



welt
hunger
hilfe



The
Welthungerhilfe
Strategy
2017–2020



Das Spenden-Siegel des Deutschen Zentralinstituts für soziale Fragen (DZI) bescheinigt den effizienten und verantwortungsvollen Umgang mit den anvertrauten Mitteln. Als Zeichen für Vertrauen trägt die Welthungerhilfe seit 1992 das Spendensiegel.

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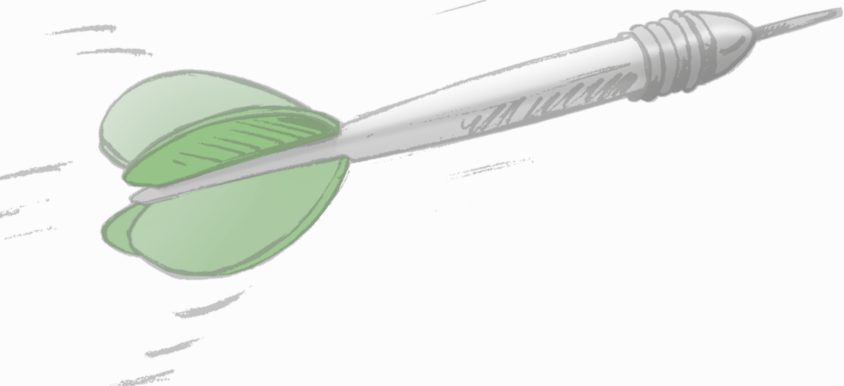


#ZeroHunger

The Welthungerhilfe Strategy
2017–2020

A re-commitment to what works and new impulses to multiply impact

The Sustainable Development Goals have given renewed relevance to our work, and they provide a concrete goal: for the first time in history, ending hunger is within reach. We are energized by this commitment, and we want to use it to further sharpen our focus as an outstanding organization dedicated to fighting for a world without hunger. Together with our partners, we get people out of hunger sustainably, we want to have a measurable impact, we want to be held accountable, and we want to focus on results, not just activities. We have a clear goal that we strive for: **Zero Hunger wherever we work by 2030**. With this specific goal, we work toward achieving our vision: All people have a right to a self-determined life in dignity and justice, free from hunger and poverty!



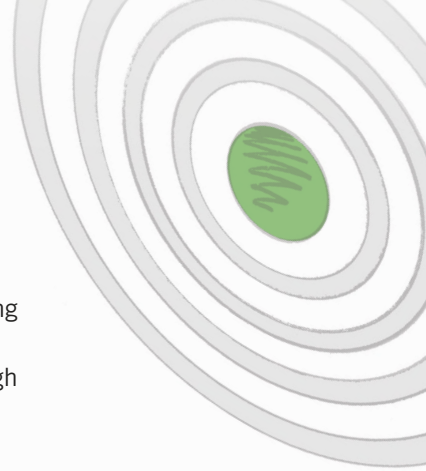
What we do:

Focus on fighting hunger

We can have the biggest impact if we **focus on our core mandate**. For us, this means fighting all forms of hunger and malnutrition, in particular chronic and acute undernutrition. The right to food is a human rights obligation – we contribute to its realization both through our program and our advocacy work.

We want to continue the strategic focus on Sustainable Food and Nutrition Security for the most vulnerable that has proven to be a successful approach over the past years. We renew our commitment to the **key sectors** in which we operate because those are the ones where our impact is biggest, and our competences highest: **food and nutrition security, agriculture, natural resource management and WASH**.

We want to **strengthen the focus on economic development** in disadvantaged areas, giving people a choice about what life they want to lead. Education will remain an important component of all our interventions, although we will not focus on large scale formal education measures, but rather on promoting skills that enhance employment and entrepreneurial possibilities especially for the rural youth. Health is a vital element of fighting hunger as well, and we must not ignore it. But this is not our core competency, so here we must rather opt for strategic cooperation, both globally and locally on the ground.



Strengthen Farming families in regions most affected by hunger

There are still about 800 million people facing hunger and an estimated two billion which are deficient of micronutrients around the world. **We target our work according to the Global Hunger Index.** It helps us to determine the countries and regions where we are most needed, and we will combine it with an assessment of our concrete potential for impact. **Most of the hungry are farming families** (both smallholders and landless) in rural areas. With the joint expertise of us and our partners in integrated rural development, we develop sustainable approaches to break the vicious cycle of malnutrition and to offer viable perspectives to the rural youth. **We will put women even more into the center** of our work, as they play a vital role within these solutions.

