the first time in 2023 – ensuring people receive the support they need. MHPSS support will continue to form a systematic part of all emergency responses in the future.



© Maryna Chebat for Action Against Hunger

# KEY PRIORITY 2: WE 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

## STRENGTHENING CAPACITY FOR RESILIENCE AND TRANSFORMATION

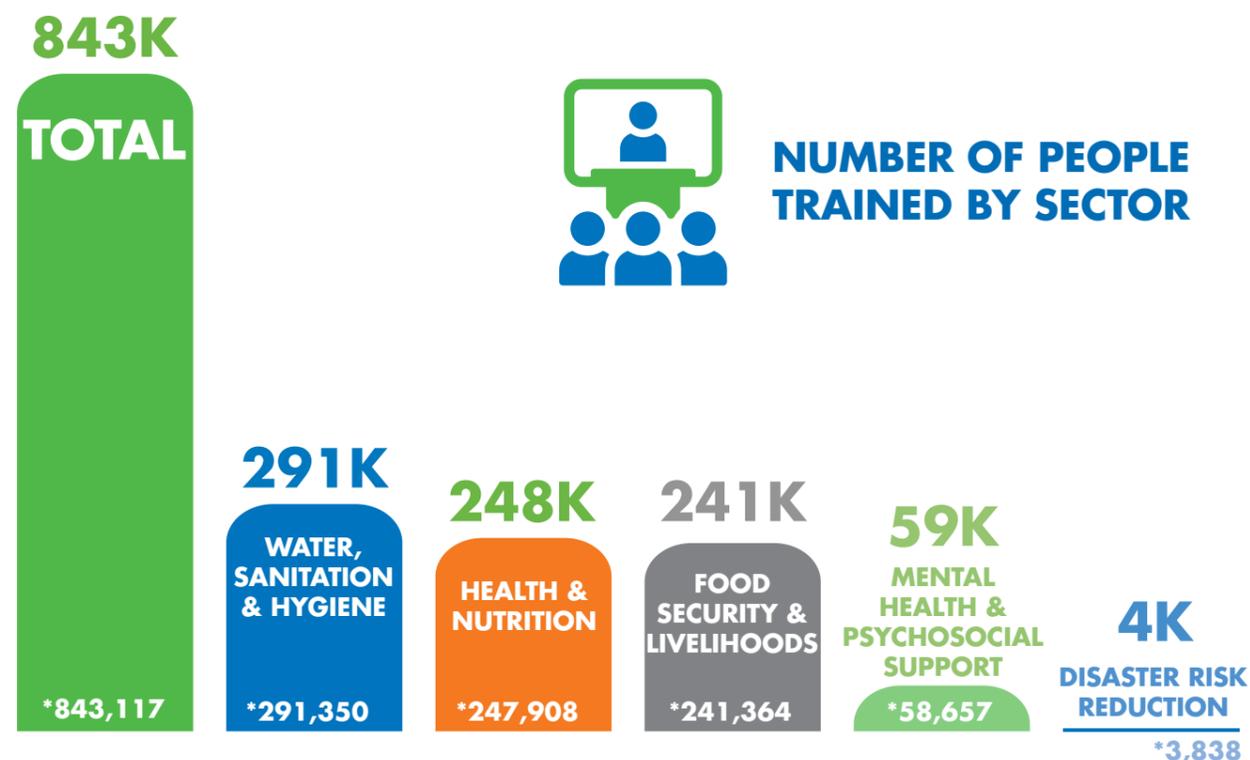
To achieve permanent gains and reach the goal of zero hunger by 2030, we need to work with communities to transform systems and build resilience to increasing shocks, natural threats, epidemics, and other crises, particularly for the most vulnerable. This is crucial to address malnutrition and avoid loss of lives and livelihoods. In our ISP3, we committed to building on our existing experience in this area 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 we will restore food security and develop new support for those who have lost their livelihoods.

Our programmes are efficient and effective because we combine short-term assistance with long-term objectives. We contribute to fostering community self-organisation, empowering communities to build new coping mechanisms, and giving them the skills to claim their community rights, decrease their exposure, strengthen their preparedness, and better manage their resources.

## 2023 IN REVIEW

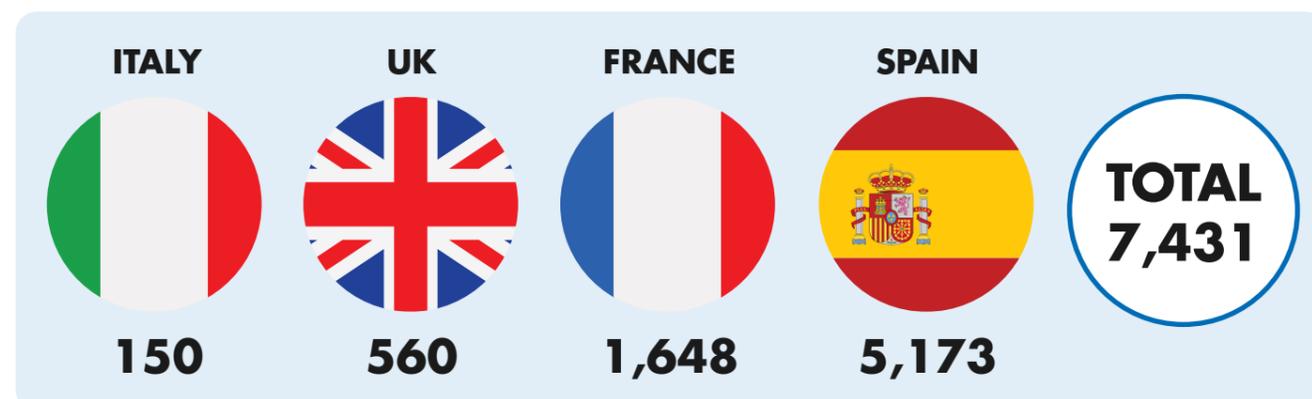


In 2023, we provided training to health actors, civil society organisations (CSOs), government authorities and community members to strengthen local capacities and adapt community behaviours. In 2023, we trained 843,117 people across a range of different topics. The most common training was in WASH, followed by health and nutrition and FSL.

America and the Caribbean, some of our HQ countries (France, Italy, Spain, and the UK) also ran domestic programmes to assist individuals struggling with the impact of the cost-of-living crisis. In 2023, we reached over 7,000 people who directly received training and/or hygiene kits and/or financial support via cash transfers in Spain, France and Italy; meanwhile individuals attended community pantries in the UK.

As well as our projects and programmes across Asia, Africa, Europe, the Middle East and Latin

