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PROTECTION, GENDER & INCLUSION STRATEGY

2026 - 2032

The development of the strategy is linked to the ongoing organisational transformation process (SYNAPSE) and the new context of the Humanitarian sector. It responds directly to broad consultations conducted between September and October 2025. It was led by the Gender and Protection Service at Action Against Hunger France, co-led by the gender focal point of the Action Against Hunger Board, the Human Resources Deputy Direction of Development and Diversity, and the Monitoring, Evaluation, Accountability and Learning Service, and a Committee composed of representatives from all HQ directions and country office representatives. The Strategy was validated by the Action Against Hunger steering committee in March 2026.

SYNAPSE SYNERGIE

Action Against Hunger recognises that hunger and malnutrition are multidimensional and systemic issues rooted in social, political, and economic inequalities. Addressing these root causes requires a comprehensive analysis and multidisciplinary response. Action Against Hunger’s global strategy therefore commits the organisation to tackling the structural drivers of hunger, particularly gender inequality, climate change, conflict, poverty and exclusion.

In a context where vulnerabilities are multiplying and becoming more complex
– climate and environmental disasters, conflicts, forced displacement, social and gender inequalities, environmental inequalities – systemic exclusion from access to essential services contributes to worsening hunger and complicating humanitarian responses.

HORIZON 2030

True to its Social Mission, Action Against Hunger aims to be a leading humanitarian and development organization, rooted locally, working to prevent and combat hunger and malnutrition, from emergency response to transforming the systems that perpetuate them. “Together with communities,” we are building a world where everyone can live free from hunger and malnutrition, with dignity and sustainability.

From crisis anticipation to sustainable solutions, Action Against Hunger combats the causes and consequences of malnutrition in fragile contexts by strengthening the autonomy and capacity of vulnerable populations and placing their dignity at the heart of our action.

By catalyzing the knowledge, innovations, and strengths of communities, Action Against Hunger links humanitarian and development action, research, and advocacy to build, with its partners, sustainable, fair, and rights-based responses.

OUR STRATEGIC ORIENTATIONS

NUTRITION AND INTEGRATED AND FAIR HEALTH SYSTEMS

- Help ensure that the most vulnerable populations have access to **integrated, high-quality health and nutrition services**, in particular by strengthening primary health care and responding to nutritional and health crises.
- Support and help accelerate the **transformation of health systems** to make them more equitable, accessible, and resilient, in particular through the sustainable integration of nutritional interventions alongside public institutions and community actors.

SUSTAINABLE FOOD SYSTEMS

- Help ensure that people have access to **healthy, nutritious, and sustainable food**.
- Support and help accelerate the **transformation of food systems** based on local knowledge and agroecological principles as a lever for better global health while responding to food crises and preserving the environment, water resources, and access to livelihoods.

Transdisciplinary technical expertise : nutrition/health, FSL, WASH, MHPSS	Influence		Operations
	Advocacy	Strategic alliances	
Research & Innovation	Institutional and civic engagement		

OUR MODALITIES AND LEVERS

Contextualized approach developed with people affected by crises: community assessment and participatory programming

OUR CROSS-FUNCTIONAL COMMITMENTS

Transdisciplinary approach

Localisation

Environment
Adaptation to climate crises

Gender & protection

QUALITY REFERENCE FRAMEWORKS

Relevance

Inclusion

Effectiveness

Learning

Interconnection

Consistency

Impact

Innovation

Efficiency

Persistent social, political, and economic inequalities continue to fuel hunger worldwide. Our approach acknowledges the plurality of identities and the intersection of multiple forms of discrimination. Promoting gender equality and inclusion, and strengthening humanitarian protection, are fundamental enablers of Action Against Hunger's mission to deliver integrated and equitable Nutrition and Health Systems and sustainable Food Systems.

Over the last decade, Action Against Hunger has progressively strengthened its institutional framework:

- Gender Policy (2014) and Toolkit (2014): Introduced shared principles and operational tools for integrating gender across project cycles.
- International Strategic Plan 2016–2020: Recognised gender inequality as a root cause of hunger.
- Gender Minimum Standards (2017): Established measurable commitments required across all HQs and missions.
- International Strategic Plan 2021–2025: Reinforced the transformative, intersectional gender approach and centrality of protection as a key lever to address structural inequalities.
- Gender Equality Policy (2021): Adopted a transformative, intersectional approach across all organisational and programmatic areas.
- Protection Policy (2023): Reaffirmed the centrality of protection in humanitarian action in line with IASC (Inter-Agency Standing Committee) commitments.
- Diversity and Inclusion Commitments: Strengthened Action Contre la Faim's principle of leaving no one behind.
- Creation of the Gender & Protection Department and the Human Resources Development & Diversity Division (2023): Ensured institutional leadership, accountability and technical support.
- Intersectional Gender Audit (2023–2024): Assessed organisational capacity, practices and culture, identified obstacles and highlighted key areas for strengthening gender and protection integration.