Strengthen humanitarian aid and link it with development

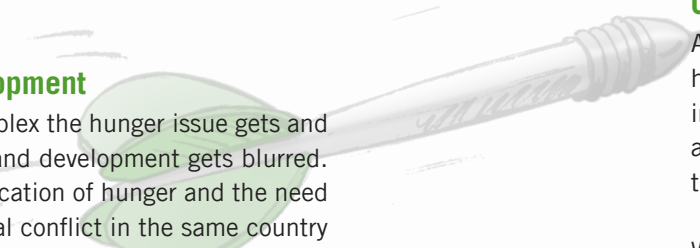
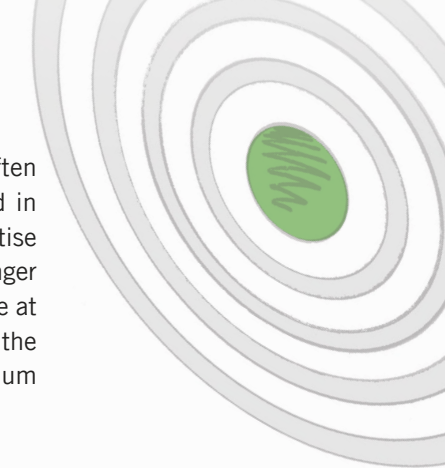
The closer we get to the eradication of hunger, the more complex the hunger issue gets and the more the old separation line between humanitarian aid and development gets blurred. We often see both substantial progress in the long term eradication of hunger and the need for humanitarian assistance due to climate change or political conflict in the same country at the same time. Therefore, we fight hunger regardless of the context in which it occurs and will **strengthen both our humanitarian aid competency and our capacity to prepare for, and respond to crises.** In our humanitarian aid we will concentrate on measures that improve the availability of food, on WASH and on securing basic needs, including basic social infrastructure.

We are aware that there is no linear model from humanitarian aid to development. Often development efforts are interrupted by humanitarian needs. We are therefore engaged in relevant national and international networks, cooperate with partners and have the expertise to support people in situations of distress as well as in their efforts to get out of hunger and poverty sustainably. **Strengthening resilience** of people is our main guiding principle at the interface of humanitarian aid and development cooperation. We continue to follow the LRRD (Linking Relief, Rehabilitation and Development) concept, applying the contiguum approach.

Continue Internationalization

As an old saying goes: you need to fix the roof while the sun is shining. Our organization has a solid, mostly German, financing base. In order to reduce lump risk and increase our independence we want to **further diversify and internationalize our donor base** both in the areas of institutional and private donations (the latter especially via foundations); at the same time, we need to secure that the support we get from German private donors doesn't shrink.

We will not join an international NGO family, but we will conversely assess opportunities to merge with or associate with complementary organizations wherever it leverages our possibilities in the areas of programming, advocacy or financing, for example when they have private donations but lack our institutional leverage. On an organization level, we strive to **become even more international and diverse.**



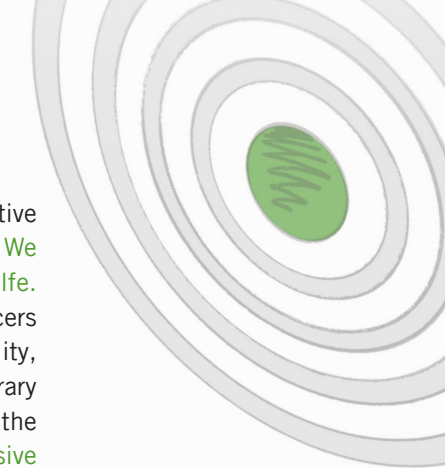
Focus on in-country and international advocacy

We are not a campaign organization. But we do realize that as a leading voice in fighting hunger, we have to tackle the root causes of hunger which are often related to structural and to poverty issues. We want to do this on two levels. On the macro level, we focus on Germany and the EU. We point out the problems and the concerns of the communities we work with loud and clear, and say what needs to be done to solve them, e.g. with regard to consumption and production patterns or to policy frameworks. **We do advocacy in order to have our positions translated into policies and budgets**, and in order to gain supporters and donors. **In our program countries, we focus on good governance** at local and national level, on **helping communities self-organize** and on **linking up actors** working on different levels. We support and cooperate with national civil society partners to advocate for the development and implementation of sound food and nutrition security policy frameworks. At all levels, we strive to maximize advocacy impacts by **collaborating with others**, especially other civil society organizations.

Create new business models

The SDGs call for new alliances with the private sector. We already have many positive examples of pro-poor business logic and entrepreneurial involvement in our projects. **We want to strengthen this field explicitly and turn it into a “new pillar” of Welthungerhilfe.** What drives us is the desire to turn beneficiaries into proud actors as consumers, producers and/or entrepreneurs. What drives us is the urge to create scale and economic sustainability, which market mechanisms (e.g. value chains) can secure more easily than temporary donations or grants. At the same time we need to ensure that markets work also for the poor and are not excluding them. **We will test and experiment with different new inclusive business models** ranging from Impact Investment to Shared Value, to Social Business.

