



welt
hunger
hilfe

For a world without hunger



ONE PLANET ZERO HUNGER

Strategy 2021–2024

A VISION

Welthungerhilfe has a vision of a world in which everyone has the chance and the right to lead a self-determined life in dignity and justice, free from hunger and poverty. But the current number of people worldwide who are suffering from hunger is more than 690 million – and the number has been on the rise since 2014. The burden of malnutrition in all its forms continues to be a challenge. 690 million – a very alarming number which we cannot accept: We have to increase our efforts to eliminate all forms of hunger. And we must do it now.

Our world has become increasingly complex and polarized: the most vulnerable people, those who are suffering most from hunger, are often the ones directly affected by climate change, conflicts, and economic crises. Often hunger is man-made. Bad governance, characterized by corruption and autocracy, and the inexistence of adequate policies or simply the lack of implementation of sound policies drive people into hunger. The COVID-19 pandemic has created an unprecedented health, economic, and social crisis of global scale. The disruption of food systems and economic recessions push even more people into poverty and hunger. Conflicts and climate change are exacerbating the crisis further. Reaching the goals of the Agenda2030 has become more challenging, but it is possible and remains our ambition. But it needs the political will and action to get there.

PRIORITIES

The organization and its staff are highly committed to its vision and motivated to deliver good quality results in their work. In order to achieve our goals, we have set the following priorities for the coming years as part of this new strategy:

- Making **food systems** work to ensure access to healthy diets for all people and at the same time minimize the negative effects on the environment. We need to foster the linkages with other systems such as **health**.
- The **climate crisis** needs determined action in all our programs and at all levels of the organization.
- We can only become successful through partnerships: functioning **partnerships**, based on trust and utilizing each other's expertise, are crucial at all levels.
- We draw the **attention of the German society to global challenges**, we address these issues toward political decision-makers and raise financial support for our work. We invest in the engagement and activation of young people who strive to become change makers.
- We envision Welthungerhilfe as an agile and inspiring organization that makes maximum use of **digitalization** and **innovation** across all areas.

STRATEGIC PROGRAMMING

PEOPLE WE WORK WITH

People are at the center of our strategy. Welthungerhilfe works with communities affected by hunger, those affected by poverty in rural and urban areas, and those affected by forced displacement, including internally displaced persons, refugees, and host communities. This includes those who, for various reasons, are unable to move from crisis. We address the special needs of all people we work with and develop holistic, people-centered, and rights-based programs.

We base our work on the Core Humanitarian Standards and the Welthungerhilfe Code of Conduct. We engage in relationships based on trust and build our cooperation on the following principles:

- **Participation and empowerment** of communities in all we do.
- **Equity and non-discrimination** to overcome power imbalances.
- We are **accountable** and support civil society in claiming their rights from duty bearers.

We work in **contexts** where people are **most affected by hunger and poverty**. We work in **fragile contexts** and engage in **humanitarian assistance**.

- In program countries of Welthungerhilfe we respond to humanitarian crises of any scale. In countries where we do not have an office, we engage in mid-size or larger humanitarian crises. We carefully analyze needs, access, available funding and partners and decide on our response. We ensure a smooth phasing out and hand-over to partners.
- Together with the people we work with, we carefully analyze the context and adapt our programming accordingly, in order to support people's own efforts to change their lives.

CONTEXT AND SYSTEMS

We leverage our impact through systems thinking: Impact in our main thematic areas relies on analyzing driving and hampering factors as well as addressing key actors and stakeholders in the respective system. Systems are shaped at family, community, and state level, by government circles, private businesses, civil society, research institutions, and in the physical, political, and cultural environment. We do so in order to identify the most important levers we have for creating lasting impact.

To achieve sustainable food and nutrition security, we work in nutrition, WASH, agriculture, natural resource management, economic development, and skills development, with a special focus on youth. We see the **sectors in connection** to each other, reinforcing each other to achieve sustainable food and nutrition security.

INCLUSIVE FOOD SYSTEMS

- We actively **seek linkages to the health sector**. Because of the positive correlation between health and nutrition, we seek to strengthen the interaction and cooperation between health and the sectors we are working in.
- We actively and increasingly address **severe acute and moderate acute malnutrition**.

An inclusive food system is a prerequisite to allow all people we work with to get access to healthy diets. A food systems approach recognizes that production systems, climate change, natural conditions, consumer behavior, and socio-economic trends interact with one another. It reveals the interaction of the different actors involved, their goals, interest and values and the underlying power relations. In developing a food systems perspective, we build on our long-standing and renowned expertise in agriculture and nutrition.

The negative effects of climate change fundamentally threaten people's livelihoods in our partner countries. We systematically **integrate climate change adaptation and resilience building in all our programming**. We inspire social, economic, and political action at all levels to advocate for climate justice. Welthungerhilfe proactively fights the **climate crisis everywhere**.