By developing a clear operationalisation strategy, Action Against Hunger will strengthen its capacity to:

- 1.** contribute to address the structural causes of hunger ;
- 2.** ensure inclusive, equitable and safe programming ;
- 3.** reinforce organisational accountability ;
- 4.** contribute to sustainable, rights-based and equitable systems.

Working collectively, we will advance dignity, equality and social justice, ensuring that communities are at the center of our action and in control of their own future while addressing the core drivers of hunger.

INTERNATIONAL STANDARDS

Action Against Hunger's commitment to protection, gender equality, diversity, and inclusion is grounded in the core humanitarian architecture that guides principled, rights-based, and accountable action. The IASC, CHS (core humanitarian standards), and Sphere Standards require all actors to ensure safe, dignified, inclusive, and accountable programming and to promote gender equality across every sector. Aligning with these standards not only improves programme quality but also reduces institutional risks and reinforces donor confidence in Action Against Hunger's compliance.

In a humanitarian system increasingly driven by localisation, accountability, and shifting power dynamics, these commitments are essential to organisational relevance. This aligns with Action Against Hunger's mandate and strategic positioning, which recognises that inequalities, discrimination, and protection risks are core drivers of hunger and must therefore be addressed institutionally and programmatically to achieve sustainable impact.

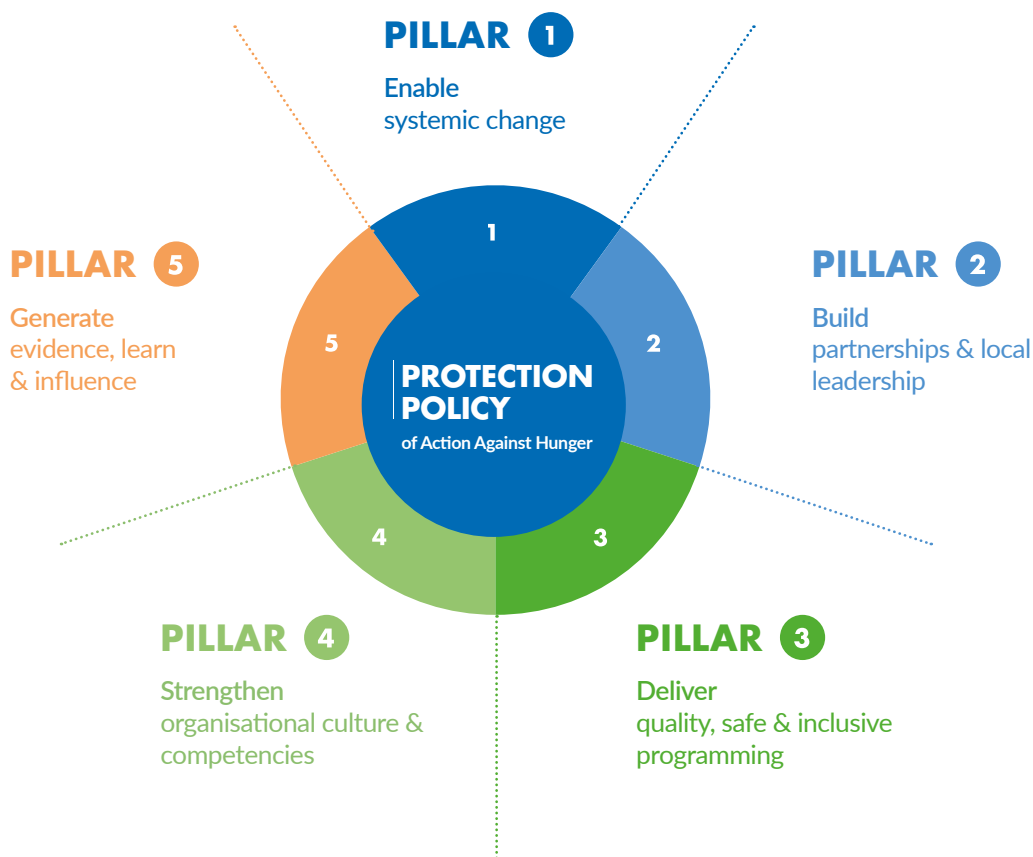
ACRONYMS

PGI	Protection, Gender and Inclusion
CHS	Core Humanitarian Standards
IASC	Inter-Agency Standing Committee
NEXUS	Humanitarian–Development–Peace Nexus



