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INTRODUCTION

There are three major goals of Action Against Hunger’s International Strategic Plan 2016-20:

- Mitigate the consequences of hunger;
- Address the causes of hunger;
- Change the way hunger is viewed and addressed.

These aims help the world to achieve the 2030 Agenda for Sustainable Development, specifically the goals of zero hunger, good health, gender equality, and clean water and sanitation.

**GLOBAL GOAL 2: NO HUNGER**
End Hunger, achieve food security and improved nutrition and promote sustainable agriculture.

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

**GLOBAL GOAL 3: GOOD HEALTH**
Ensure healthy lives and promote well-being for all at all stages.

**GLOBAL GOAL 6: CLEAN WATER AND SANITATION**
Ensure availability and sustainable management of water and sanitation for all.

We set six strategic goals, with specific targets within ISP-2 to ensure our contribution to the achievement of the SDGs:

1. Reduce mortality in children under five years old by 20%.
2. Reduce prevalence of chronic and acute malnutrition by 20%.
3. Increase coverage of programs to treat severe acute malnutrition by 60%.
4. Respond to at least 80% of unmet needs in emergencies.
5. Improve evidence and expertise to support program-country and international-community strategies.
6. To be a more effective organization.

### A WORLD FREE FROM HUNGER

**CHANGE IN THE WAY THE WORLD ADDRESSES HUNGER**

**ALLEVIATION OF HUNGER**

**Vision**

**Macro Goals**

**Tools**

**ADVOCACY AND COMMUNICATION**

**POWERFUL LEGITIMATE VOICE**

**TECHNICAL EXPERTISE AND INNOVATION**

**RESEARCH AND TECHNICAL EXPERTISE**

**OPERATIONS**

**TRANSFER OF OUR KNOWLEDGE AND EXPERTISE**

**OPERATIONAL CAPACITY**

### THE INTERNATIONAL STRATEGIC PLAN 2021–2025

Action Against Hunger is governed by a five-year International Strategic Plan (ISP) that provides a shared direction for the nearly 8,000 staff working across our organisation and informs the strategy and plan of action of our more than 50 offices. Our new ISP sets the intentions and ambitions of the network for 2021-2025, and provides a common roadmap to achieving them.

International Strategic Plan 2021–2025 (ISP-3) is informed by the increase in the number of undernourished people, especially in the context of other escalating humanitarian needs triggered by climate change, war and conflict. The effects of the environmental crisis are already increasing food insecurity in many countries.

The emergence of new epidemics – such as the global Covid-19 pandemic – are expected to greatly exacerbate existing vulnerabilities. The repercussions from this crisis will last for years and could lead to a doubling in the number of people living in a state of severe food insecurity and to 500 million additional people falling into poverty.

To address these complex and escalating humanitarian needs while increasing our impact, ISP-3 provides a shared direction and framework for the crucial work we need to do over the next five years. The four priorities we set for the next ISP will be to save lives, build community resilience, connect and mobilise communities, and create and share knowledge.

**A WORLD FREE FROM HUNGER**

**WE DRIVE COLLECTIVE AND INCLUSIVE ACTION THAT EMPOWERS 25 MILLION PEOPLE TO OVERCOME HUNGER IN 2025**

**WE WORK TOGETHER WITH THE PEOPLE WE SERVE**

**WE DRIVE GREATER INVESTMENT FOR THE FIGHT AGAINST HUNGER**

**WE COMMIT TO BEING A COHERENT, EFFICIENT AND WELL-GOVERNED NETWORK**

**WE SAVE LIVES**

Lives are saved and immediate needs are met, in an effective and inclusive manner, in emergency contexts.

**WE COLLECTIVELY BUILD RESILIENCE**

People and communities are better able to withstand future shocks, mitigation of the effects of and of gender inequality is embedded in the fight against hunger.

**WE CONNECT AND MOBILISE**

Citizens, communities, civil society and action at all levels are connected and mobilised to end hunger.

**WE CREATE AND SHARE KNOWLEDGE**

Best practices in the fight against hunger are developed, collaboratively shared and used to drive the empowerment of all.
### In 2020, Action Against Hunger...

<table>
<thead>
<tr>
<th>Financially Supported By</th>
<th>Distributed</th>
<th>Conducted</th>
<th>Responded To</th>
</tr>
</thead>
<tbody>
<tr>
<td>526,509 People</td>
<td>$52.8M Cash</td>
<td>73 RESEARCH PROJECTS</td>
<td>66 EMERGENCIES</td>
</tr>
<tr>
<td>Employed</td>
<td>8,300 People Globally</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Water, Sanitation and Hygiene

| | $9.6 MILLION people supported by our WASH programs | 616,334 hygiene kits distributed | 9,837 water points improved | 2.7 BILLION gallons of water delivered |

### Nutrition

| | 7.4 MILLION people supported by our nutrition programs | 203 Mobile Nutrition Treatment Teams | 704,316 admissions to community nutrition programs |

### Food Security and Livelihoods

| | 2.2 MILLION people supported by our FSL programs | 424,891 people received unrestricted cash | 19,187 tons of food assistance delivered |

### Health

| | 74,588 health and nutrition education training sessions | 5 MILLION people supported by our health programs | 2,007 health centers supported |

### Mental Health and Care Practices

| | 186 mental health & care practices projects | 22,412 people received a mental health & care practice kit | 682,121 people benefited from mental health & care practices |

### Disaster Risk Reduction and Management

| | 50 DRR and DRM projects | 550,068 people supported by our DRR and DRM programs | 15876 people received DRR and DRM training |

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ACTION AGAINST HUNGER REACHED MORE THAN 25 MILLION PEOPLE IN 46 COUNTRIES IN 2020