Humanitarian-development-peace nexus: Welthungerhilfe emphasizes the synergy between humanitarian and development work, taking into account the **triple nexus approach**. We base our work on **systemic context and conflict analysis** and apply the principles of **do no harm**. On the local level, we listen carefully to what community members have to say about their needs, we adapt to contextual dynamics, and identify local and tangible peace options together with communities and relevant partners. We invest in **anticipation, emergency preparedness, and risk-informed programming**.

ADDRESSING THE CONSEQUENCES OF GLOBAL TRENDS

Increasing inequalities are one of the main drivers for hunger and poverty. Gender inequality is a key barrier to move out of extreme poverty and overcome hunger, therefore we put a special focus on gender equality. Welthungerhilfe mainstreams and institutionalizes **gender-responsive action** as a minimum standard in all our programs, with a long-term vision toward full gender equality.

Advocacy is key for addressing the structural causes of hunger and poverty and is a lever for increased impact at all stages of our work. We engage in political change toward zero hunger through advocacy. We address underlying problems such as inequality deriving from imbalances in power structures and promote structural change through advocacy. Our advocacy efforts are based on evidence from the countries we work in.

ADDRESSING STRUCTURAL CAUSES

Civil Society Organizations (CSOs) enable change and are **crucial players** when it comes to **addressing inequalities and fostering sustainable development**. We support CSOs to use and extend their political space and foster their activities toward basic human rights like the right to food and water. We contribute to civil society empowerment in all countries, taking the different realities and existing opportunities into account.

PARTNERSHIPS

We are convinced that sustainable impact can only be achieved together with other actors, particularly local ones. Therefore, we **engage open-mindedly in different kinds of partnerships** and extend existing partnerships to leverage greater impact.

- Humanitarian and development partnerships with national NGOs and CSOs remain crucial. We recommit to the Localization Agenda supporting local humanitarian actors in their capacity to respond to humanitarian crises.
- International NGOs: We are member of the Alliance2015 network, which is our first choice for cooperation. We seek partnership with other organizations and consortia to achieve complementarity, synergy, and greater impact.
- We will expand our partnerships with research institutions to promote innovation, to evaluate the impact of our programs, and to inform our advocacy work.
- We explore partnerships with private sector and start-ups. We invest in promising social businesses as shareholders as well as with ideas and expertise.
- Local administration plays a crucial role in providing services to people. Welthungerhilfe engages and coordinates closely with these structures and supports, where possible, in order to strengthen their role and accountability to their constituencies.

ENABLING FACTORS

Beyond its project work, Welthungerhilfe contributes to the achievement of the Sustainable Development Goals by explicitly investing in four dimensions of environmental, social, and economic sustainability:

ORGANIZATIONAL SUSTAINABILITY

- **Environmental commitment:** We commit to improving the impact of our operations on the environment and strive for global carbon neutrality. We aim to avoid any adverse effects before reducing or compensating them.
- **Societal impact:** We are aware of our impact on society at large and dedicated to actively contribute to the enhancement of societal issues.
- **Employee stewardship:** We dedicate ourselves to the well-being of our employees, including equal treatment and the safety and security of everyone working for and with Welthungerhilfe.
- **Governance and economic responsibility:** We comply with the highest ethical and business standards and take responsibility for the maintenance and advancement of our (economic) effectiveness and financial viability.

We seek to proactively drive sustainability by measuring our progress based on pre-defined KPIs and regularly report the results to identify best practices as well as further need for action.

- **Efficiency:** Digitalization is one of the key drivers to increase the quality and efficiency of our work. We will foster digital solutions, focus on data-driven analysis, and invest in trainings to build digital skills and digital literacy.
- **Systems and instruments:** We digitize our systems and infrastructure to the next level and implement digital processes that are of greatest benefit for the organization and the people we work with. While exploring new digital paths and solutions, we carefully comply with all data security requirements.
- **Data-based learning and decision-making:** We invest in high-quality assessments, analysis of data and measure our success. We base our programming and management decisions on conclusions and insights from data analysis.

DIGITALIZATION

DISTINCTIVE VALUE PROPOSITION

- **Values:** We live and actively promote our values and foster the credibility of our organization's profile.
- **Brand:** Our strong brand is a core asset and reflects Welthungerhilfe's identity and values, both internally and externally. We will further strengthen our brand to distinctively convey the why, how, and what of our work and how people can connect to our cause. We will develop our brand further to deploy it internationally in a consistent and meaningful way.
- **Global positioning:** We actively contribute to the global development and humanitarian discourse with our evidence and convictions and thereby increase our global spheres of influence.

- **Growth of private funding:** Welthungerhilfe will increase its income from private donors by strengthening the brand, reaching out to more people, becoming more donor-centric, and inspiring our supporters with the power of our programs' impact.
- **Program quality:** By investing in program quality, in our international profile, and in strategic alliances with other actors, Welthungerhilfe creates the basis to expand the cooperation with a diverse range of institutional donors.
- **Cooperation:** We aim to strengthen our relationships with institutional donors. We strive to contribute to their policies and to their programming and funding conditions for the benefit of the communities we work with.

