

the **alliance**



to **end hunger**

STRATEGIC PLAN
(2021–2024)



PURPOSE

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

MISSION

The Alliance to End Hunger unites diverse sectors to address today's hunger and malnutrition needs and to solve the root causes of hunger at home and abroad.

ABOUT THE ALLIANCE TO END HUNGER

The Alliance to End Hunger is the leading membership organization working to end hunger and malnutrition across the United States and around the world. Established in 2004, the Alliance unites all sectors – from businesses and nonprofits to foundations and universities – to address immediate food security challenges and to solve the root causes of hunger.

Through its network of Hunger Free Communities, the Alliance empowers local governments, nonprofits and volunteers to reach underserved populations and to change people's lives for the better. It works globally with United Nations (UN) agencies and civil society to end hunger, achieve food security, improve nutrition and promote sustainable agriculture worldwide.

THE WAY FORWARD

Building on a Strong Foundation



The Alliance has never been more needed to address today's challenges and to promote lasting change. Hunger was rising globally even before the COVID-19 pandemic drove poverty and malnutrition rates to record highs. This three-year Strategic Plan (2021-2024) builds on the Alliance's strong foundation and its track record of effective action.

Trust is among the Alliance's greatest resources. Leveraging strong relationships across political divides, the Alliance forges a united voice from diverse perspectives and mobilizes its members and partners to achieve critical policy goals. It opens doors on Capitol Hill, educates elected officials and delivers results on global and national nutrition assistance programs.

The Alliance has the unique experience and mandate to help communities at home and abroad address hunger and malnutrition. The world is not only demanding immediate solutions to urgent food needs, but also lasting systemic change. Through relationships with UN agriculture and food agencies, the Alliance leads and defines global action.



Preparing for Tomorrow's Achievements

This is the Alliance's time to lead and to build on its strengths and lessons learned. There are immediate opportunities for impact on the horizon. The UN Food Systems Summit and the Nutrition for Growth Summit will soon bring the world together around food and nutrition security solutions.

The Biden Administration is working to ensure women, children and families have equitable access to sufficient food. Congress is reauthorizing child nutrition programs and laying the groundwork for the next Farm Bill. There is growing public resolve to address poverty, structural inequities and other root causes of hunger and malnutrition.

This Strategic Plan equips the Alliance to capitalize on opportunities, sharpen its image and advance its mission in a changing world. The plan focuses the organization on clear priorities where it can have the greatest impact, building on past achievements and a legacy of hard-earned trust. It sets actionable goals to mobilize allies and to raise sustainable resources for the work ahead.

In the coming months, the Alliance will further establish an independent voice and value proposition for its members and partners and continue to build the internal infrastructure and network capacity for effective policy leadership. It will invest in its people and their ability to succeed – including by adding professionals to its outstanding existing team.

The Alliance is grateful to its Board of Directors, member organizations and staff for their valuable contributions to this Strategic Plan. Developed through a thorough consultative process, the Plan involved multiple internal working sessions, in-depth interviews with a dozen Board members and Hunger Free Communities partners and an online survey of nearly 115 stakeholders.



STRATEGIC IMPERATIVES

1. Advance equitable solutions to the root causes of hunger & malnutrition

- Over the next three years, pursue two policy priorities locally, nationally and globally:
 - End hunger to improve health outcomes for vulnerable communities; and
 - Ensure greater equity in anti-hunger policies
- Convene partners to build the evidence for action on policy priorities
- Prepare and disseminate campaign messaging materials for each policy priority
- Annually develop and pursue specific objectives that advance each policy priority
- Establish metrics for each policy priority. Measure and report progress and results



2. Build, equip & mobilize a powerful network for policy change

- Build and strengthen the capacity of members and the Hunger Free Communities Network
- Reach, educate and activate members and partners to support Alliance advocacy initiatives
- Enable members to access and activate their employees and local networks
- Build a global food security network in partnership with multilateral organizations and NGOs
- Systematically mobilize and demonstrate the impact of members and partners, leveraging CRM and other digital outreach tools





STRATEGIC IMPERATIVES

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3. Reboot with a new brand & value proposition for members, donors and partners

- Develop a marketing and communication strategy by Q2 2022 to distinguish the Alliance and its priorities and to position the organization as a knowledge resource for the press and public
- Rebrand and refresh the Alliance web site and associated materials – both print and online
- Prepare new marketing materials aligned with the rebrand and policy priorities
- Develop social media campaigns to build awareness and promote priorities
- Create media kits that enable members and partners to promote policy priorities to local press



STRATEGIC IMPERATIVES

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4. Deliver sustainable impact by significantly increasing annual revenue

- Develop and begin implementing a fundraising strategy by the end of Q1 2022
- Establish a leadership giving circle. Recruit at least two donors as founding members
- Strengthen online giving and cultivate and grow the number of individual donors
- Steadily increase total annual revenue, with a view to realizing \$1.5 million in 2024





STRATEGIC IMPERATIVES

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5. Grow membership, invest in people & further build an effective and sustainable team

- Increase membership and double the number of private sector members
- As annual revenue grows, establish additional staff positions for development and advocacy
- Use measurable success metrics to prove ROI for existing donors and to make a case for giving to potential future donors





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