



**FOOD FOR
THE HUNGRY**



IMPACT REPORT 2025

**Resilient
Systems,
Flourishing
Communities**

2025 IMPACT HIGHLIGHTS

10,222,078



people served in 4,026 communities
in 20 countries.

1,754,292



people reached with life-saving assistance
through emergency responses in 10 countries.

1,117,833



people now have better access to clean water,
sanitation, and hygiene facilities.

99%



of our staff work in
their country of origin.

Across the communities we serve, people want to shape their futures. But too often, the economic, social, and institutional systems around them are holding them back. The result is a persistent gap between potential and progress. Closing that gap is the work before us.

Over the past few years, as Food for the Hungry we have reimagined our development approach to address root causes, strengthen systems, and equip people and communities not only to withstand shocks and stresses, but to adapt and transform in the face of them. We believe that when people have agency and resources, children, families, and communities become resilient and flourish.

This report highlights meaningful progress over the past year. Families are healthier, children are learning, and households are building financial stability. But the Mission Impact Index reveals a deeper challenge. While access to resources is improving, the ability to translate those resources into sustained opportunity and ownership remains uneven. While people are finding their voice, systems do not consistently respond. And while communities are coping, high levels of vulnerability persist, with critical gaps in resilience capacities.

These insights sharpen our focus. They call us to move further—from access to ownership, from voice to influence, and from program delivery to systems transformation. They challenge us to ensure gains are sustainable within resilient ecosystems and economies.

In the year ahead, we will accelerate these shifts and continue to embed the Mission Impact Index as a core decision-making tool, ensuring our work remains grounded in evidence, responsive to context, and accountable to the people we serve.

Our commitment remains unchanged: partnering with communities as they pursue the fullness of life God intends, restoring dignity, strengthening relationships, and creating the conditions for flourishing.