## NUMBER OF PEOPLE ASSISTED THROUGH DOMESTIC PROGRAMMES



# WE MITIGATE THE EFFECTS OF THE KEY DRIVERS OF HUNGER

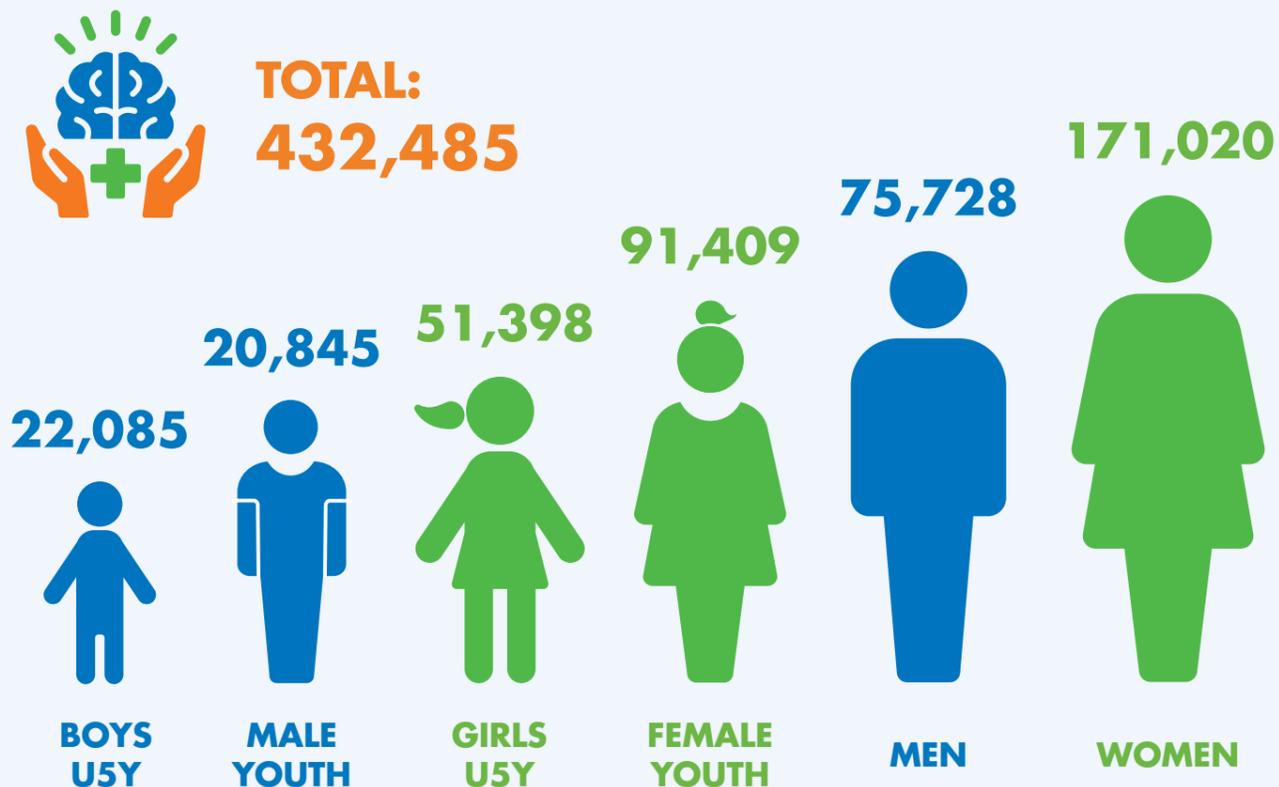
## CONFLICT AND PROTRACTED CRISES

Conflict remains the main driver of food crises. This dire situation is likely to worsen as violent conflicts become more concentrated in the world's poorest regions. The effects of population growth, chronic poverty, ethnic and religious violence, terrorism, and climate change further exacerbate political instability in fragile states, leading to increasingly complex and protracted crises.

As reported under 'We save lives', in 2023, we responded to 18 emergencies caused by conflict, including Chad, the Democratic Republic of Congo, Mozambique, Gaza and the West Bank and Ukraine.

We work in very hostile and challenging contexts which can often affect the mental well-being of local people. Over the last few years, it has been clear that supporting people requires an integrated approach that supports physical and mental well-being, so mental health and psycho-social support form a vital component of our support to people and communities. A significant part of this work in 2023 was the provision of focused mental health and psychosocial support (MHPSS) to 432,485 individuals. This was a significant increase from 192,912 individuals in 2022, speaking to our strategy to scale up our efforts to empower individuals and communities for greater resilience.

## NUMBER OF PEOPLE ASSISTED THROUGH MHPSS CARE



## CLIMATE CHANGE

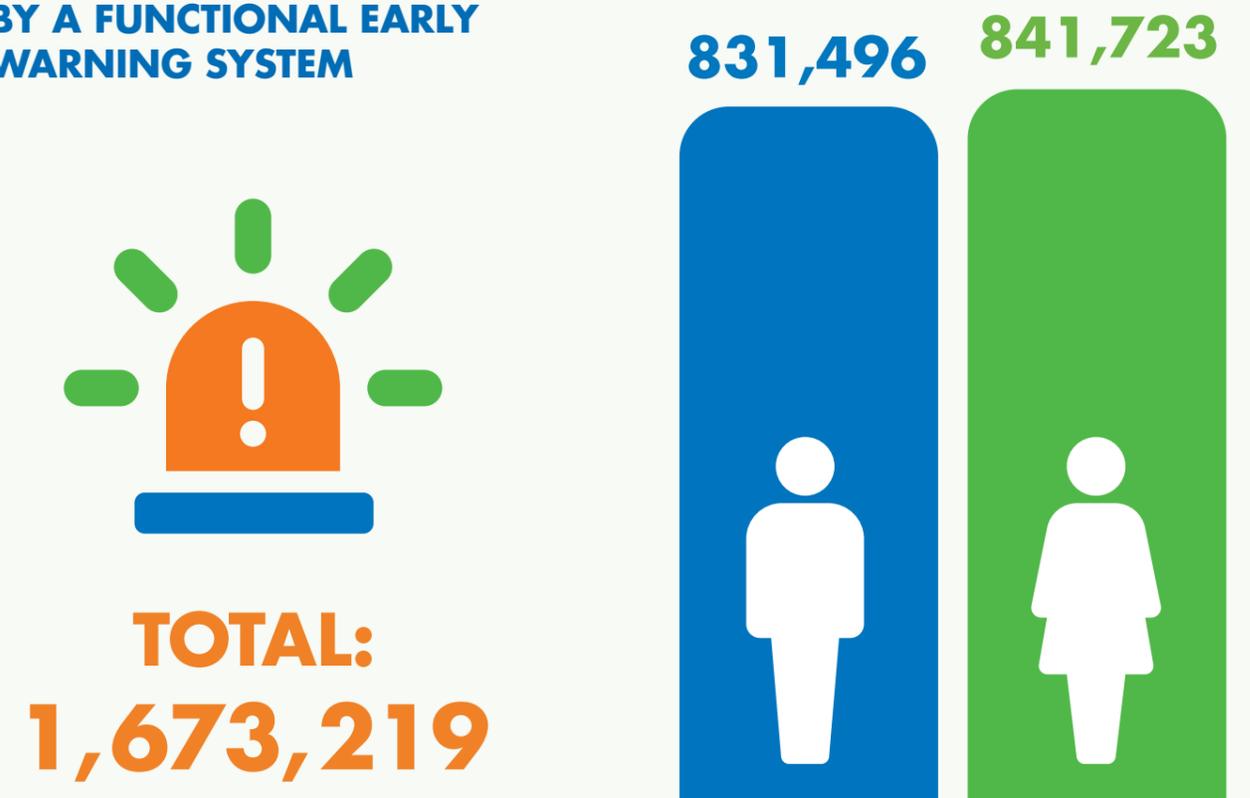
The rise in the frequency and intensity of natural threats due to the climate crisis remains a key accelerating factor in increasing hunger with a particularly heavy toll on the most vulnerable communities. The resulting pressures on resources, food security, and ecosystems exacerbate existing social challenges in the poorest regions of the world. This brings an additional set of challenges to food sovereignty as well. Bearing this in mind, we need to change the way we address hunger. To increase our ability to respond to climate emergencies, we are investing 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 2023, we set up life-changing early warning systems that spot the early signs of life-threatening hunger so we can step in before it takes hold. Early warning systems use real-time data to help predict problems likely to face

farmers and pastoralists. By creating a system that enables early identification of shocks, be it drought or a global health pandemic, we can share vital information with local producers, communities, policymakers and other charities and non-governmental agencies so they can take fast and effective action to avert crises.

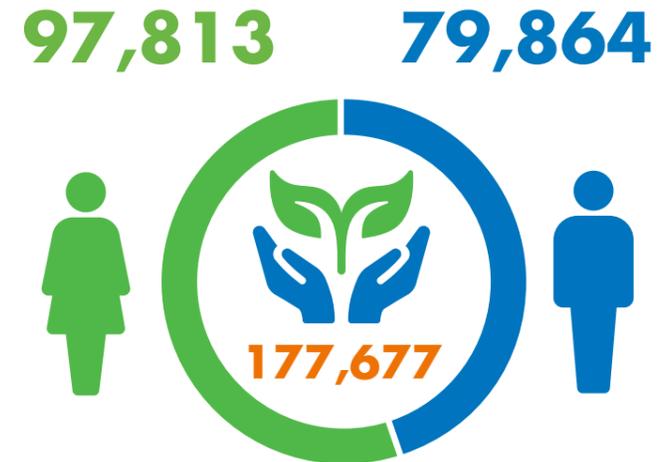
Last year, over 1.6 million people were covered by a functional early warning system meaning that they could take steps necessary to protect themselves and their communities from hunger. In Liberia we worked to strengthen the flood anticipatory alert system so that it could provide accurate rainfall forecast information and raise timely alerts in the event of severe weather conditions like storms and lightning. Flooding is one of the most frequent and costly natural hazards in terms of human hardship and economic loss in Liberia and therefore being able to take steps to mitigate the damage caused is of huge benefit to the country.

## NUMBER OF PEOPLE COVERED BY A FUNCTIONAL EARLY WARNING SYSTEM





## NUMBER OF PEOPLE ASSISTED THROUGH AGRO-PASTORAL SUPPORT



We also provide support to help further develop agricultural practices, with the aim of enabling households to become self-sufficient. In 2023, we provided agro-pastoral support to over 79,000 men and almost 98,000 women. Agro-pastoralists receive most of their income from growing crops and raising livestock. Due to their dependency on natural resources, these communities are extremely sensitive to climate change. By providing training to help further develop agricultural practices, we aim to help households become self-sufficient and resistant to the shocks of climate change.