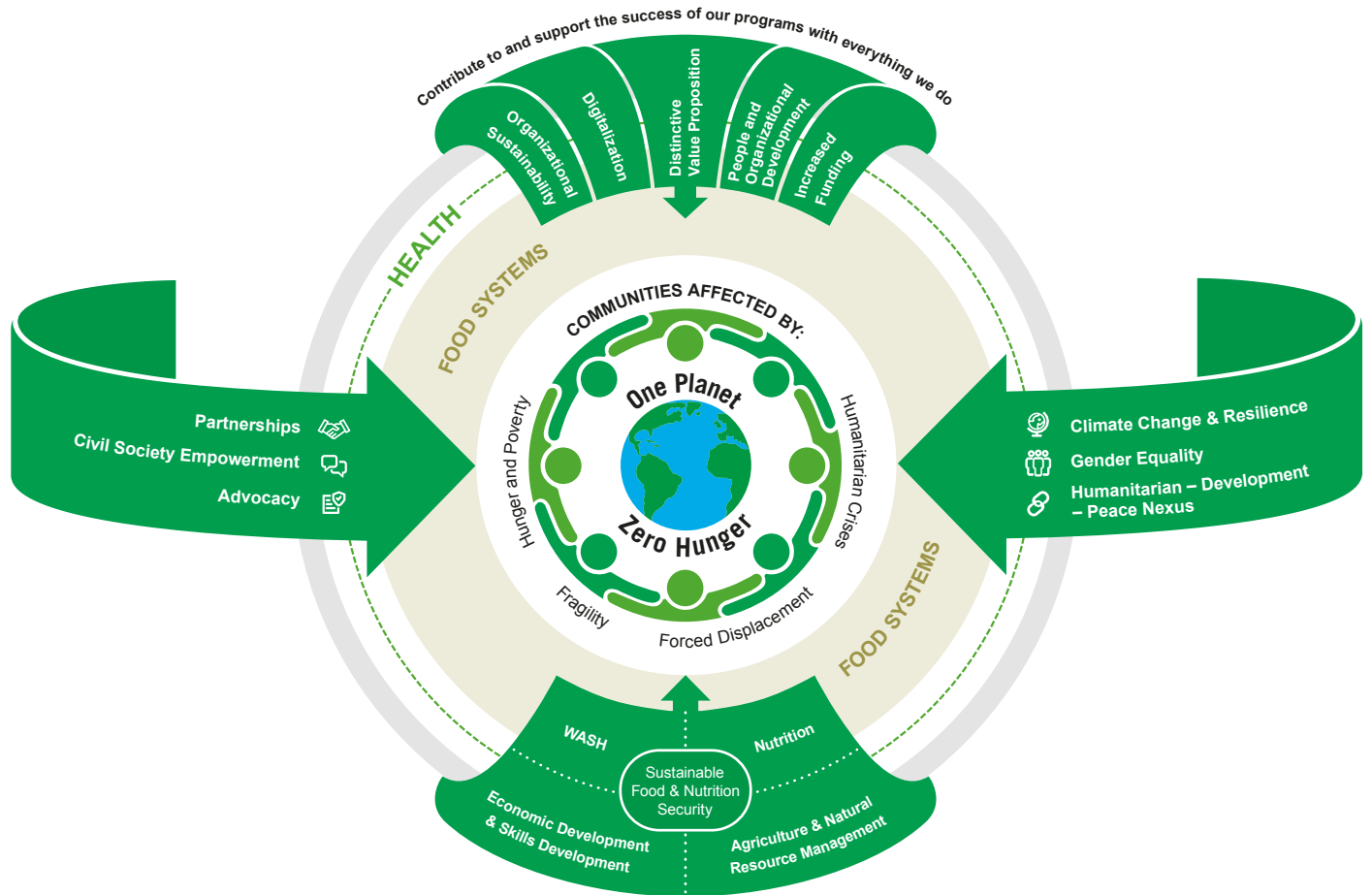
INCREASED FUNDING

- **Culture:** Welthungerhilfe fosters a culture of curiosity, courage, and learning to work in a more agile and flexible manner. This includes cross-organizational cooperation. We promote a culture of constructive feedback. We offer space for the development of innovative ideas that can contribute effectively to our cause. We courageously pursue promising technologies and methodological innovations and scale up proven approaches. We learn from mistakes and continuously reflect and improve on our approaches based on a defined value set.

PEOPLE AND ORGANIZATIONAL DEVELOPMENT

- **Diversity:** We are an attractive employer recruiting highly qualified national and international staff through a modern HR system worldwide. As part of this progressive HR concept, we foster gender equality and diversity.
- **Leadership:** Leadership development based on the values and principles of Welthungerhilfe is an integral part of staff development following an organization-wide leadership framework. Welthungerhilfe's goal is to develop future leaders and talented professionals to increasingly take responsibilities and eventually become part of our global leadership team.
- **Skills:** We continuously invest in the skills of our national and international staff, especially toward more digitalized, data-driven, and agile ways of working. Valuing the importance of community mobilizers, we actively seek to enhance their skills and knowledge.

ONE PLANET



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