We are open for Welthungerhilfe to become itself more of a social business, too. When we believe that commercial tenders make sense for us and the people we serve, we will apply for them; when we believe that we can offer services to others, or that others can offer services that aren't part of our core, we will consider this. This may even take the form of creating new organizations that become part of the Welthungerhilfe family. However, our purpose will not change. Whatever we do, we do for, and with, the world's hungry.



How we do it:

In order to create as much impact as possible, we don't only need clarity on what we do, but also on how we do it. We believe that a few clear choices will help us multiply our impact.

Focus

We are passionate about focus. **We believe in the 80/20 mindset.** In the quest for relevance and efficiency, **we must sharpen our ability to stop activities** that don't meet our aspiration. While smaller projects can have value as pilots, entry points or for cooperation with smaller partners, we will scrutinize them closely to maximize impact. **We work on the biggest levers to end hunger.** And we feel an obligation to be as efficient as possible and get the biggest impact possible for every donated Euro we invest.

Results

We focus on results, not activities. We set ambitious and measurable targets for our work and hold ourselves accountable regarding their achievement to the program participants, supporters and donors. We define success as an answer to four questions:

1. Who do we reach?
2. How much better off are they?
3. Do the benefits last after we are gone?
4. Are we outstanding partners?

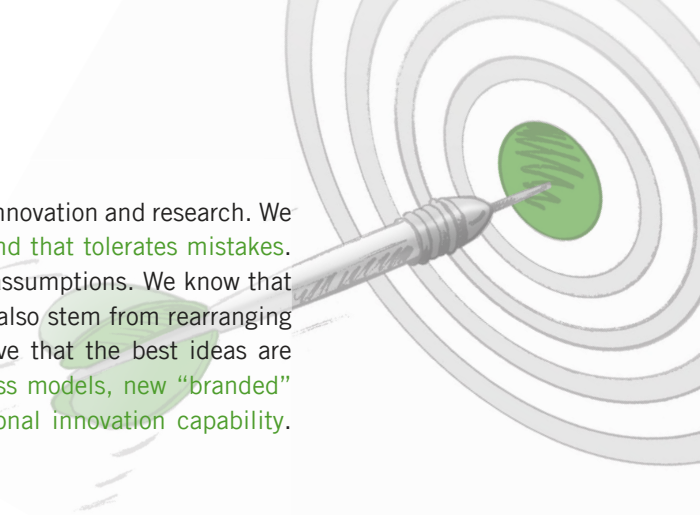
We **measure progress** on these questions with a goal to learn and improve, not to finger-point and criticize.

Innovation

We want innovation to multiply our impact and we will invest in innovation and research. We nurture a **culture that encourages trying out new approaches and that tolerates mistakes.** We always search for a better way of doing things and test our assumptions. We know that innovation is not only about inventing something new, but may also stem from rearranging known approaches or rediscovering old wisdom. And we believe that **the best ideas are those that we can bring to scale.** We will focus on **new business models, new "branded" approaches** and products and on **strengthening our organizational innovation capability.** We search for and reapply existing ideas and "copy with pride".

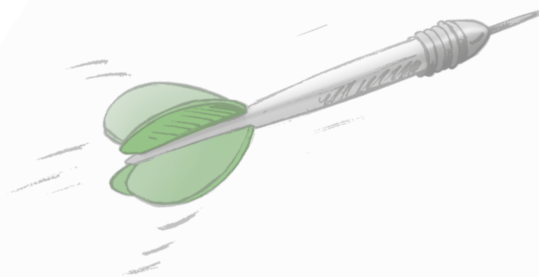
Collaboration

We can only reach our objectives to end hunger in cooperation with our partners. Our success will depend on our capability to collaborate, learn and exchange with different stakeholders. We know that lasting change can only be reached with local actors in the driver's seat. We therefore **build capability with local civil society partners on eye-level** seeking mutual learning and empowerment. We cooperate with them to strengthen their position as stakeholder for in-country advocacy and our joint position for global advocacy. More broadly, **we leverage networks** to increase our impact and effectiveness in the quest to end hunger, actively involving new partners from new sectors, using new methods.



People Development

If we want to increase our impact, we need to leverage our potential. This means all Welthungerhilfe employees, no matter where or at what level we work. In order to fulfill our ambition, we need to **focus on talent management** (i.e. getting, developing and retaining talent), on needs-oriented and competency-based **training** (i.e. building capability both on the job and formally), **and on leadership**. This will not only make us an employer of choice that is competitive internationally, but also a **networked organization** that uses its resources in the best possible way across all units and country borders.



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OUR ASPIRATION: Zero Hunger wherever we work by 2030

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2. Strengthen farming families in regions most affected by hunger
3. Strengthen humanitarian aid and link it with development
4. Continue internationalization
5. Focus on in-country and international advocacy
6. Create new business models

How we do it:

1. Focus
2. Results
3. Innovation
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5. People Development