## CASE STUDY: HOLISTIC MANAGEMENT IN NIGER

As part of our ISP3, Action Against Hunger pledged to aid and to work with communities to build resilience against the effects of economic crisis, conflict, and 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, taking a particularly heavy toll on the most vulnerable communities.

People in Niger are particularly vulnerable to the effects of climate change. In 2019, Action Against Hunger Spain piloted four-year 'holistic management' techniques as an approach to mitigate the effects of climate change in Mayahi, southern Niger.

These holistic techniques help herders manage their domestic livestock in ways that can restore degraded grasslands. Contrary to the widespread practice of maintaining dispersed herds over long grazing periods in the same area, livestock under holistic management are gathered in tighter herds for a brief period,

during which they intensively trample the soil and increase its fertility through urine and manure deposits. This is followed by long rest periods where the grass is allowed to grow and generate maximum biomass.

Local herders maintained the experimental site in this way from 2019 to 2023. Recent satellite monitoring and analysis of the Normalised Vegetation Index (NDVI) shows that since the experimental plots were established, biomass production has grown steadily, even in years with below-average rainfall, such as 2021.

In 2021 the holistic management experience was replicated in Tillia, northern Niger, with very good results in terms of vegetation cover. The satellite images taken in August 2023 show that the plot under holistic management remains greener for a longer period than the surrounding area. Unfortunately, due to security constraints it has not been possible to scale up holistic management in this region.



## GENDER INEQUALITY AND INCLUSION

In many countries, increasing numbers of natural disasters also lead to increases in oppression, insecurity, and gender-based violence. Social, political, and economic inequalities continue to drive hunger. In particular, research has clearly documented the link between gender inequality and undernutrition. Many of the underlying causes of undernutrition – such as inadequate care practices, poor access to nutritious food and quality health, and water, sanitation, and hygiene services – directly or indirectly link to gender inequalities.

Therefore, advancing gender equality is fundamental to our mission. Our broad definition of gender considers the multiple aspects of diversity which 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.

As part of our Gender Equality Policy, we invest in developing partnerships that add complementary expertise and capacity to empower communities and individuals to address gender inequality and mitigate gender-based violence. Together, our work will strive to create long-term impact by fostering structural changes in behaviours, inequalities, and social norms and culture that drive hunger. An example of this is our work in Côte d'Ivoire.



## CASE STUDY: EMPOWERING WOMEN AND GIRLS IN CÔTE D'IVOIRE

In 2023, Action Against Hunger Côte d'Ivoire continued to work with the Association of Women Lawyers of Côte d'Ivoire (AFJCI) – a collaboration rooted in a shared vision of empowering women and girls. The joint project was called #ActFemmes.

Part of the #ActFemmes project, the five-year “Empowerment of Women and Adolescents in the Communities of Tchologo” initiative, promotes the rights of women and adolescent girls, improving their autonomy, influence, and access to health services, with a particular focus on their sexual and reproductive health and mother and child health needs. It also provides legal support to women and adolescent girls who are victims of violence or in search of justice.

Funded by the Government of Canada, the shared vision, close coordination and flexibility and adaptability of the partnership with Action Against

Hunger Côte d'Ivoire has enabled it to reach more than 5,342 people and to monitor the referral and management of 38 cases of gender-based violence.

The #ActFemmes project manager underlined the importance of the collaboration, saying, ‘The partnership with AFJCI is essential to ensure that our work with women and adolescent girls fully integrates legal and advocacy dimensions. Their expertise in this field is invaluable in strengthening the impact of our interventions.’

Similarly, AFJCI’s regional coordinator expressed her satisfaction with the partnership, saying, ‘Working with #ActFemmes enables us to extend our reach and contact communities we might not otherwise have had access to in the region’s remote locations. Together, we can provide legal services and referrals to women and adolescent girls, while raising awareness of their rights and facilitating access to justice.’



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## CASE STUDY: GENDER FRAMEWORK

Action Against Hunger has a vision for a world without hunger – where women, men, girls, boys and people of all identities and abilities have access to sufficient nutritious food and clean water and can attain these with dignity. We can only achieve this vision if we put the rights of women, girls, and people of all identities and abilities at the heart of all we do, alongside the right to gender equality, and the safety and dignity of people affected by crisis. Addressing gender inequality across all aspects of our work is essential to ensure food security for all, tackling poverty and social injustice, and achieving sustainable outcomes from our programmes across all sectors.

Gender inequality is a major cause and consequence of hunger and poverty. Women, girls, people of all identities and abilities are overrepresented among people who are food insecure, because they are often denied basic human rights – such as the right to own land, and access to decent work, education, and health services. To assure food security and end hunger for all we must treat gender equality as a key strategy in all our key sectors and initiatives – including preventing gender-based violence, building resilience, strengthening health and social protection systems, mitigating the impacts of climate change, and knowledge creation and sharing.

Action Against Hunger is currently developing a Gender Equality Operational

Framework for 2024-2030. The framework is based on ISP3 and its goal is to provide strategic and action-oriented measures at institutional and programme levels, in line with our Gender Equality Policy (published 2021).

Reaching this goal means committing to:

- learning and understanding – attaining a shared understanding of gender inequality, gender power relations and preventing and mitigating gender-based violence within our organisation, our programmes and our partnerships
- implementing – addressing gender inequality and gender-based violence across our organisation and within our programmes through implementing gender-transformative approaches
- measuring and learning – resourcing, monitoring, and evaluating our progress towards gender equality across all our work, from our technical programmes, approaches and outcomes to our organisational and network structures, systems, culture and our engagement with staff and partners
- accountability – ensuring accountability in embedding gender transformative approaches and achieving gender equality organisationally and programmatically.

## HIGHLIGHTS

Action Against Hunger in France has continued its efforts to take greater account of the environment in its activities with the creation of an Environment & Climate Unit. This department will centralise cross-functional expertise (carbon emissions, waste management, etc.) and structure the environmental approach in line with commitments made at the end of 2020. Adaptation/climate mitigation issues relating to programmatic activities are handled by the Expertise and Advocacy Department, with which the unit collaborates constructively.

An important milestone was reached in 2023 with the fulfilment of the first commitment: perform an accounting of our greenhouse gas emissions, a project which began in 2021. Assessing our environmental impact has given us a better understanding of the structural measures required and has allowed us to take action to reduce our impact, including the development of action plans and the design of a responsible purchasing policy.

## LESSONS LEARNT

During the first half of 2024, temperatures are forecast to remain above average worldwide, heightening the risk of heatwaves, droughts, and wildfires, particularly in countries going through their dry season. These events are likely to increase the humanitarian needs of the exposed populations, with food security and health expected to be the most affected sectors. These are dry/wet conditions in Central and South America, South Asia, and Southeast Asia and the Pacific; wet conditions in East Africa; and dry conditions in southern Africa.

Action Against Hunger will continue to work to ensure our country office and the affected people and communities are better prepared for natural disasters by developing emergency preparedness plans and implementing early warning systems.

## LOOKING FORWARD TO IN 2024

Following the roll-out of the Gender Equality Policy in 2021, we are committed to putting gender equality at the heart of our operations. We will do this through the development of a Gender Equality Operational Framework for 2024-2030. To achieve gender transformation programmatically and organisationally, we commit to:

- Learn and understand how gender affects power relations within our organisation and our programmes
- implement programmes that address gender inequality and gender-based violence
- measure and learn from our work to ensure we always meet the highest standards and
- ensure accountability to ourselves and the women and men we work with.



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# KEY PRIORITY 3: 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 mentioned in 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.

## 2023 IN REVIEW

Advocating for policy changes aimed at reducing global hunger remains 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 2023, we conducted 46 advocacy initiatives (e.g. papers, meetings, and campaigns) across the globe. We produced and disseminated 128 products. These included statements, analysis pieces, briefs, and events. We were able to directly link all the work mentioned above to 24 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.

Our Communications teams in the HQs worked hard to promote our visibility to generate engagement with our organisation and our work. In 2023, we produced 14,721 pieces of media coverage across the globe, with 48 billion opportunities to view. And 3 million people supported us by subscribing to our emails, YouTube channels and by following us on social media.



