



## **Three Year Plan 2018-2020**

*As Approved by Board of Directors, November 8, 2018*

The Alliance to End Hunger is in the final months of its first five-year strategic plan. This plan has been a critical tool in guiding the Alliance's work since 2013 and helping the Alliance strengthen both its identity and, most importantly, its impact. The Alliance is much stronger because of the plan framing what it should – and shouldn't – be doing to add unique value in the collective effort to build the public and political will to end hunger.

The Alliance continues to be deeply committed to and focused on its mission to engage diverse institutions to build the public and political will to end hunger by 2030. As we have continued to learn over the past five years, our strengths and unique value are directly tied to our high-level focus on hunger both domestically and internationally and the diversity of our members and allies. We have seen great success in engaging new sectors in anti-hunger advocacy (e.g. ProMedica and the Hunger is a Health Issue/Diagnosis: Hunger series, also, Rise Against Hunger's new advocacy strategy) and in providing a connecting point for a variety of coalitions including the Hunger Free Communities Network, Vote to End Hunger, the National Anti-Hunger Organizations (NAHO) and the Zero Hunger Corporate Roundtable.

The Alliance has recently had notable success in working with its members for advocacy impact. The Alliance played a key role in 2017 in obtaining an additional \$1 billion for famine relief and again in 2018 with respect to securing 15 co-sponsors in support of reauthorization of the Global Food Security Act. On the member capacity side, nearly every member of the Alliance has increased its anti-hunger work, particularly with respect to policy and advocacy, due to its relationship with the Alliance.

Alliance staff and the executive committee of the board are committed to developing a new strategic plan that will start in 2021. As they work to develop this plan, there is a need to articulate the focus of the Alliance in the interim (late 2018-2020). This proposed plan is based largely off the current strategic plan, given the success we have seen from it, while also taking in to consideration new opportunities that have emerged over the past five years.

Our primary weaknesses are around both financial and staff capacity. While the USAID grant provided additional capacity for three and a half years, the Alliance has since then struggled to make even its limited "core" budget each year. To truly maximize the Alliance's impact, we must develop a sustainable annual funding stream of at least \$1,000,000 in addition to project-based/time-limited funding. This must be a core focus during this interim period before the next strategic plan.

Based on the mission, strengths, opportunities and challenges of the Alliance, we propose the following areas of focus during the bridge phase between fall 2018 and when we launch a new strategic plan in 2021. Based on consultation with the board of directors and staff, we must prioritize the areas of focus based on what we plan to do with current resources, and what we would ideally like to do if additional resources/capacity become available.

## **REAFFIRMING VISION AND MISSION**

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Central to this three-year plan is a reaffirmation of the vision and mission of the Alliance to End Hunger as articulated in the 2013-18 strategic plan.

### *Vision:*

To end hunger in the United States and in the world in this generation

### *Mission:*

The Alliance to End Hunger engages diverse institutions to build the public and political will to end hunger at home and abroad.

## **STRATEGIC OBJECTIVES THROUGH 2020**

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***The following strategic objectives are the basis of the programmatic prioritization for this three-year plan:***

- Build capacity of Alliance members and the Hunger Free Communities Network to have greater impact in reducing hunger.
- Continue building off recent successes to provide advocacy leadership on issues directly related to hunger and food security.
- Connect key sectors and messages around SDG2- Zero Hunger.
- Build sustainable institutional capacity for Alliance to End Hunger, both financial and structural.

## **CORE ACTIVITIES & PLANNED PROGRAMATIC PRIORITIES**

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These are the activities we currently plan to do through 2020 given the strategic objectives and current financial projections.

### *Development*

- The next three years are a critical window to both meet annual needs for the activities below and to build fundraising capacity and momentum to take us into our next strategic plan. Our top fundraising priority is securing funding to hire a development professional who can help then further expand our revenue and donor base.

### *Member Engagement*

- Focus on Ladders of engagement – The ladders, developed around membership, Hunger Free Communities, advocacy, and the National Alliance program, are a way to benchmark, goal-set, and measure progress in the Alliance’s four pillars of work. We have begun implementing the membership framework and will continue that while bringing others online.

### *Advocacy*

- Build off the successes of 2017 and 2018 and continue to provide specific, timely, actionable, measurable advocacy opportunities to Alliance members and the HFC network.