INTRODUCTION

This strategy turns Action Against Hunger's protection policy, Gender Intersectional policy, and Safeguarding policy into clear actions across programmes and support functions, with **5 strategic pillars** to guide implementation. It commits Action Against Hunger to ensuring that every intervention protects people from harm, promotes equality, and upholds dignity for all.



VISION

All Action Against Hunger interventions protect people from harm, promote equality, and advance inclusion across the humanitarian-development-peace nexus (NEXUS). Action Against Hunger demonstrates that safety, equality, and dignity are not optional add-ons but core dimensions of effective work to fight hunger and malnutrition.

THEORY OF CHANGE

If every Action Against Hunger staff member and partner takes shared responsibility for ensuring that assistance is protective, inclusive, empowering, and rooted in health, nutrition and food security rights, our actions will more effectively prevent and combat hunger and malnutrition. This is because protection risks, gender inequalities, and exclusion are structural drivers of access to nutrition, health, and food.

- **By 2028**, Action Against Hunger will have achieved full organisational readiness, with operational strategies, SOPs, training materials, and tools in place to deploy global protection, gender, and inclusion standards (including CHS) across institutional and operational levels. This will lay the foundation for safer and more equitable access to services, reinforce population autonomy and dignity, and improve system sustainability.
- **By 2030**, Action Against Hunger's institutional systems, staff capacities, and programs consistently apply protection, gender, and inclusion essential standards and CHS. Safe, inclusive, and equitable programming becomes a measurable aspect of Action Against Hunger's quality and accountability framework across all actions. As a result, Action Against Hunger's programmes will be safer, more locally led, equitable, and effective, and better aligned with the needs and rights of the most vulnerable; driving progress toward integrated health and nutrition systems and sustainable, inclusive food systems.
- **By the end of 2035**, Action Against Hunger will ensure that people affected by crises are protected from harm, can access assistance safely and with dignity, and are empowered to exercise their rights and influence decisions that shape their lives. Action Against Hunger's programmes will actively promote the reduction of gender and social inequalities, decrease vulnerability to violence, exploitation, and exclusion, while contributing to deep and durable transformations of health, nutrition, and food security systems. As these systems become more equitable and resilient, communities will gain greater autonomy, influence, and power, advancing the conditions for lasting freedom from hunger and malnutrition.

All Action Against Hunger interventions protect people from harm, promote equality, and advance inclusion across the NEXUS. Action Against Hunger demonstrates that safety, equality, and dignity are not optional add-ons but essential conditions for achieving lasting progress against hunger and malnutrition.

ULTIMATE GOAL

Integrating gender, inclusion, and protection strengthens Action Against Hunger's ability to address the structural drivers of hunger, thereby contributing directly to its mission: a world free from hunger and malnutrition.

CONCEPTUAL FRAMEWORK

Protection, Gender and Inclusion principles guide Action Against Hunger's engagement across the NEXUS. In all the contexts, they ensure immediate safety and non-discrimination. In addition, they address the root causes of inequality and exclusion. Across all settings, Action Against Hunger collaborates with local institutions and movements to advance gender justice and protection as enablers of sustainable food security and access to health. The protection, gender and inclusion approach aligns with the "Humanitarian Reset" principles and requirements: local first, accountable always, ensuring the centrality of protection, promoting gender equality, and being driven by evidence of what works for people most at risk.

Safe and inclusive programming (or protection mainstreaming) is the process of integrating protection principles—safety & dignity, meaningful access, accountability, and participation & empowerment—into all humanitarian actions, ensuring assistance does no harm and mitigates risks. It is mandatory across all Action Against Hunger programmes and is central to the organisation's definition of quality.

Integrated protection refers to targeted actions or specialised services designed to address specific protection risks or violations. Integrated protection is not mandatory and is applied in line with the CO's priorities and available capacities. The approach must be implemented either by Action Against Hunger (when dedicated resources are available, such as specialised staff, budget for activity implementation, etc.) or through partnerships with protection specialists.