## MEDIA COVERAGE

MENTIONS OF ACTION AGAINST HUNGER IN THE PRESS

14,721

OPPORTUNITIES TO VIEW MEDIA MENTIONS

48 BILLION

## SOCIAL MEDIA AND EMAIL SUBSCRIBERS

3 MILLION

## NUMBER OF CAMPAIGNS

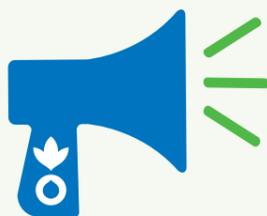
124

NUMBER OF PEOPLE ATTENDING/ PARTICIPATING IN EVENTS

533,466

Additionally, 533,466 people attended and participated in various fundraising events, such as community events, school runs, challenges, or gala dinners.

24



ADVOCACY INITIATIVES LED BY/IMPLEMENTED BY ACF

46



POLICY CHANGES AS A RESULT OF ACF ACTIVITIES

128



ADVOCACY PRODUCTS PRODUCED





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## CASE STUDY: IN CONFLICT, HUNGER IS DEADLIER THAN BULLETS

In May 2023, during Protection of Civilians week, Action Against Hunger's global network ran an advocacy and communications campaign focused on the deadly link between conflict and hunger. During the campaign, we launched a report called "No matter who's fighting, hunger always wins".

The alarming resurgence of hunger in the world goes hand-in-hand with the rising number and intensity of armed conflicts, and the flagrant disregard of international humanitarian law by warring parties, of which civilians are the main victims.

Armed conflict and insecurity – including intercommunal violence, organised crime, and other forms of violence – erode food security and nutrition in multiple ways. In some cases, the impact of conflict is direct, with armed parties using administrative measures or violent actions with the intent of severely obstructing access to food and essential services, in effect using hunger as a weapon of war.

Five years ago, the UN Security Council unanimously adopted Resolution 2417, which recognises the link between

conflict and hunger and that the use of starvation as a weapon of war constitutes a war crime. However, conflict-induced hunger has been on the rise ever since. While it has been established that conflict drives hunger and malnutrition, evidence identifying the complex connections between conflict and hunger remains scarce and lacks specificity in terms of the patterns and violent actions that negatively impact food and nutrition security.

Our report aimed to help fill this knowledge gap by detailing specific actions in a wide range of contexts. We know that conflict not only drives hunger and malnutrition, but hunger can also lead to violence and fuel conflict. Therefore reducing the impact of conflict on food security can also contribute to sustainable peace.

As well as launching the report internationally, our offices around the world launched public petitions urging world leaders to take action. We also shared thought-provoking videos and promoted our campaign on social media and in the media. The campaign resulted in over 600 million impressions globally.

## HIGHLIGHTS

In 2023, as part of our advocacy work, we produced several reports and briefings; met regularly with government officials in international development departments; undertook public and online campaign actions and organised the global dialogue series on conflict and hunger in capitals including Nairobi, Dakar, and Panama City.

We also carried out the Network's first global advocacy campaign – focusing on conflict and hunger - thus allowing us to reach a broad audience with a clear and coherent message.

## LESSONS LEARNT

In 2023, we recognised the importance of our Communications and Advocacy teams within HQs working together on a joint advocacy campaign, rooted in information from the Country Offices and the communities we serve.

## LOOKING FORWARD TO IN 2024

We will continue to advocate for increased resources for nutrition security and humanitarian crises and continue to position Action Against Hunger as a leader on conflict and hunger. We will also continue to support and promote the fundraising activities of our colleagues and to raise awareness of the importance of tackling life-threatening hunger and malnutrition. And we will run the Network's first ever global brand campaign; develop ethical and accessible guidelines on language, imagery, and the use of Artificial Intelligence (AI); and mark the 45th anniversary of the formation of the Network.

For 2024, we aim to engage in dialogue with relevant government authorities and political parties during the G7 process and EU Parliament elections, launching a public campaign to raise awareness of the root causes of hunger.



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# KEY PRIORITY 4:

## WE CREATE AND SHARE KNOWLEDGE

### OUR APPROACH

Key initiatives in the ISP3 are to:

- 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.

### 2023 IN REVIEW

In 2023, Action Against Hunger developed a Global Learning Strategy - recognising the importance of both formal and informal learning. This strategy commits us to be an organisation that learns from what we do, using learning to improve our work and better serve affected populations.



Our aim is to be innovative in the fight against hunger, and this requires research and learning to further explore current and novel approaches. In 2023, we conducted 32 research projects. Our projects span our operational sectors and countries, where we collaborate with a variety of donors and partners to produce the results needed to deliver evidence-based interventions. Our research projects were conducted in 27 of our operational countries, with the most frequent being Senegal (six projects), Bangladesh (four projects) and Guatemala (three projects).

related to nutrition. Our work also focused on several 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 in our research, and to support the wider humanitarian effort. In line with this, a total of 13 research publications were made externally available. In addition, we worked with 46 different partners, the majority of which were academic/ research organisations.

The vast majority (94 per cent) of research projects included a component





## CASE STUDY: WHERE DOES ACTION AGAINST HUNGER STAND IN REGARDS TO LEARNING?

As the nature of crises evolves and humanitarians are challenged to work differently, Action Against Hunger's ability to learn and change must be a continuous and adaptive process. Action Against Hunger is acknowledged for its technical expertise in the fight against hunger. This expertise is at its full potential when it is a combination of technical, formal knowledge and informal/tacit knowledge (learning by doing) coming from the daily work experience of our staff, partners, and communities. Both types of learning are key, and their complementarity unleashes the power of learning.

Action Against Hunger's process to produce, disseminate and operationalise technical knowledge is well-oiled and the organisation's technical guidelines are often used as reference documents in the aid sector. On the other hand, capturing and disseminating informal learning remains a challenge for Action Against Hunger, whilst "Humanitarians prefer informal, networked knowledge over documentation and also tend to base their decision-making on knowledge gained through their own – or their colleagues' – lived experience, rather than using documented forms of knowledge".<sup>ix</sup>

Structuring our way of capturing informal learning, integrating it into the project cycle, adapting activities, learning from past experiences and avoiding reinventing the wheel were considered as strategic priorities by the International Learning Working group, aligned with the ISP3 pillar "we produce and we share knowledge" and the reality of how adults learn (80 per cent of adult learning comes from informal learning).<sup>x</sup>

In 2023, a Global Learning Strategy was released, defining the organisation's vision, principles, and ways forward regarding informal learning, to capture it more intentionally and systematically alongside formal knowledge produced by our technical, research and training departments, amongst others. Operational guidelines were produced to unpack how this strategy comes to life, formalise the learning cycle (Document Learning/Package Learning/Store Learning/Share Learning/Use Learning) and guide staff in their learning journey. A learning toolbox was developed in parallel, to answer to staff's need for more support, structure, guidance, and tools regarding the way to capture and use learning. This will continue in 2024, contributing towards transforming Action Against Hunger into a learning organisation.



## CASE STUDY: ENGAGEMENT WITH THE IPC FOR ACUTE MALNUTRITION

As part of our work to address global hunger, Action Against Hunger is one of the principal nutrition partner organisations working with the Integrated Food Security Phase Classification (IPC)<sup>xi</sup> - sitting on the High Level Board and strategic engagement team. The IPC helps determine the severity and extent of acute and chronic food insecurity and acute malnutrition situations in each country.

As part of this, we have supported the implementation of the IPC for acute malnutrition (IPC AMN) scale. The IPC AMN scale was first rolled out in 2015 and is now implemented in 23 countries. IPC AMN has become the key tool for nutrition situation analysis to inform humanitarian needs, providing information on the severity and magnitude of acute malnutrition, and on the factors leading to acute malnutrition.

As a main actor in generating nutrition data (which feeds into the SMART initiative) Action Against Hunger Canada pushed pro-actively with key donors and the IPC Global Support Unit to increase visibility and implementation of IPC AMN

analysis. Recognising the importance of this tool, we received funding from the US Government to explore and understand the links between food insecurity and acute malnutrition. This understanding is important for contextualised programming and resilience building for future self-sustaining communities.

The high uptake of the IPC AMN scale made the most of SMART data, which was a reliable source of information for IPC analysis. The result has been a significant increase in the number of IPC AMN analyses per year - up from 19 in 2021 to 28 in 2022 and remaining high with 22 analyses in 2023.

The IPC nutrition specialists also made links to other initiatives such as SMART, plus the Risk Monitoring Framework (RMF) and Nutrition Vulnerability Assessment in Crisis (NuVAC) by participating in the workshops to streamline the processes with the intention of providing timely, quality evidence for future IPC nutrition situation analysis and monitoring to trigger projection updates and inform anticipatory actions.

## HIGHLIGHTS

As an organisation, we completed two evidence syntheses on the treatment of moderate acute malnutrition which informed the new World Health Organisation (WHO) guidelines on the prevention and management of wasting and nutritional oedema (acute malnutrition).