WHERE WE WORKED IN 2020

- Afghanistan
- Bangladesh
- Burkina Faso
- Cameroon
- Central African Republic
- Chad
- Democratic Republic of the Congo
- Lebanon
- Ethiopia
- Iraq
- Ivory Coast
- Jordan
- Kenya
- Liberia
- Madagascar
- Mali
- Mauritania
- Mauritius
- Nicaragua
- Niger
- Nigeria
- Senegal
- Sierra Leone
- Spain
- France
- Germany
- Italy
- UK
- USA
- Canada
- Syria
- Uganda
- Yemen
- Zimbabwe
- Colombia
- Peru
- Belgium
- Gambia
- Gambia
- Ivory Coast
- South Sudan
- Sudan
- Venezuela
- Japan
- Australia
- New Zealand
- China
- Indonesia
- Philippines
- South Africa
- South Korea
- Taiwan
- Australia
- Brazil
- Canada
- China
- France
- Germany
- India
- Indonesia
- Japan
- Mexico
- Netherlands
- South Korea
- United Kingdom
- United States
- Argentina
- Australia
- Brazil
- Canada
- China
- France
- Germany
- India
- Indonesia
- Japan
- Mexico
- Netherlands
- South Korea
- United Kingdom
- United States
**STATEMENT OF FINANCIAL POSITION**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headquarters</td>
<td>$20,623,609</td>
<td>$17,423,244</td>
</tr>
<tr>
<td>Field offices</td>
<td>$1,186,431</td>
<td>$4,558,844</td>
</tr>
<tr>
<td>Total cash and cash equivalents</td>
<td>$21,810,040</td>
<td>$21,982,088</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>$54,057,477</td>
<td>$71,112,558</td>
</tr>
<tr>
<td>Travel advances and other receivables</td>
<td>$2,863,539</td>
<td>$854,793</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$328,267</td>
<td>$156,461</td>
</tr>
<tr>
<td>Furniture, equipment, vehicles and leasehold improvements, net (Note 5)</td>
<td>$818,658</td>
<td>$972,283</td>
</tr>
<tr>
<td>Right-of-use asset, net</td>
<td>$6,289,700</td>
<td>$6,918,670</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$86,167,681</strong></td>
<td><strong>$101,996,853</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note payable</td>
<td>$1,050,000</td>
<td>–</td>
</tr>
<tr>
<td>Line of credit</td>
<td>–</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$6,519,855</td>
<td>$4,696,620</td>
</tr>
<tr>
<td>Due to donors</td>
<td>$3,834,837</td>
<td>$3,834,837</td>
</tr>
<tr>
<td>Provision for unanticipated loss</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Due to Network</td>
<td>$3,090,663</td>
<td>$5,370,527</td>
</tr>
<tr>
<td>Operating lease obligation</td>
<td>$7,749,208</td>
<td>$8,409,271</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$23,744,563</strong></td>
<td><strong>$30,311,255</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>$11,638,508</td>
<td>$6,039,803</td>
<td></td>
</tr>
<tr>
<td>Designated</td>
<td>$740,000</td>
<td>$740,000</td>
<td></td>
</tr>
<tr>
<td>Total net assets without donor restrictions</td>
<td>$12,398,508</td>
<td>$6,799,803</td>
<td></td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>$50,024,610</td>
<td>$64,885,795</td>
<td></td>
</tr>
<tr>
<td>Total net assets</td>
<td>$62,423,118</td>
<td>$71,685,598</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$86,167,681</strong></td>
<td><strong>$101,996,853</strong></td>
<td></td>
</tr>
</tbody>
</table>

**STATEMENT OF ACTIVITIES 2020**

**REVENUE**

<table>
<thead>
<tr>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$15,870,757</td>
<td>$1,645,504</td>
</tr>
<tr>
<td>Grants:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Government</td>
<td>–</td>
<td>$15,530,290</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>$10,384,873</td>
<td>–</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$134,407</td>
<td>–</td>
</tr>
<tr>
<td>Net assets released from donor restrictions</td>
<td>$66,694,975</td>
<td>(66,694,975)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$93,085,012</strong></td>
<td><strong>$15,112,550</strong></td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES FOR 2020**

<table>
<thead>
<tr>
<th>HOW WE USED OUR RESOURCES</th>
<th>WHERE WE USED OUR RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>Ethiopia</td>
</tr>
<tr>
<td>Program Support</td>
<td>Somalia</td>
</tr>
<tr>
<td>Management and General</td>
<td>South Sudan</td>
</tr>
<tr>
<td>Fundraising</td>
<td>Kenya</td>
</tr>
<tr>
<td></td>
<td>Uganda</td>
</tr>
<tr>
<td></td>
<td>Haiti</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>

Please visit actionagainsthunger.org/financials to see our full audited statements.
US LEADERSHIP

BOARD OF DIRECTORS

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Amy Schulman
Polaris Partners

Karim Tabet
TAP Advisors LLC

Sandra Tamer

David Van Zandt
Invus

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Dr. Bridget Aidam
Director, Technical Services & Innovation

Eric Bebernitz
Director, External Relations

Gary Camus
Chief Financial Officer

Mare Fort
Director, People & Culture

Richard Haselwood
Senior Director, Program & Resource Development

Hajir Maalim
Regional Director, Horn & Eastern Africa
THANK YOU

Thank you to all of our committed, dedicated supporters for being part of our movement to create a world free from hunger.

Our lifesaving and lifechanging work would not be possible with you.

Your willingness to care, and to act, is the key to long-term change. The world needs a better way to deal with hunger. Together, we’re creating it. For everyone. For good.
THE WORLD NEEDS A BETTER WAY TO DEAL WITH HUNGER. TOGETHER, WE’RE CREATING IT. FOR EVERYONE. FOR GOOD.