Gender sensitivity means recognising and responding to the different needs, roles, and capacities of women, men, girls and boys, and people of all gender identities. A gender-sensitive approach aims to reduce these disparities through targeted interventions to ensure no one is left behind, while equally addressing practical needs and promoting participation and equitable benefits. It is mandatory across all Action Against Hunger programmes and is central to the organisation's definition of quality.

Gender-transformative approaches go further, seeking to shift unequal power relations and social norms that perpetuate discrimination and exclusion. This approach aims to create long-term, sustainable change by addressing the root causes of inequality and empowering people to have equal power, control over resources, and opportunities for decision-making. Gender-transformative programming is not systematic; it is applied based on the CO's priorities and available capacities. The approach must be implemented either by Action Against Hunger (when dedicated resources are available, such as specialised staff, budget for activity implementation, etc.) or through partnerships with gender specialists.

Inclusion and intersectionality are embedded throughout both protection and gender work, ensuring that age, disability, ethnicity, and other identity factors do not limit people's access to assistance or participation in decisions. This approach is mandatory across all Action Against Hunger programmes and is central to the organisation's definition of quality.

THESE PRINCIPLES UNDERPIN ACTION AGAINST HUNGER'S DUAL APPROACH:

Protection mainstreaming/gender sensitivity/inclusion (mandatory): PGI principles applied across every system and project.

Integrated protection/gender transformative (contextual): deeper change achieved through specialised dedicated resources of Action Against Hunger or partnering with specialised actors.

Action Against Hunger is not a specialised PGI actor; a standalone intervention will be implemented only by external partners (exception for gender-based violence health management in certain contexts).



1 PILLAR 1: ENABLE SYSTEMIC CHANGE

Action Against Hunger commits to embedding gender-intersectional, inclusion, and protection principles and the CHS across its global and country-level systems, policies, and procedures. This means allocating resources, establishing clear standards, and cultivating an organisational culture that places the principles of equality, safety, and inclusion at the centre of all actions. Institutional change is not an add-on; it is the foundation for lasting impact.

By integrating Protection, Gender, Inclusion and CHS into management, financial, human resources, advocacy and operational systems, Action Against Hunger ensures that our organisation systematically addresses safety, dignity, equality, and inclusion as part of quality assurance, while tackling the root causes of hunger. Robust governance and institutional architecture provide the backbone for this transformation.

SHORT-TERM GOAL	MID-TERM GOAL	LONG-TERM GOAL
1. Establish the institutional foundations for PGI & CHS integration. 2. Strengthen accountability mechanisms to align with PGI and CHS. 3. Monitor PGI sector trends and evidence.	1. Operationalise PGI essential and CHS standards across organisational strategies, systems, and SOPs. 2. Ensure sustainable resourcing for the integration of PGI and CHS commitments across the organisation.	1. Institutionalise PGI and CHS as a core organisational quality standard and accountability commitment. 2. Drive innovation in PGI practice. 3. Knowledge management.

KEY ACTIONS / ENABLERS:

Short term:

- Develop an operational framework¹, including essential and optional standards and tools for Protection, Gender Intersectional, Inclusion and CHS at the different institutional levels aligned with IASC and CHS guidance;
- Define an accountability framework to monitor the achievement of Protection, Gender, Inclusion principles, and CHS;
- Develop a briefing paper to clarify the scope of the intersection of gender policy, the protection policy and the CHS, with localisation policy (power transfer and decolonisation), accountability to affected populations, community engagement, Environment and Climate policy, Safeguarding and Protection from Sexual Exploitation and Abuse policy, and Human Resources inclusion approach;
- Integrate Protection, Gender and Inclusion within monitoring, evaluation and learning strategies and organisation reports;
- Develop a Protection, Gender, Inclusion and CHS evaluation tool to define a baseline at the different institutional levels;
- Participate in coordination forums such as the Protection Cluster, IASC Centrality of Protection community of practices, IASC Gender community of practices, Call to action on protection from Gender-Based Violence in humanitarian setting, etc, to ensure Action Against Hunger standards are aligned with international recommendations, share learning, and ensure nutrition outcomes are part of their agenda.