Action Against Hunger organised the fifth Research for Nutrition scientific conference, #R4NUT, in 2023. It focused on the impact of climate crises, socio-economic inequalities, and political changes on nutritional security. Twenty posters and 28 research projects were presented to the 250 participants (in person and online). There was also a discussion of the new WHO guidelines and the conference continued with a third day of advocacy named #CSO4Nut to prepare for the next Nutrition4Growth summit, which will take place in France in March 2025, with stakeholders such as the French and the UK governments, as well as southern country governments, donors and philanthropies, businesses, NGOs and beyond.

## LESSONS LEARNT

We have learnt that we need to do more to share evidence research within and between our teams and with other organisations.

The uptake, access and use of research evidence is key to inform our action policy and practice, leading to positive outcomes for people we serve. Initiatives such as Alexandria, the online community for knowledge management developed by Action Against Hunger in Spain, facilitates the sharing of information and fosters collaboration within teams. This system has enormous potential as it allows anyone within the organisation to find technical resources and discuss them.

## LOOKING FORWARD TO IN 2024

Next year we will develop operational research on climate and environment, and develop guidelines to better consider gender issues in our research. This will help to ensure that our programmes are designed to consider both gender and the impact of climate and the environment based on our findings.



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# KEY ENABLER 1: WE WORK TOGETHER WITH THE PEOPLE WE SERVE

## OUR APPROACH

Key initiatives of this ISP3 enabler are to:

- Foster ongoing dialogue with people and communities to enable 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.

## 2023 IN REVIEW

In 2023, Action Against Hunger launched a research project to strengthen its approach to community engagement, putting people at the centre of decisions that affect their lives. The project aimed to understand the enablers and barriers to effective community engagement. To do this, research was conducted in two countries: Uganda and Madagascar, where we were able to talk directly to people and communities, local partners, and local authorities. A third case study focused on the structures and systems within Action Against Hunger and how they support our aim to put local communities at the centre.



## LOCALLY LED RESEARCH

As an organisation we are also looking at how we can improve community research in our programmes and how to use locally led research approaches.

Right2Grow is a project which aims to strengthen civil society in six countries so that they are better able to advocate for their rights and receive better funding for WASH and nutrition so that every child can reach their full potential. This is an innovative project and a learning laboratory.

In 2023, we developed an innovative community research methodology and carried out three pilot research projects in Bangladesh, Mali, and Uganda. The pilot project involves a community expert, a researcher and an advocacy specialist known as the “fantastico trio”. All three members of the trio are involved in the entire research process to ensure that the community’s point of view is considered, that the research meets criteria of scientific rigour and that the

question of the use of the research results is considered throughout the research cycle.

Processes such as those used in the Right2Grow project increase the ownership of the local community and ensure findings and projects have the best possible impact.

Action Against Hunger updated its Local Partnership Policy in 2023 to reflect our ambition to have more meaningful and equitable partnerships. Our Local Partnership Policy focuses on all the partnerships that we have including local and national civil society, local and national authorities as well as academic and research institutions. To support implementation of the Local Partnership Policy, a toolkit has been developed to use when working with local partners. One example of where we are working successfully with local partners is in Madagascar.



## CASE STUDY: LOCALLY-LED RESEARCH

### SHIFTING POWER AND VALUE TO COMMUNITY CAPACITIES

In Zimbabwe, Action Against Hunger has been working closely with communities to put them at the centre of decisions that affect their lives. One critical area of this is the design of humanitarian and development programmes, understanding their impact and learning from successes and failures. This way of working helps ensure we work together with communities rather than ‘targeting’ them as recipients.

This work has resulted in the establishment of ‘community monitors’ – a consultative group of 20 men and women chosen by the community to represent all community members’ interests. These community monitors are responsible for consultations to identify needs and challenges, responses, how to measure success, track project progress and propose adaptations or required changes. They also hold implementing partners, stakeholders, and service providers to account on the quality of actions and social impact.

These volunteers are trusted and relied upon by the community

and help people to understand the importance of the monitoring process. At the end of the projects the monitors are part of the evaluation team to define evaluation parameters, data collection, analysis, and interpretation of results. All findings are fed back to the wider community for validation.

In 2023, the community supported breastfeeding mothers to track the nutritional progress of their children who had severe and moderate malnutrition; helped women in community gardens to track their yield and income across production cycles; and helped young people advocate for improved water supply services that contributed to their own small enterprises, such as brickmaking.

This engagement has huge benefits, as local communities have knowledge of what works better for them and what has not worked in the past; and intricate knowledge of their communities’ aspirations and those of the different population groups, such as women, youth, people with disabilities and older people.

## CASE STUDY: ACTION AGAINST HUNGER MADAGASCAR AND ASOS PARTNERSHIP

As part of our commitment to localisation and working with local partners meaningfully and equitably, Action Against Hunger Madagascar has been working with local organisation Action Socio-sanitaire Organisation Secours (ASOS) since 2016.

The aim of the partnership is to respond to local needs through complementary, well-thought-out, and localised interventions, and be more accessible to people and communities

There are many benefits to this partnership on both sides. For ASOS, its strengthened financial and logistical management has boosted its credentials and facilitated direct access to other funding. As a civil society organisation, ASOS has also gained visibility and is better heard at international level. ASOS is also a member of Action Against Hunger's Global Partnership Advisory Board and in 2023 participated in the national

humanitarian conference in Paris. For Action Against Hunger, the added value lies in increased accessibility on the ground during emergencies, the development of innovative approaches, and recognition by the authorities and local coordination and management structures.

The ASOS South Zone Coordinator, Dr Colas Rafanoharana, says: "The Action Against Hunger/ASOS partnership was not a formality to embellish project submissions, it is a reality that we live every day, and which allows us to learn from each other, to develop a new culture of intervention and to think better in order to co-write and co-manage. The simplest gestures count in this partnership (sharing office space, overheads, flexibility but also constant monitoring, mutual respect etc.). For me, this is a successful model of localisation, because this partnership has brought many local players back to the centre of the response through a collective process."

## HIGHLIGHTS

In 2023, we developed and rolled out digital systems for strengthening our accountability for people and communities. This included the development of Opinion – a system for managing and responding to feedback from people and communities. We also developed Ethica – a system for handling sensitive complaints such as fraud and corruption, safeguarding and abuse. The roll out of these systems will continue over the next couple of years.

## LESSONS LEARNT

As seen in our projects in Zimbabwe and the Right2Grow research project, working in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda, it is important to include the community in all aspects of the project/research cycle – from project design to project monitoring.

People must be able to input into all our activities so that we may translate their views and feedback into concrete action.

## LOOKING FORWARD TO IN 2024

In 2024, we will review our approach to monitoring, evaluation, accountability and learning to improve how we work and to put people at the centre of decisions that affect their lives in relation to the design, development, implementation, and monitoring of all projects.

We will continue to strengthen our approach for equitable and meaningful partnerships, ensuring that all work with local partners treats them with respect and dignity, recognises their capacity and works together to improve the lives of the people we support.



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# KEY ENABLER 2: 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 by 2025 to reach 600 million euros
- Grow private revenue by 50 per cent to reach 135 million euros by 2025
- 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
- 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 know we must work with our partners to raise awareness of undernutrition and drive new investment to address it.

Achieving our 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.

In our ISP3, Action Against Hunger committed to increase investment and overall revenue by approximately 5 per cent annually and reach 600 million euros by 2025. We set out to grow our private revenue streams and push for more flexible funding to support long term solutions to malnutrition and food insecurity. In 2023, we exceeded several of these goals, and continued to expand our work with donors, partners, and civil societies around the globe.

