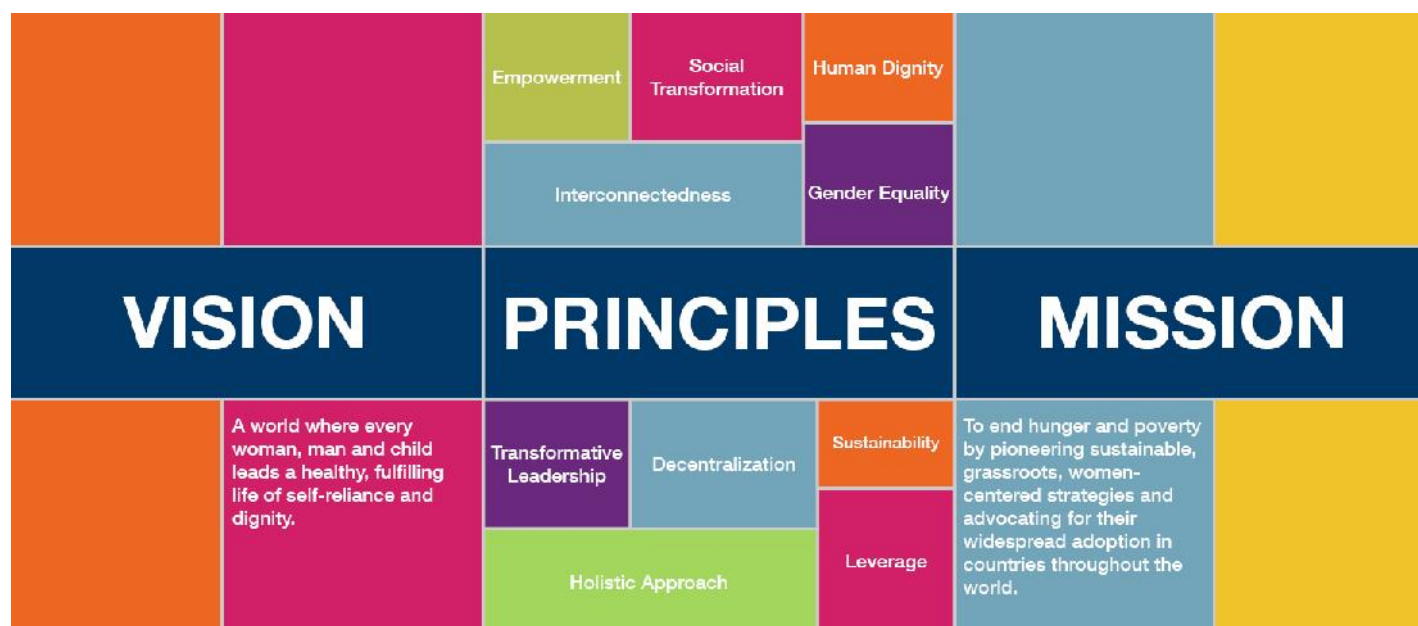


Strategic Plan, The Hunger Project Sweden, 2016-2020

Take on the highest leverage role



Ending Hunger

In 2015, 193 world leaders, through the United Nations, adopted the most ambitious agenda in human history: the Sustainable Development Goals (SDGs), with an accompanying declaration entitled “Transforming Our World” and a call for zero hunger by 2030. Ending hunger has been the main objective of The Hunger Project since our start, 38 years ago, striving for a **vision** where every woman, man and child in the world leads a healthy, fulfilling life of self-reliance and dignity. Our **mission** is to end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world. Over the years we have developed meaningful, sustainable and tailor-made strategies to achieve this.¹ And we are on track: the number of people with chronic hunger has declined.² Yet still almost 800 million people suffer from chronic hunger. A problem which can be solved by investing in these people, so that they become the agents of their own development, and can make sustainable progress in ending hunger and poverty.

Naturally we as an organization cannot do this on our own. The adopted SDGs provide a huge opportunity that we will seize to increase our impact. In the years 2016-2020 The Hunger Project aims to play its highest leverage role in the global effort to bring about the end of hunger by 2030 by:

*Standing on the strength of our programs, improve impact and scale them, and
Build large-scale partnerships and alliances needed to empower gender-focused community-led rural development everywhere it is needed.*

What have we achieved so far?

The Hunger Project as a worldwide organization has developed strategic, integrated programs in twelve low and lower middle income countries, where we reached 18 million men, women and children in 20,000 villages. This work is supported by fundraising and awareness building activities in ten partner countries, and increasingly also within program countries. The global organization consists of a team of approximately 390 highly committed people in 22 countries, and hundreds of thousands of trained and equally committed local community volunteers.