Midterm:

- Conduct a Protection, Gender, Inclusion and CHS workshop to define a baseline, targets and co-develop department-specific Protection, Gender and Inclusion action plans;
- In coordination with PGI (protection, gender, inclusion) experts, include Protection, Gender, Inclusion and CHS considerations in the different institutional levels strategy, and reflecting them in objectives, actions and indicators; Review and update project cycle management tools and monitoring frameworks to ensure integration of new tools developed in the previous phase (Safeguarding, CHS, Inclusion, etc);
- Ensure all institutional levels adapt their standard operating procedures to include Protection, Gender, Inclusion, essential engagements and CHS principles;
- Ensure dedicated resources (e.g., budget for trainings (work done with human resources to define financial orientations), PGI staff, partnering with specialised organisations, etc.) are allocated globally and at the country office level to support the implementation of the essential commitments related to Protection, Gender, Inclusion, and CHS and monitor them;
- All organisational safety and security plans take Protection, Gender and Inclusion into account.

¹ The operational framework will be a model for the integration of protection mainstreaming, protection integrated, gender, inclusion, and CHS.

Longterm:

- PGI and CHS progress workshops + annual accountability review of the operational frameworks and standards for protection, gender and inclusion;
- Allocate resources to pilot new approaches and document learning (integrated protection, integrated inclusion, and gender transformative);
- Implement Protection, Gender and Inclusion sensitive budgeting and track expenditure across different institutional levels;
- Establish a cross-departmental Protection, Gender and Inclusion Steering Group led by the PGI service to coordinate progress and accountability (conduct semester Protection, Gender and Inclusion progress workshops + Annual accountability review).

Intermediate Result: Action Against Hunger's systems, tools, and governance mechanisms consistently promote safety, equality and inclusion.



2 PILLAR 2: BUILD PARTNERSHIPS AND LOCAL LEADERSHIP

Action Against Hunger drives impact by collaborating with and empowering local leadership. Localisation and recognition of partners' expertise and capacities are cornerstones of our approach. We prioritise strong, equitable partnerships with human rights-focused, women-led, youth-led, and disability-inclusive organisations, grounded in mutual respect, fair resource sharing, and two-way capacity exchange. The terms and conditions of this partnership will be context-tailored.

By promoting local leadership and sharing power and voice with communities and partners, Action Against Hunger ensures that collaboration strengthens impact, sustainability, and ownership. These partnerships will enable protection and gender outcomes beyond direct programming, creating systemic change that lasts.

SHORT-TERM GOAL	MID-TERM GOAL	LONG-TERM GOAL
1. Reinforce partnership and strengthen synergies with PGI actors. 2. Create mechanisms for mutual accountability and coordinated influence.	1. Build equitable partnerships and reinforce two-way capacity exchange. 2. Pilot locally led PGI advisory structures to influence program design and advocacy. 3. Strengthen power sharing and monitor progress toward localisation.	1. Institutionalise locally led advisory structures across contexts. 2. Achieve equitable partnership models with PGI actors with shared accountability and power.

KEY ACTIONS / ENABLERS:

Short term:

- Map specialised protection, gender and inclusion stakeholders in each operational context and formalise collaboration;
- Establish partnership with local/regional human rights, women-led, inclusion, protection and/or GBV stakeholders' initiatives/movements/networks;
- Embed Protection, Gender and Inclusion principles in partnership agreements, ensuring shared decision-making;
- Collaborate with partners to amplify voices on gender and protection issues at national and international forums (when possible);
- Embed Protection, Gender and Inclusion engagement in our localisation and partnership strategy;
- Ensure accountability to Protection, Gender and Inclusion engagement of partnership agreements by establishing a mutual monitoring system;
- The indicator framework from the localisation policy ensures mainstreaming of protection, gender and inclusion.

Midterm:

- Establish partnerships with human rights, women-led, youth-led, and disability-inclusive organisations, university experts, civil society experts, etc., to mutually complement our expertise and capacities, provide funding, and visibility support;
- Organise sessions where Action Against Hunger and local stakeholders share best practices on protection, gender, and inclusion, fostering two-way capacity exchange;
- Pilot in 3 country offices: form a consultative body of local women-led, youth-led, and disability-inclusive advisory group to support Action Against Hunger program design and advocacy priorities (at national and regional level);
- Implement a power analysis to track how decision-making, power, and resources are shifted to local actors over time.