## 2023 IN REVIEW

### AMOUNT OF MONEY RAISED

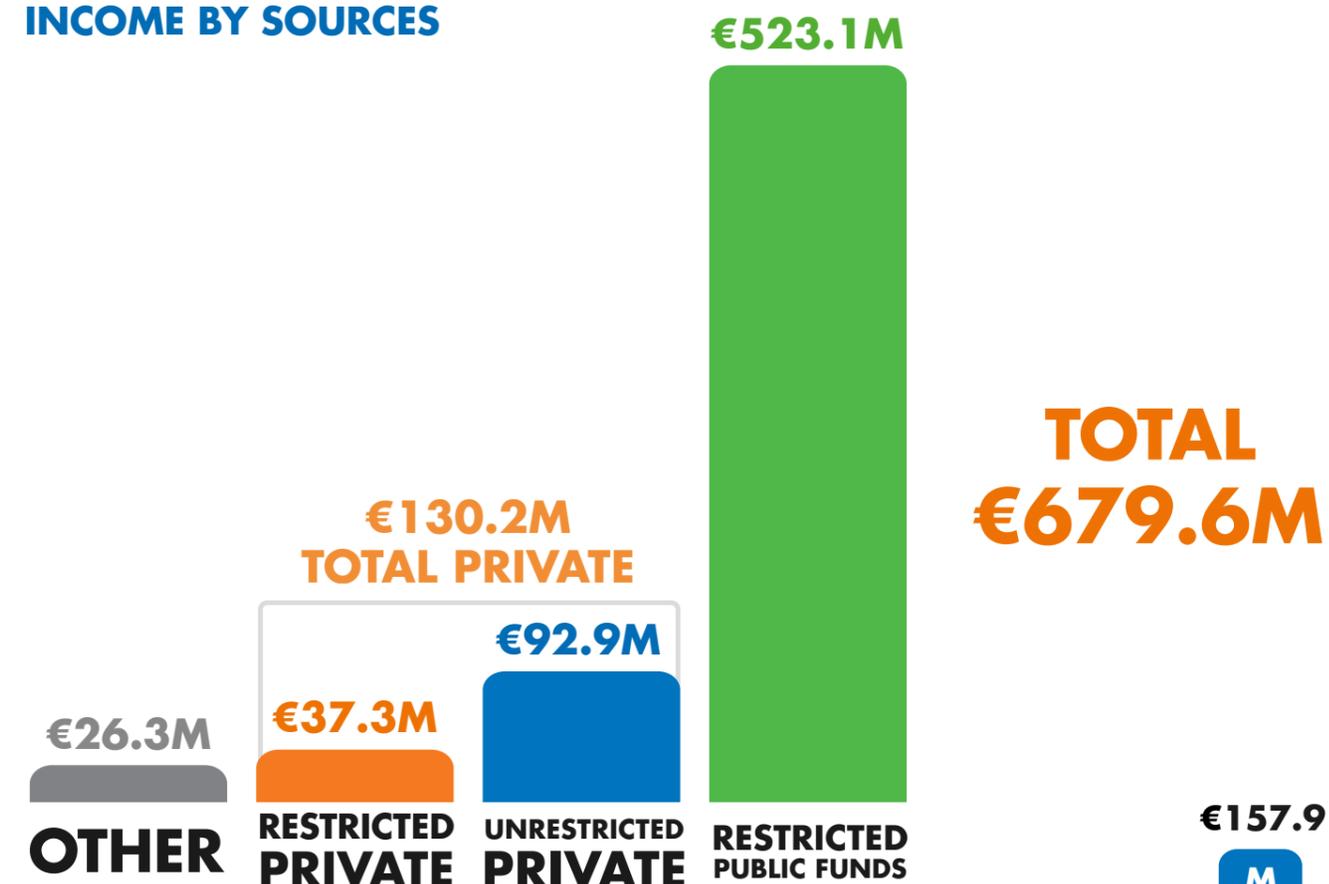
**€679.6M**

In 2023, we continued to exceed our 2025 target early with an income of €679.6m across the Action Against Hunger Network. This was an annual increase of 5 per cent from €647m in 2022 and 13 per cent over our 2025 goal.

Our largest source of private income (71 per cent) is unrestricted income. With this unrestricted income, Action Against Hunger can support its mission to fight life-threatening hunger, and deploy funds in an efficient, innovative and rapid manner.

Private restricted income contributed a total of 37.3 m to our income in 2023.

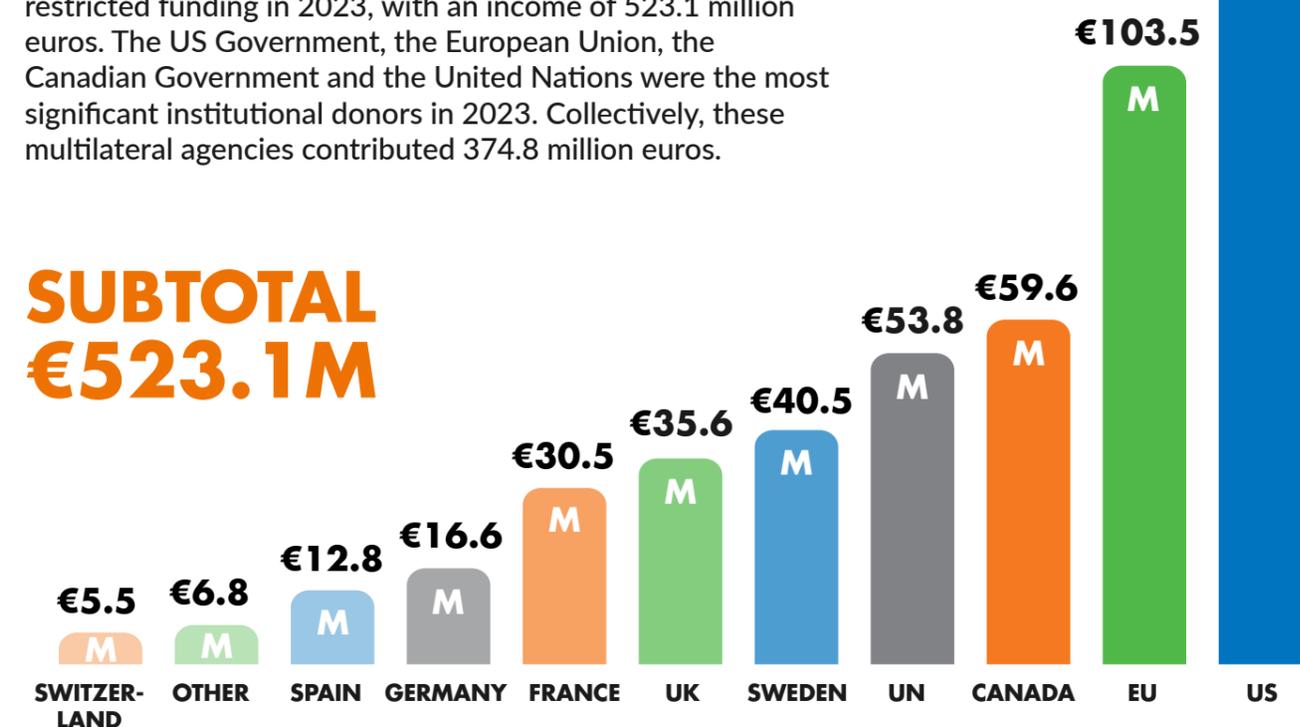
## INCOME BY SOURCES



## INCOME FROM INSTITUTIONAL DONORS

Action Against Hunger increased its revenue from public restricted funding in 2023, with an income of 523.1 million euros. The US Government, the European Union, the Canadian Government and the United Nations were the most significant institutional donors in 2023. Collectively, these multilateral agencies contributed 374.8 million euros.

## SUBTOTAL €523.1M

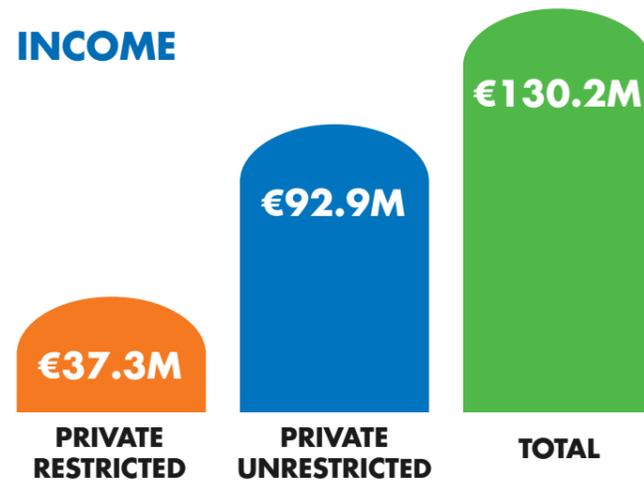


## EXPENDITURE BREAKDOWN



90 cents of every euro spent in 2023 was spent on programmatic activities. Management, governance and support services accounted for 4 cents per euro spent. Meanwhile, 6 cents for each euro contributed to fundraising and communication costs.

## INCOME



## FUNDING RAISED FOR AND MANAGED BY LOCAL PARTNERS

**€40.7M**

As part of our ISP3, Action Against Hunger has committed to grow private revenues, targeting a 50 per cent increase by 2025 to reach 135 million euros. This is essential to ensure our continued independence and the ability to invest in innovation to support the fight against hunger.

In 2023, we raised €130.2 million from private sources, an increase from €126 million in 2022. Of this, €121.2 million was raised through our fundraising activities, with 81.5 million of our private income (just over 67 per cent) from the generous support of 607,848 individual givers. Of

these individual givers, 350,908 were regular donors (an increase from 296,000 in 2022).