- Leverage Alliance member expertise and materials to educate our network on policy opportunities and challenges through our newsletter, webinars, advocacy committee meetings, and events (e.g. Series with GlobalWorks International on trade in 2017).
- Meet with Members of Congress and their key staff where we add value and/or fill gaps. For example, our recent outreach to Farm Bill conferees through a letter and key Member meetings were very effective while our staff-level meetings duplicated what other partners had already done.
- Focus on child nutrition in 2019.

### *Hunger Free Communities*

- The HFC network continues to evolve and grow. It currently has over 70 members across the country. Our efforts in recent years to move from a summit/website model to a more robust 365 engagement have shown great value as has our emphasis on policy and advocacy. We should continue to serve as backbone support for the network through web resources, quarterly webinars, and the annual summit.
- The addition of our VISTAs to the network has had a great benefit, and the upcoming self-assessment workbook will accelerate our work to provide capacity building to the network.
- We will keep our advocacy play book current but will not add any new activities.

### *International Connections*

- The Sustainable Development Goal (SDG) 2 Advocacy Hub provides a centralized platform for communication and coordination around civil society engagement related to SDG2- Zero Hunger. At the request of the Eleanor Crook Foundation and the Bill and Melinda Gates Foundation, the Alliance has assumed hosting responsibility for the Hub (a responsibility that is transitioning from World Food Programme). This gives the Alliance a critical role in a global platform.
- Continue partnership with FAO and connections to/advocacy on behalf of WFP and IFAD. (Note: We receive a grant from FAO for our work with them.)

### *Coalitions*

- The Vote to End Hunger platform serves as a touchstone for organizations and individuals committed to raising the issues of ending hunger, reducing poverty and creating opportunity in critical elections. We are working to reinvigorate efforts for the mid-term elections later this year—with an emphasis on having materials for groups around the country to use in congressional races. The Alliance will continue to provide staff time to coordinate this effort but may look for another organization to chair after 2018.
- Zero Hunger Corporate Roundtable – We can provide periodic updates on relevant DC news and opportunities for joint action, but those activities must be led by a coalition member. Our role can be communicator and facilitator but not coordinator.

### *Racial Equity*

- We will continue our racial equity work and mindfully extend it across all areas of our work.

### *Structure/Governance*

- Examine governance structure, established in 2003, to ensure the structure meets the current and future needs of the Alliance.
- Explore the possibility of establishing a high-level Council of Advisors.

## **“WISH LIST” PROGRAMATIC PRIORITIES**

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These are the activities we believe key to our mission and the Alliance’s strategic objectives, but ones we are unable to take on through 2020 given current financial projections.

### *Advocacy*

- Develop a comprehensive Zero Hunger policy agenda (possibly through NAHO on the domestic side). Amb. Hall has stressed the need for this as a way for the advocacy community to put down a marker on what it would take to end hunger by 2030.
- Youth engagement – we have built a body of resources but lack the capacity to actively promote these tools. We will look to share them with our youth-facing partners (e.g. National FFA, Share Our Strength) but without additional resources cannot provide our own programming.

### *Hunger Free Communities*

- The Alliance should continue to explore ways to have greater value to and impact from the HFC network ideally with more hands-on assistance for the network. We are planning a strategy session for Fall 2018 with key HFC members to begin this process and may identify potential funding sources in the process.
- Provide technical support in partnership with other groups or consultants around developing Hunger Free Community blueprints (such as the recently-released Colorado Blueprint to End Hunger).
- Develop additional tools and resources around the racial equity frame.

### *International Connections*

- Explore ways to engage more deeply with Committee on Food Security, a UN platform for collaborative and collective input on issues related to food security and nutrition, particularly as it relates to SDG2 Advocacy Hub.

### *Coalitions*

- Zero Hunger Corporate Roundtable is still in its nascent stages but holds tremendous potential. There are over a dozen US businesses committed to finding ways to work together for greater impact on both US and international hunger issues. Additional resources to support this effort would provide the capacity necessary to connect the roundtable members on a regular basis.
- The Alliance convened the National Anti-Hunger Organizations (NAHO) coalition several times in 2017 to outline core principles for the next Farm Bill, serving as a roadmap for the domestic anti-hunger community’s 2017/2018 education and advocacy efforts. Most significantly NAHO developed a letter expressing the shared commitment of its members to protecting and strengthening the federal nutrition programs. This letter has been a powerful tool on Capitol Hill over the past 18 months. With the intense Farm Bill activity in 2018 there has not been as much interest in collective action, but we will continue to serve as backbone for NAHO as we move forward. We intend to convene shortly after this year’s midterm election to discuss our strategy for 2019-20. We will be looking for another NAHO member to take over coordinating responsibilities.