Longterm:

- Implement the indicator framework from the localisation policy, ensuring mainstreaming of protection, gender and inclusion;
- Build on the lessons learned from the pilot on country offices, form consultative bodies of local women-led, youth-led, and disability-inclusive advisory groups to support Action Against Hunger program design and advocacy priorities;
- Promote equitable resource transfer, co-design approaches, Protection, Gender and Inclusion work, mutual expertise reinforcement, and define a mutual accountability mechanism.

Intermediate Result: Partnerships and local leadership expand Action Against Hunger's capacity to deliver inclusive, context-specific protection and gender outcomes.



3 PILLAR 3: DELIVER IMPACT, SAFE, AND INCLUSIVE PROGRAMMING

Action Against Hunger integrates Protection, Gender, Inclusion and CHS considerations into every stage of the project cycle to guarantee programmes are safe, dignified, and equitable. From sectoral assessments to Protection, Gender, and Inclusion analysis, programme design and budgets, Action Against Hunger ensures that interventions actively address inequalities and barriers to inclusion, implementation upholds safety and dignity, and monitoring captures differential outcomes to strengthen accountability.

Action Against Hunger teams apply “Do No Harm” principles, operate confidential feedback, complaints and referral mechanisms, and embed protection and gender standards as core markers of programme quality across all sectors. By systematically applying Protection, Gender and Inclusion throughout the project cycle and grounding interventions in robust global and country-level systems, Action Against Hunger creates programmes that identify and mitigate protection risks, reduce gender and social inequalities, and remove barriers to inclusion. When Protection, Gender and Inclusion inform design, implementation, and monitoring, interventions become safer, more inclusive, and more effective, advancing the fight against the root causes of hunger.

SHORT-TERM GOAL	SHORT-TERM GOAL	SHORT-TERM GOAL
1. Establish the institutional foundations for PGI integration in programs and influence. 2. Ensure programs meet minimum safety, access and accountability requirements.	1. Embed PGI and CHS standards across all programs and country strategies. 2. Align sectoral/advocacy frameworks and resources with PGI and CHS commitments. 3. Integrate PGI as a consistent dimension of Action Against Hunger's external influence (as a root cause of hunger and malnutrition).	1. Ensure all program designs explicitly integrate PGI as part of systemic change outcomes we want to reach. 2. Strengthen localisation through PGI-centred partnerships and capacities. 3. Implement integrated protection and gender transformative initiatives where feasible.

KEY ACTIONS / ENABLERS:

Short term:

- Integrate Protection, Gender and Inclusion essential components into all assessments;
- Collect disaggregated by sex, age, and disability data (e.g. assessment, analyses, program activities, trainings, etc.) to ensure inclusive programming, monitor protection, gender and inclusion issues, and strengthen accountability;
- Conduct (or update) sociocultural contextual analyses (according to each country office capacity), and ensure the results inform Action Against Hunger and partners' programs;
- Establish/Maintain efficient referral mechanisms with specialised actors for protection, gender and inclusion support;
- Apply Protection, Gender and Inclusion mainstreaming and CHS standards in all new Action Against Hunger programs;
- Develop guidelines for applying protection mainstreaming, inclusion, gender-sensitive standards and CHS during implementation (including accessible infrastructure, safe distribution points, and inclusive communication) and establish performant feedback and complaints mechanisms;
- Protection, gender equality, and inclusion are integrated across all external advocacy actions and positions of Action Against Hunger.

Midterm:

- Apply Protection, Gender and Inclusion mainstreaming and CHS standards in all Action Against Hunger programs;
- In support of the PGI experts, include Protection, Gender, Inclusion, and CHS in the countries' strategy, and reflect them in objectives, actions and indicators;
- Monitor CHS and ensure that humanitarian assistance is delivered in an equitable, safe, accessible, accountable, and participatory manner;
- Ensure Protection, Gender, Inclusion and CHS are integrated in the sector/expertise/ advocacy strategy (engage PGI teams in the strategic definition/evaluation process);
- Ensure dedicated resources (e.g., budget for trainings, time, PGI staff, partnering with specialised organisations, etc.) are allocated globally and at the country office level to support the implementation of the strategy's commitments;
- Sector/expertise/advocacy job descriptions integrate engagement with Protection, Gender, Inclusion and CHS;
- Action Against Hunger actively promotes the integration of Protection, Gender, Inclusion and CHS to ensure alignment with donor strategies and policies and as a key action contributing to the fight against malnutrition and hunger.