The majority (almost 76 per cent) of the money raised through our fundraising activities was unrestricted, enabling us to rapidly respond to emergencies as and when they arise. While individual givers provide the majority of our private funds, we also benefit from financial support from corporate partners and foundations and by running events. In 2023, corporate and foundation support accounted for 24 per cent, while events accounted for 7 per cent.



## HIGHLIGHTS

Both the US and Canada increased the amount of funding they raised in 2023 in comparison to 2022, thus meeting our objective to expand revenue in our existing fundraising markets.

## LESSONS LEARNT

Our work to develop and strengthen local fundraising structures at country level has seen increases in the number of regular donors by more than 50,000 people. Regular donors are an important source of income as we look to have more reliable, sustainable funding in the future.

## LOOKING FORWARD TO IN 2024

As a Network, Action Against Hunger is well ahead of the ISP3 projected volume in 2025 of 600m euros. It is important to invest in our fundraising capacities to diversify our donor base. Regarding public institutions, in 2023 only three donors (US, European Commission and Canada) increased their funding to Action Against Hunger, so there is an opportunity to receive more funding from other governments. Private funding is historically stable at 20 per cent of total funding (including restricted and unrestricted sources): an increase especially in individual gifts would boost the capacity of Action Against Hunger to increase funding and invest in our key strategic priorities.



# KEY ENABLER 3: 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.

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 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.

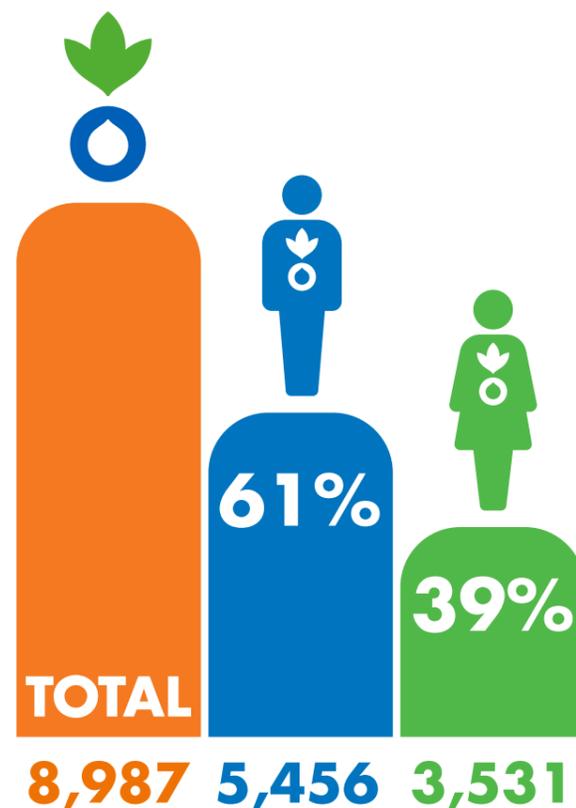
We support a more geographically representative network and embrace the benefits of diversity and inclusion, to strengthen the relevance and impact of our programmes and strategies.

We will reinforce mutual accountability across our network by ensuring that strategies at the 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. In 2023, Action Against Hunger had offices in

## 2023 IN REVIEW

59 countries, with projects and programmes implemented in 56 countries. Action Against Hunger had a total of 8,987 staff members worldwide - 1,206 of these staff members (13.4 per cent) worked in our head offices, 167 (1.9 per cent) ran domestic programmes in France, Italy, Spain and the UK, and 7,614 (84.7 per cent) worked in our country offices.

### STAFF FIGURES



### COUNTRY OFFICE STAFF



### HEAD OFFICE STAFF



### DOMESTIC PROGRAMMES STAFF



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.”

At an organisational level, we are tracking the gender profiles of our staff to ensure that we support women in the workplace and into decision-making positions. Globally, almost 40 percent of our staff are female. This is a 0.5 per cent increase from 2022. A greater number of female staff work in head offices, where approximately 60 percent of staff are female. In contrast, only 35 percent of personnel in country offices are women.

In general, women are more likely to be in leadership positions at the HQ level than in country offices. On average, 55 percent of the Senior Management Team (SMT) or Executive Committee is female at the HQ level. In contrast, only 36 per cent of leadership positions are filled by women in country offices – although this is an increase on 33 per cent in 2022.

As part of our aim to be a more geographically representative network, it is positive to see that 94 per cent of those working in Action Against Hunger country offices are local staff.

As an organisation we have committed to being a coherent, efficient, and well-governed Network.

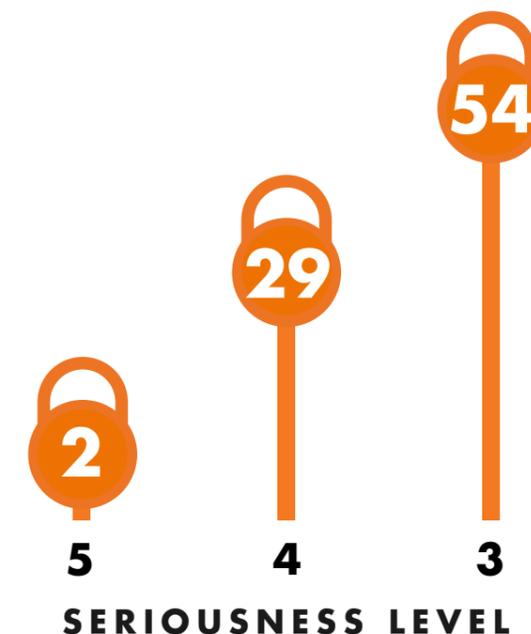
Action Against Hunger operates in many challenging contexts, including active conflict zones, natural disaster-prone areas and regions under the control or influence of authoritarian groups. We work in places where the world’s most vulnerable people live. These contexts present a risk to our operations 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 declare that we will ‘ensure the safety and security of our staff, while upholding our core principles in everything we do’.

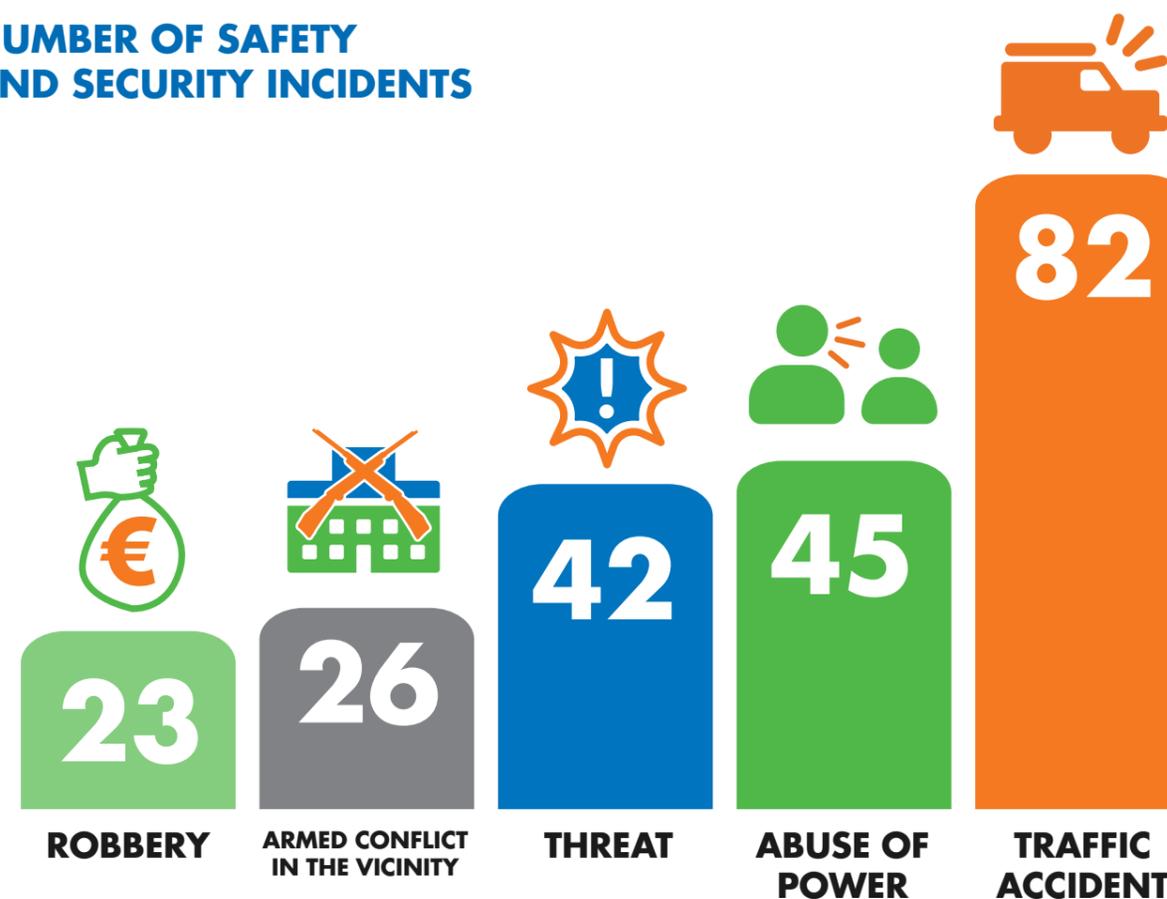
## NUMBER OF SAFETY AND SECURITY INCIDENTS