We have learned that ending hunger requires the empowerment of **rural communities to take charge** of their own development in all key sectors, by empowering women to be key change agents, mobilizing people for self-reliant development, and building effective partnerships with local-level government. Sustainable progress in all the other sectors depends on these essential pillars. The SDGs also emphasize on ‘breaking the silos for development’: integrate aspects of climate change

¹ See our Theory of Change, interventions and methodology in appendix 2.

² [We can end poverty](#): The target of reducing extreme poverty rates by half was met five years ahead of the 2015 deadline. More than 1 billion people have been lifted out of extreme poverty since 1990. In 1990, nearly half of the population in the developing regions lived on less than \$1.25 a day. This rate dropped to 14 per cent in 2015. At the global level 800 million people are still living in extreme poverty.

and sustainability, and focus on a really inclusive development strategy involving women and youth. This resulted in an emerging consensus on community-led development as the way to achieve the SDGs.

New global strategic plan 2020

The Hunger Project recognizes that to be true to our mission, we need strategies which match the scale of hunger. We need to build on the strength of our community-level work and contribute in a far more powerful way to the global effort of ending hunger by 2030. We need to consolidate our work by building partnerships and achieve a greater collective impact through alliances and partnerships at three levels: community-level, the countries we work in and globally. We also need to increase the effectiveness of the organizations within The Hunger Project, while remaining both lean and meaningful. We aim to address these needs through three goals which are set to be achieved by 2020:

- deepen our impact** in the communities where we work
- making our method mainstream** in development
- scale-up** - Take gender-focused community-led development to a scale

Achievements and progress of THP Sweden

The Hunger Project Sweden (THP-S) has grown considerably over the past 5 years. Not only have we doubled our revenue, from approx. SEK 9 million in 2011 to SEK 19,5 million in 2015, but we have also developed important partnerships, strengthened our brand and overall become more visible in Sweden. From being a relatively unknown stakeholder in the aid society, we are gradually recognized as a serious partner with well proven strategies on hunger and poverty reduction. Our long term partnerships with donors and investors secure a solid base on which to build the organization. Over the years we have expanded the organization, identified and engaged new board members, hired additional staff and used volunteer based networks more strategically. Within THP-global, we have moved our position from being merely a fundraising partner to be actively involved in advocacy, strategies and implementations. Our experience from collaborating with Swedish donors has influenced and affected our methods for program implementation and evaluation within the global organization. In 2014 the former CEO of THP-S, Åsa Skogström Feldt, was appointed global CEO. Under her stewardship the global organization has continued to thrive and a more inclusive leadership has been developed – a precondition for us to work as one THP with the objective to eradicate hunger and poverty once and for all.

The Swedish context: taking on a global leading role to reach the SDG:s

Building on the achievement of the MDG:s and with the SDG:s aiming for zero poverty and hunger, it is now widely recognized that extreme poverty and chronic hunger can be ended. This perspective is well mirrored in the Swedish government's new policy paper on the direction of the Swedish aid development assistance. Poverty reducing strategies that especially address and empower women constitute the core of the frame work. In addition to gender equality, top priorities /cross cutting themes in the new strategy are climate, resilience and conflict prevention. The policy framework take on its position from among others the Swedish PGU (Politik för global utveckling), Agenda 2030, Addis Ababa Action Agenda and the Paris Climate Agreement.

The PGU, in particular, plays a significant role in Swedish foreign policy. The core of the PGU is that all political decisions in Sweden should contribute to a fair and sustainable global development, especially regarding the promotion of human rights and the rights of poor and marginalized people. Sweden is well known for its generous aid policies and for years Swedish aid has comprised of as much as 1% of the GDP. The Swedish government has set ambitious goals for among others climate reduction and has declared that they are going to take a leading position to ensure that Sweden together with other countries worldwide are doing their outmost to reach the SDG:s by 2030. Recently Sweden was elected to the UN Security Council. Yet another important position was awarded Sweden, when the head of Sida, Charlotte Petri Gronitzka, was appointed new chair of the OECD Development Assistance Committee, DAC.

In the newly published Sustainable Development Goal Index (a report initiated by The Bertelsmann Foundation, with support from the UN Sustainable Development Solutions Network, SDSN)³ Sweden ranked top one of the index. That does not mean that Sweden performed well on all 17 goals. According to the report Sweden has failed on goal 8, employment and economic growth and should improve its performance on a number of other goals such as ending hunger (goal 2), gender equality (goal 5), responsible consumption and climate action (goals 12 and 13 respectively). Yet, the index validates what is already widely known, namely that Sweden takes a leading position in the international arena and stand out as a role model for many countries.