Longterm:

- Ensure programme design includes Protection, Gender and Inclusion outcomes, indicators, and resources;
- Strengthen Protection, Gender and Inclusion within localisation approaches through capacity building and engagement with partners and stakeholders¹;
- Where feasible, develop integrated protection or gender-transformative initiatives to address the root causes of malnutrition (with dedicated resources);
- Use programming & budget indicators across sectors/expertise to monitor integration;
- Sector/expertise recruitments target expertise that has demonstrated engagement with Protection, Gender and Inclusion.

Intermediate Result: All Action Against Hunger programmes meet minimum impact, safe and inclusive standards and contribute to equitable outcomes.

¹ A bidirectional approach, the strengthening will be led by the organisation with the expertise.



4 PILLAR 4: STRENGTHEN ORGANIZATIONAL CULTURE AND COMPETENCIES

Action Against Hunger's leadership and organisational culture embody the principles we promote. Strong, accountable leadership and a culture rooted in equality and respect are essential to dismantling structural barriers and achieving meaningful change across the organisation and its programmes.

Action Against Hunger fosters an environment of equality, safety, and reflexivity, where learning and constructive challenge fuel continuous improvement. Staff and leaders are equipped with the skills, attitudes, and incentives to apply protection, gender, and inclusion principles in every decision and practice.

By investing in staff learning, leadership accountability, and a culture that values equality, safety, and inclusion, Action Against Hunger transforms the principles of Protection, Gender, and Inclusion into consistent, ethical behaviour and high-quality programming, making our values visible in action.

SHORT-TERM GOAL	MID-TERM GOAL	LONG-TERM GOAL
1. Establish the foundations for PGI and CHS learning, behaviour, and accountability. 2. Build coordinated internal mechanisms to Safeguarding and Protection from Sexual Exploitation and Abuse with a survivor-centred approach. 3. Strengthen leadership capacities for PGI and CHS responsibilities.	1. Accountability to inclusive management and PIG commitments in the Action Against Hunger workforce. 2. Strengthen organisational accountability for PGI and CHS commitments.	1. Ensure every staff member and governance body completes the PGI and CHS Learning Pathway. 2. Embed continuous learning, reflection, and ethical representation in organisational culture. 3. Ensure organisational policies and structures fully reflect gender, diversity & inclusion principles.

KEY ACTIONS / ENABLERS:

Short term:

- Define a Protection, Gender Intersectional (include power transfer in link with localisation policy), Inclusion and CHS Learning Pathway to develop internal and partners' competencies: from basic awareness to advanced integration; combining induction, thematic training, mentoring, and communities of practice;
- Ensure the principle of zero tolerance, highlight and provide information about sexist and discriminatory behaviour, and encourage employees to respond. Monitor compliance with the principle;
- Strengthen implementation of Safeguarding and Protection from Sexual Exploitation and Abuse policies, monitor quality and performance;
- Set up a working group (comprising representatives from all relevant departments) to establish formal procedures to ensure that the teams responsible for Safeguarding, protection from Sexual Exploitation and Abuse, human resources, security, and PGI teams operate jointly to prevent harassment, exploitation, and abuse (in Action Against Hunger and partners), ensuring a survivor-centred approach. This working group will ensure inter-departmental coordination and will report regularly to senior management;
- Train leadership in Protection, Gender, Inclusion, and CHS to ensure understanding of their role and responsibilities and integrate objectives aligned with these engagements in their annual performance evaluation;
- Establish a mechanism to support and monitor the staff's well-being.

Midterm:

- Equip leadership with inclusive management skills;
- Leadership include Protection, Gender and Inclusion objectives in the different institutional levels;
- Protection, Gender and Inclusion are embedded in recruitment, performance systems, and inclusive management practices are promoted at all levels;
- Define an Accountability Framework to monitor the achievement of Protection, Gender, Inclusion and CHS strategy objectives across the organisation.

Longterm:

- All Action Against Hunger staff and governance complete the Protection, Gender, Inclusion, and CHS Learning Pathway;
- Implement the Accountability Framework of Protection, Gender, Inclusion and CHS. Regular monitoring systems are in place to ensure progress and continuous improvement;
- Action Against Hunger staff are trained on inclusive communication and ethical representation;
- Leadership will promote open dialogue, reflection sessions, and internal feedback to sustain organisational learning;
- Action Against Hunger France's human resources policies, the board's internal regulations, etc, promote gender diversity and inclusion as requirements for management, including members of the Direction Committee and the Board Committee.