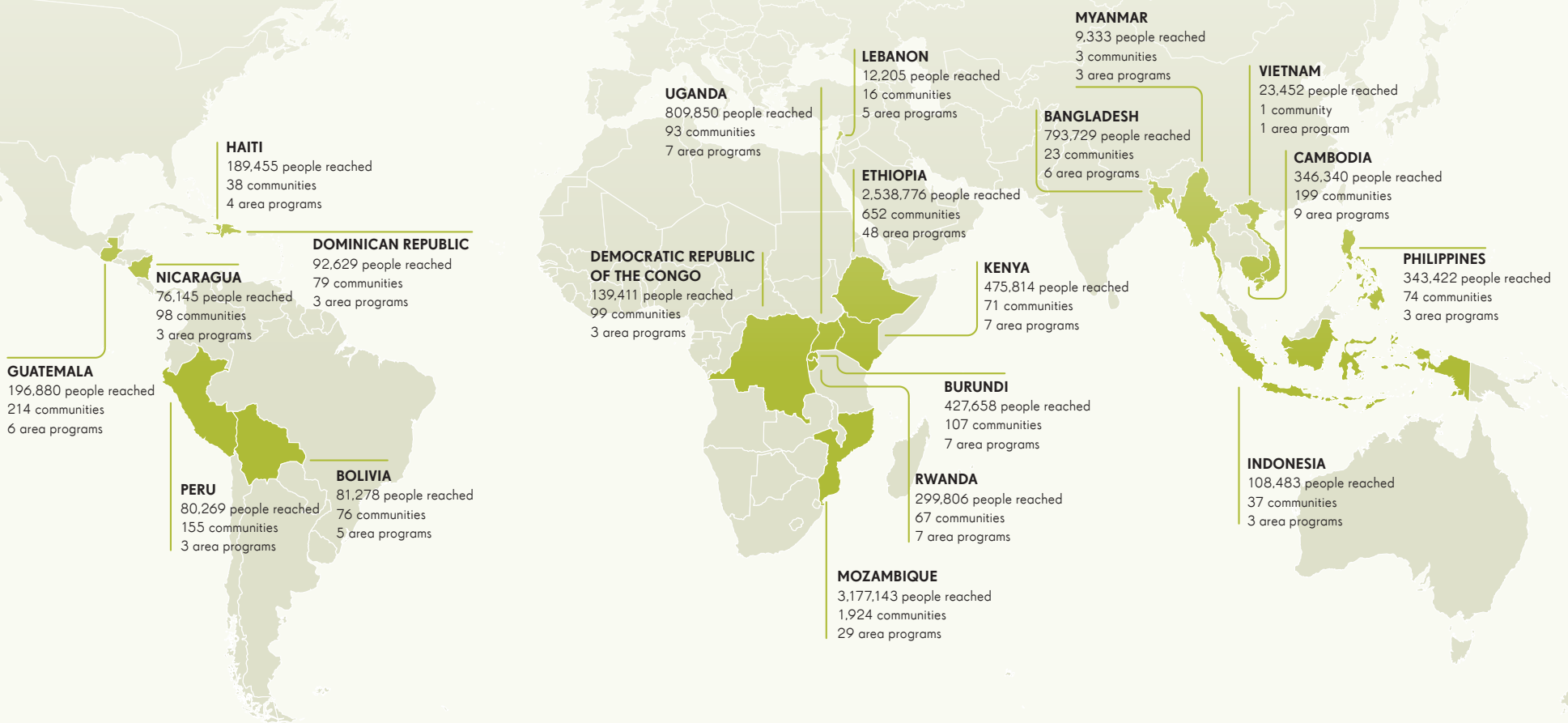
OUR GLOBAL FOOTPRINT

Food for the Hungry's global reach reflects decades of evidence-based practice and partnership with communities to drive sustainable change at scale.

We tailor emergency responses and long-term development programs to address the complex root causes of poverty, injustice, and marginalization in each community we walk alongside.



From grassy plains in Uganda to flooded Cambodian rice paddies and sheer cliffs in Peru, we do not have any one-size-fits-all programs.



HOW WE DEFINE IMPACT

Food for the Hungry defines “impact” as lasting transformation across four interconnected domains: Agency, Resources, Resilience, and Flourishing.

We chose these domains because their combined presence creates the foundation for lasting transformation, enabling the people and communities we serve to have the capacity, opportunity, and supportive environment they need to flourish.

Our goal is that the people we serve have the agency and resources they need to be resilient and flourish.



Agency

Definition: People know what their rights and wants are, they are confident, can express them, they are heard, and someone in the system acts.

Why it matters for real impact: People must be able to shape their own future. Agency shifts development from *doing for* people to people transforming systems and building brighter futures *for themselves*.

Without agency: People do not know their rights and cannot express their needs or priorities. Their voices are ignored in decision-making, systems do not respond to them, and gains in resources or services are not sustainable. Without agency, people remain dependent on external actors.



Resources

Definition: Both cash and noncash that stabilize individuals, families, and communities to increase agency, create assets, and move them towards their well-being.

Why it matters for real impact: Resources provide the means for stable income and opportunities, but simply counting what exists is not a measure of transformation. People who are asset-rich but cash-poor still struggle for survival. Resources must be accessible, well-used, and owned by the community to exercise agency and build resilient, flourishing futures.

Without resources: People cannot turn their potential into reality. Families lack the skills, tools, savings, and networks to build productive assets and sustainable livelihoods. They may be cut off from basic systems that help people stay healthy, learn, and earn, limiting opportunities. People are highly vulnerable and daily survival takes priority over long-term progress.



Resilience

Definition: The continuous fostering of absorptive, adaptive, and transformative capacities within systems, markets, institutions, and communities to address risks, crises, and their root causes.

Why it matters for real impact: Resilience ensures communities are not only able to withstand shocks but can adapt to changing conditions and address the root causes of vulnerability over time. By strengthening absorptive, adaptive, and transformative capacities across systems, institutions, and communities, development gains are protected, risks are reduced, and pathways to flourishing are sustained.

Without resilience: Communities continue to face recurring shocks and stresses, lacking the ability to absorb, adapt, or transform in response. Vulnerability endures because underlying issues like marginalization, weak systems, and limited agency are not effectively addressed. Progress is frequently undone, escaping poverty becomes difficult, dependence grows, and cycles of crisis persist without resulting in lasting change.



Flourishing

Definition: People have restored relationships with God, themselves, others, and nature, and can pursue their God-given potential.