³ The SDG Index and Dashboard collect available data for 149 countries to assess where each country stands in 2016 with regard to achieving the SDGs. The SDG Index ranks countries based on their performance across 17 goals. The SDG Dashboard uses a traffic-light chart to assess where a country stands on each of the 17 SDGs. It helps countries identify priorities for early actions and shows that every country faces major challenges in achieving the SDGs. Read more on: <http://sdgindex.org/>

What's missing in the Swedish context – windows of opportunities for THP Sweden to fund and advocated for community led approaches worldwide.

Given that Sweden is a frontrunner on development aid, human rights, poverty reduction and climate actions and given that strategies for grassroots development with women in focus are already widely adopted by several other organizations in Sweden, what window of opportunity would be offered THP-S to contribute with our methods and what kind of new knowledge could we add to the debate?

Our strength in this landscape lies above all in our knowledge about integrated community led approaches, as an effective tool to eradicate hunger and poverty worldwide. While the SDGs do not explicitly address community-led development, many major CSO:s are now aligned with this approach. They have systematic, long-term, empowerment-based methodologies of mobilization and empowerment. However, it is a challenge to find funding for holistic approaches, since many institutions only accepts funding for narrower objectives like health, girl marriages, agriculture or education.

It is here we can see an important opportunity for future partnerships. Thus, our ambition in Sweden up to 2020 would be to strengthen our relationship with governmental bodies and other CSO:s working with grassroots strategies with women in focus, build similar alliances in Sweden that are built globally and advocate widely for CLD-strategies as an effective way to end hunger and poverty in the world. While building these partnerships, we will continue to take communities to self-reliance in the countries where we run programs, to build evidence around the power of community led development as a tool to achieve the SDG:s and a world free from hunger and poverty.

The highest leverage role for THP Sweden, objectives and indicators

Overall objective –

Following the global THP strategy⁴, the highest leverage role for The Hunger Project Sweden to 2020 would be *to build sustainable partnerships with investors and other stakeholders, that enable us to deepen our impact and scale up gender focused community led development everywhere it is needed.*

In order for us to reach the highest leverage role, we need to secure a solid future revenue that also allow us to grow as an organization. From a financial perspective our target is to double our income with 2015 revenue as a baseline, to land on 40 MSEK in 2020.

While fundraising will remain the core of our work, we will advocate for CLD as an effective tool to end hunger and poverty. This will be done mainly by building alliances with other CSO:s and institutional- and corporate stakeholders that are in support of integrated approaches.

⁴ See appendix 1 below

All goals and indicators below will be measured and evaluated quarterly and annually and might be subject to change in the annual plan. 2015 year end numbers will be used as a baseline.

Goal 1: Deeper Impact

Deepen our impact in the communities where we work, forging partnerships wherever possible to leverage our resources, and empower communities to sustainably end hunger while addressing the new challenges of the SDG era.

#	Objective	Indicators
1.1	Large scale partnerships with foundations, institutions and other CSO:s to keep a sustainable source of income for the implementing countries	# of large scale partnerships with institutions /foundations/CSO's THP Sweden on a) long-term and b) short-term basis. Revenue raised due to large scale partnerships
1.2	Long term partnerships with corporates and corporate foundations (e.g self reliance epicenters, specific countries/topics)	# corporates investing in THP Sweden on a) long-term basis (agreements) Average size of investments
1.3	Increase investments	# of corporate single investments # of monthly investors # of monthly investments Average size of investment /level Total investment/level
1.4	Fostering partnership with potential donors abroad with connection to Sweden (Swedish embassies and other institutions).	# of THP program countries receiving funds from Swedish agencies within country # of partnerships built that could lead to increased revenues.

Goal 2: Making It Mainstream

Establish gender-focused community-led development as a high-profile, mainstream, cross-cutting theme in development

#	Objective	Indicators
2.1	Widespread advocacy around community led development.	# toolkits created & shared; # THP presentations at external events # forums/panels hosted. Media coverage of CLD where THP is mentioned

2.2	Pursue funding/partnerships opening up for CLD advocacy efforts.	THP-S is leading or a member of an alliance with other CSO:s working with CLD in Sweden # of external policy groups that THP staff or board members are actively involved in. # Invitations to THP Sweden to participate in debates/seminars and equal on community led development.
2.3	Act as a referral stakeholder to governmental policies and regulations concerning CLD.	# of referrals directed to THP staff Type of referrals
2.4	THP community partners are involved in Swedish advocacy and meet with investors/partners/institutions in Sweden.	# of visits from community partners and staff in program countries to Sweden # of program staff receiving capacity building in Sweden # and type of panels/debates/seminars in which THP community partners and staff participate. Media coverage with THP program staff/community partners.