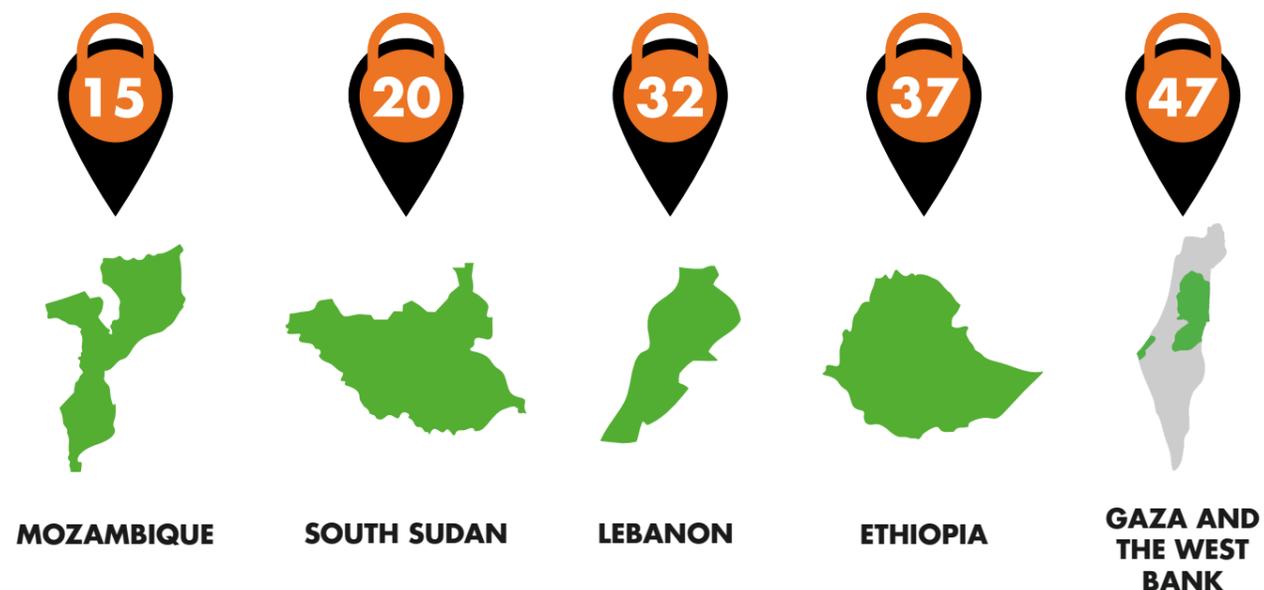
## LEVEL OF SERIOUSNESS OF SAFETY & SECURITY INCIDENTS



## NUMBER OF SAFETY AND SECURITY INCIDENTS



## COUNTRIES WITH THE HIGHEST NUMBER OF SAFETY & SECURITY INCIDENTS



In 2023, 333 incidents were experienced by Action Against Hunger; this is a reduction from 382 in 2022. It is not surprising to see the high numbers in Gaza and the West Bank, which can be attributed to the start of the Israel/ Gaza conflict and increased political tensions.

As with previous years, transport accidents were the most common category of incidents occurring 82 times. The majority of these took place in Ethiopia (15), Madagascar (10), and Chad (7). Traffic accidents are particularly common in the areas where we work due to poor road surfaces and weak regulatory framework regarding road safety. Since 2021, the Action Against Hunger global network has been undertaking a Road Safety Campaign to reduce the impact of such events.

Abuse of power was the second most common category of incidents, with 45 such incidents occurring. A large part (35 incidents) of these happened in Gaza and the West Bank. We are working closely with our staff to try to reduce some of these security incidents.

Other common security incidents related to threat (42 incidents), armed conflict in the

vicinity of our premises (26 incidents) and robbery (23 incidents). The arrest or detention of staff remains a significant challenge, with 14 incidents recorded in 2023 and 21 in 2022.

The threat levels in Haiti and Somalia were classified as extreme according to our security classification – this means that the conditions are so hostile that the operations, if maintained, are limited to life-saving activities with very strict security management protocols. Both countries were also considered extreme in 2022.

A further 17 countries were categorised as having a very high threat level (including Iraq, Myanmar, Libya, South Sudan, and Ukraine).

Considering the security risks faced by staff, we are committed to providing widespread internal security training.

Last year we trained 3,281 staff on security, accounting for over 33 per cent. In 2023, we worked in 206 bases across 51 countries. Out of these 206 bases, 181 have had their security plans validated within the last year, representing 88 per cent of the locations where we are working.





## HIGHLIGHTS

In 47 offices, staff were asked for feedback regarding working at Action Against Hunger. Overall, staff responded positively about working for Action Against Hunger. On average, 94 per cent of people responded positively to the statement ‘I would recommend Action Against Hunger as a good place to work’ (or similarly worded statement).

## LESSONS LEARNT

The field of humanitarian security is constantly evolving, and we must address additional challenges linked to the complexity of respecting of humanitarian laws in increasingly violent contexts. Furthermore, the intersection of access and security issues is gaining significant momentum.

When managing security, we need to consider two distinct layers:

1. Geopolitics and international relations: over the past year, there have been significant shifts in geopolitical dynamics and international relations. These changes directly impact our security approach.
2. Changes in the aid system: donors’ priorities and strategic directions are realigning. Additionally, there is a growing emphasis on localisation—ensuring that aid efforts are community-driven and context-specific.

## LOOKING FORWARD TO IN 2024

In 2024, we will review our existing security policy so that it continues to align with changing security contexts. Compliance is also one of the priorities for 2024 and we will work to better monitor the implementation of Action Against Hunger security standards across all country offices, focusing first on those with higher security levels.

Regarding Human Resources, we will put more effort into activities and strategies for staff retention in 2024, including the deployment of a Personal Development Policy across our French HQ, including training and skill development opportunities.



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# COUNTRY PROFILES



[CLICK  
HERE](#)



# ENDNOTES

- i <https://reliefweb.int/report/world/global-food-crisis-what-you-need-know-2023#:~:text=The%20main%20drivers%20are%3A,price%20spikes%20and%20food%20shortages.>
- ii <https://www.wfp.org/global-hunger-crisis>
- iii A Global Food Crisis: World Food Programme. UN World Food Programme, <https://www.wfp.org/global-hunger-crisis>
- iv A Review of the Impact of Social Disruptions on Food Security and Food Choice, <https://onlinelibrary.wiley.com/doi/full/10.1002/fsn3.3752>
- v The State of Food Security and Nutrition in the World, 2023. The United Nation's Food and Agriculture Organisation (FAO), 2023
- vi The State of Food Security and Nutrition in the World 2023, Food & Agriculture Organisation of the United Nations (FAO), 2023
- vii Leppäniemi, Hanna, et al. "Nutrition Profile for Countries of the Eastern Mediterranean Region with Different Income Levels: An Analytical Review." MDPI, Multidisciplinary Digital Publishing Institute, 28 Jan. 2023, [www.mdpi.com/2227-9067/10/2/236](http://www.mdpi.com/2227-9067/10/2/236)
- viii UN Agencies Warn of Rising Hunger Risk in 18 'hotspots' | UN News. United Nations, United Nations, <https://news.un.org/en/story/2023/05/1137127>
- ix <https://alnap.org/humanitarian-resources/publications-and-multimedia/communicating-humanitarian-learning-what-do-we-know/>
- x <https://www.cairn.info/revue-savoirs-2013-2-page-11.htm>
- xi The IPC is an innovative, multi-partner initiative for improving food security and nutrition analysis and decision-making.

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## **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, India, Spain, the UK, and the USA. We also have a fundraising office in Italy. 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 2023, we worked in 59 countries with 8,987 staff around the world. We ran projects in 56 countries and assisted over 21 million people.