Why it matters for real impact: People experience holistic well-being: spiritual, mental, social, and environmental. They are thriving in dignity, justice, and hope. We all need meaning and purpose to live a full and flourishing life. Reconciled relationships help people cope with setbacks and work together for an improved future for all. People contribute positively to their communities and inspire others to do the same.

Without flourishing: People suffer from broken relationships with God, themselves, others, and creation. They lack purpose, hope, and well-being. People may survive, but they struggle with social disconnection and low trust. They may make material progress but without holistic well-being, people cannot truly flourish.

THE UNLOCK MODEL

Resilient systems, flourishing communities

Our program model, Unlock, takes a systems-based approach to catalyze the existing potential within communities. This is how those we serve achieve lasting transformation across the four impact domains.

People are at the center of their own transformation. Rather than bringing solutions from the outside, our model seeks to unlock existing strengths to create the conditions where people have the agency and resources to be resilient and flourish.

Unlock uses a Biblically informed framework to address the root causes of poverty, injustice, and marginalization that constrain human flourishing—mindsets, relationships, and structures.

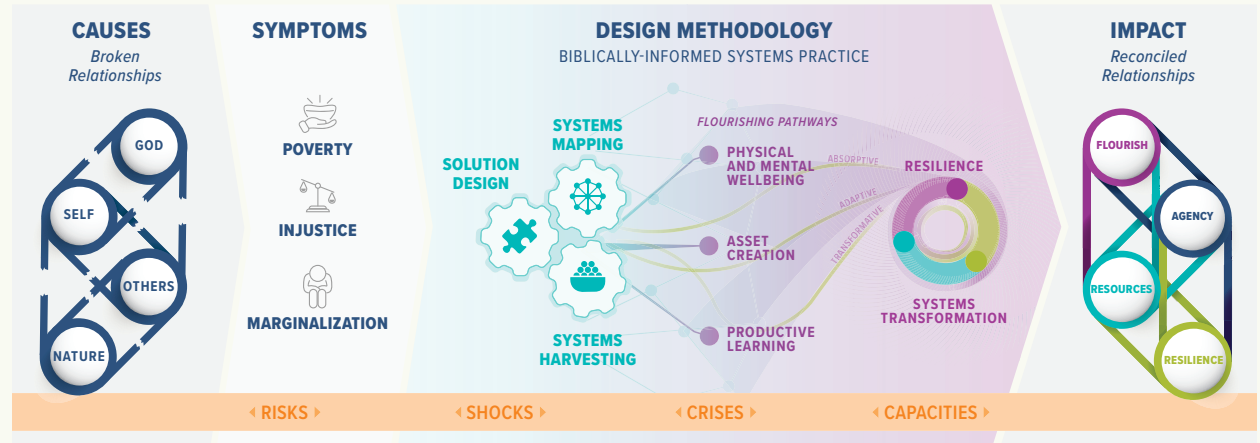
The model starts from the understanding that the root causes are broken relationships with God, self, others, and nature. These broken relationships create systems and conditions where people are excluded from opportunity and dignity, which manifest as the symptoms of poverty, injustice, and marginalization.

Unlock uses systems practice to guide how we design, develop, and deliver systemic solutions. Communities lead these processes. Solutions flow through the three Flourishing Pathways: Physical and Mental Well-being, Productive Learning, and Asset Creation.



Our systems practice forms a continuous learning loop connecting design to implementation to measurement and back again.

Unlock resilient systems, flourishing communities.



Systems mapping: understanding what is really driving the problem

We listen and learn to deeply understand and map the ecosystem that shapes people's lives—relationships, beliefs, power structures, services, and local conditions. We identify root causes, patterns and connections, and strategic leverage points where a small change can make the greatest impact.



Solution design: co-creating solutions that transform systems

We work with communities to design systemic solutions built on existing strengths—local knowledge, relationships, resources, and partners. Solutions influence and strengthen systems, enabling people to exercise agency, build resources, and ultimately become resilient and flourish.



Systems harvesting: tracking and adapting in real-time

In complex systems, change does not happen in a straight line. We track how systems, behaviors, structures, and mindsets are changing in real time. Using insights from approaches such as the MII, we strengthen what is working and adapt strategies to ensure impact deepens over time.