Intermediate Result: Action Against Hunger's workforce demonstrates competence, accountability, and commitment to safe and equitable programming.



5 PILLAR 5: GENERATE EVIDENCE, LEARN AND INFLUENCE

Evidence and learning underpin Action Against Hunger's action. Our monitoring, evaluation and learning systems integrate Protection, Gender and Inclusion & CHS indicators, and our research demonstrates how safe, equitable, and inclusive programming strengthens nutrition resilience outcomes.

We conduct annual learning reviews and inter-country exchanges to inform adaptive management, while findings inform advocacy for donor investment in Protection, Gender, and Inclusion (as root determinants of malnutrition and hunger), as well as systemic accountability across the humanitarian system. Communications portray affected people with dignity, ensuring diverse representation and ethical storytelling.

By systematically collecting, sharing, and utilising evidence on Protection, Gender, and Inclusion, Action Against Hunger enhances performance, influences donors and peers, fosters a more inclusive humanitarian system, and addresses the root causes of malnutrition and hunger. Data, learning, and advocacy become powerful tools for strengthening accountability and transforming policy and practice.

SHORT-TERM GOAL	MID-TERM GOAL	LONG-TERM GOAL
1. Ensure PGI, CHS and ethical standards are embedded in monitoring and reporting systems. 2. Ensure alignment of communication and advocacy with ethical and inclusive representation. 3. Ensure research initiatives reflect PGI principles.	1. Strengthen internal learning and cross country exchange on PGI integration. 2. Promote PGI integration in global policy, donor strategies and humanitarian architecture. 3. Innovate and test new PGI approaches to strengthen evidence.	1. Use evidence to shape funding, sector standards and policy frameworks. 2. Position Action Against Hunger as a contributor to global PGI standards and system-wide accountability.

KEY ACTIONS / ENABLERS:

Short term:

- As part of the accountability framework (pillar 1), ensure Protection, Gender, and Inclusion & CHS indicators are included in institutional monitoring and reporting systems;
- Study of our late communication and advocacy papers and assess if they match our commitments with ethical and inclusive approaches, ensuring dignity and diverse representation;
- Strengthen data quality and ensure ethical data collection practices to align them with Protection, Gender, Inclusion and CHS standards;
- Research projects include Protection, Gender, and Inclusion criteria.

Midterm:

- Through its external advocacy and communication, Action Against Hunger actively promotes the integration of Protection, Gender, and Inclusion in national/international public policies and donor strategies, contributing as a key driver in the fight against hunger and malnutrition;
- Organise learning reviews, peer exchanges, and annual reporting on Protection, Gender, and Inclusion progress in each different institutional level and with partners;
- Allocate resources to pilot new approaches (gender transformative approaches for malnutrition, gender responsive anticipatory action, protection integrated in food security, etc) and document learning;
- Conduct operational research linking Protection, Gender, and Inclusion integration to nutrition, resilience, and equality, and protection outcomes.

Longterm:

- Use research findings to advocate for gender-responsive and protection-sensitive funding and policy frameworks;
- Build on the pilot experience of new approaches, review modalities of intervention;
- Influence global standards and share Action Against Hunger's evidence and innovations;
- Ensure research/evaluations include Protection, Gender, and Inclusion criteria and stakeholder feedback.

Intermediate Result: Action Against Hunger generates credible evidence of Protection, Gender, and Inclusion impact and uses it to drive internal improvement and external influence.

ASSUMPTIONS AND RISKS

This strategy is built on 3 assumptions:

1.

That leadership commitment is sustained.

2.

That resources are allocated (adequate to internal capacities), and that staff turnover is managed.

3.

That partnerships with specialised actors are feasible in most contexts.

Risks include capacity gaps, competing operational priorities, and resource constraints. These will be mitigated through phased implementation, regular monitoring, and dedicated technical support.

CONCLUSION

Protection, gender, inclusion, and CHS are at the centre of Action Against Hunger's identity and definition of quality. Protection mainstreaming, and gender sensitivity remain mandatory standards for every programme. Integrated protection and gender-transformative efforts will complement them where Action Against Hunger or partnership capacities and resources allow. By pursuing this strategy collectively, Action Against Hunger will strengthen its contribution to a humanitarian and development system that protects rights, advances equality, and ensures that every person can live safely and with dignity.

Women are hungry for rights



#Womenagainsthunger