Goal 3: Scale-up

Take gender-focused community-led development to a scale - beyond incremental progress - that truly transforms society.

#	Objective	Indicators
3.1	Double our income to 2020 (2015 as the baseline).	Total income per segment (corporate/institutional/private) measured in annual review/annual plans/quarterly reviews
3.2	Empower communities and staff to improve program interventions through timely participatory monitoring, evaluation and learning.	# of Strategies, plans, concepts and M&E tools that are developed in partnership with the global office and our program offices. # of global working groups that Swedish staff/team members take part in.

Appendix 1 The highest leverage role for The Hunger Project global

Given our commitment to unleashing the power and creativity of all 795 million people living in chronic hunger and restoring them to control over their lives and destiny...

Given that the majority of hungry people now and in the foreseeable future are rural, and that addressing rural hunger contributes to reducing it elsewhere...

Given the credibility of our work on the ground and the growing recognition of the importance of gender-focused, integrated approaches...

Given the growing consensus within civil society on long-term methodologies for community-led development...

Given the call for new partnerships and alliances...

Given the role we've assigned ourselves to identify and provide what's missing...

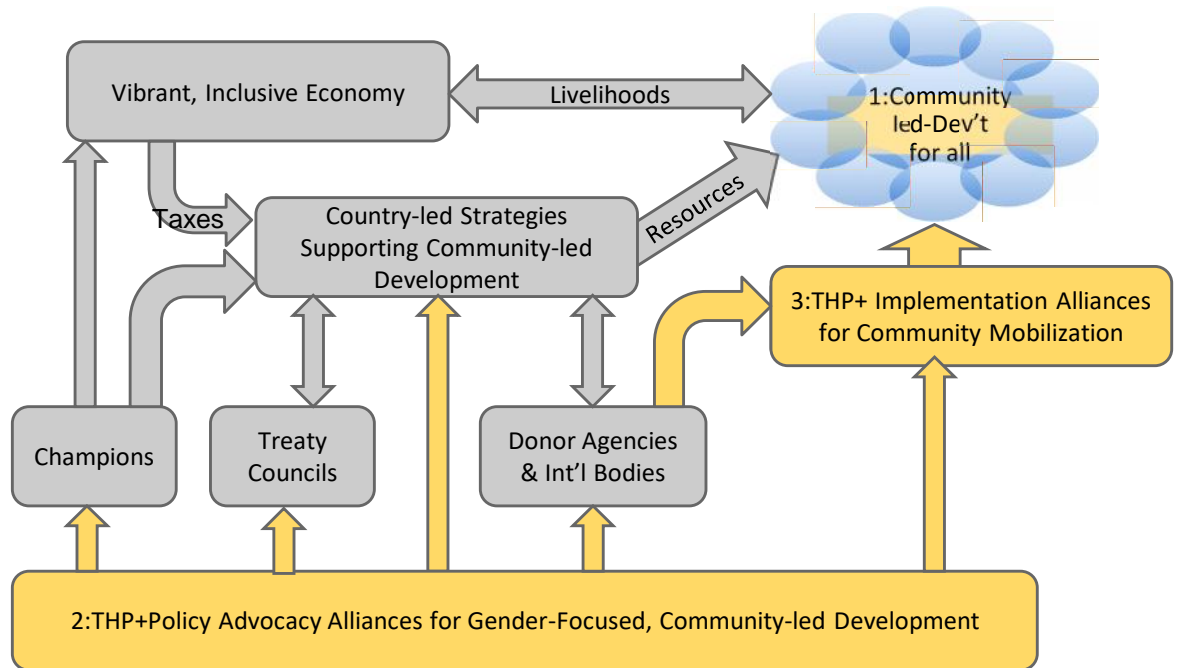
And **given our track record** in building partnerships and alliances...

Yet given the **profound change in mindset** that is required to work in partnerships and alliances...

It appears that our highest-leverage role for the end of hunger by 2030 is to stand on the strength of our programs and build the **large-scale partnerships and alliances needed to empower gender-focused community-led rural development everywhere it is needed.**

Appendix 2, Theory of Change

Theory of Change: Near-term Outcomes We Can Cause



What this strategy calls for us to do is create alliances with like-minded civil society and other actors (researchers, universities, the media, businesses) who can **advocate** for the policy and budget reallocations required, and **mobilize** the tens of thousands of communities that require it, yet which have not yet been reached.

Appendix 3, List of related documents

1. Fundraising strategy
2. Communication strategy
3. Advocacy strategy on community led development
4. Annual plans