How Change Happens: From Pathways and Resilience to Flourishing



Unlock is built on a clear logic: when communities strengthen their Flourishing Pathways and simultaneously build resilience capacities, they create the conditions for sustained systemic change.

Addressing these three pathways and core resilience capacities in tandem is Food for the Hungry's strategic approach to value creation and impact delivery.

Flourishing Pathways



Physical and Mental Well-being addresses critical drivers of physical and mental health and promotes health resilience through an emphasis on maternal, newborn, and child health; mental health and psychosocial support; integrated nutrition; and adolescent responsive health.



Productive Learning builds resilient, capable learners who apply knowledge and skills to real-life challenges. It emphasizes practical, relevant learning and integrates early childhood, formal, and non-formal education tailored to learners' contexts and resources.



Asset Creation strengthens physical, human, financial, natural, and social resources through entrepreneurship and business development and agriculture value chains to help individuals and communities build sustainable livelihoods and resilience. In emergencies, it links humanitarian support to long-term recovery and stability.

Resilience Capacities

Absorptive: The ability to anticipate and mitigate shocks while minimizing disruption to well-being and development progress.

Adaptive: The ability to pivot, adjust, and evolve development pathways in response to risks and long-term stressors, enabling communities and systems to navigate changing conditions and create new opportunities.

Transformative: The ability to shift systems, institutions, and power dynamics to reduce vulnerability and foster long-term resilience through inclusive governance, equity, and restored relationships.

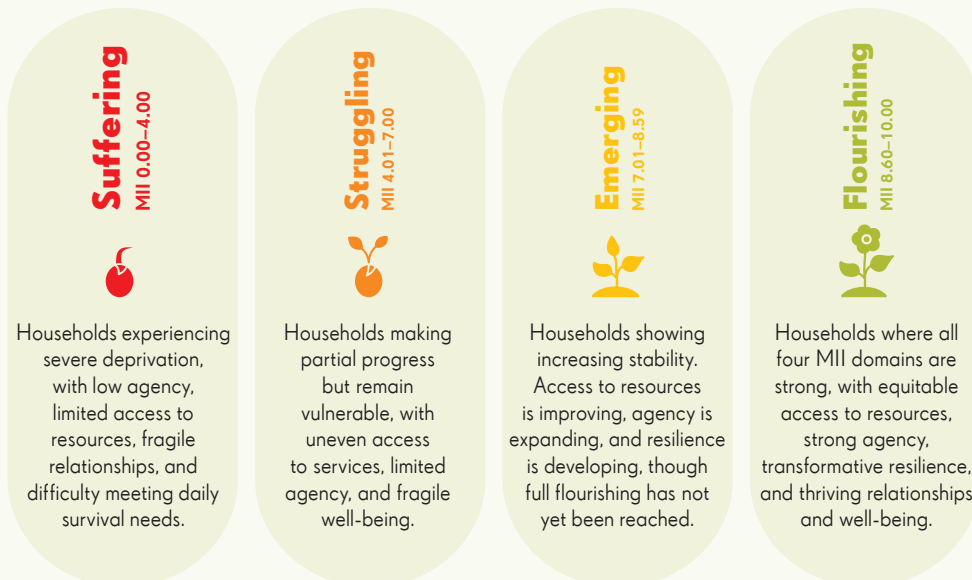
MISSION IMPACT INDEX: Measuring Holistic Change

The Mission Impact Index (MII) captures whether the people we serve have the agency and resources they need to be resilient and flourish.

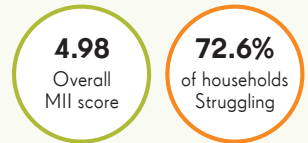
The MII brings together statistical rigor and real-world validity. This combination gives strong confidence that it is a credible way to assess holistic impact across multiple dimensions. Domain-level results are aggregated into an overall index using normalized scoring and geometric mean functions, allowing us to assess both breadth (population-level outcomes) and depth (proportion of people reaching higher well-being thresholds). By capturing both average outcomes and how well-being is distributed, the MII provides a multidimensional picture of impact.

MII categories

The MII score ranges from 0 to 10. Higher scores indicate stronger well-being and resilience. Households are grouped into four categories:



By the end of 2025, more than 11,000 randomly selected households from country offices participated in the survey.



Progress varies across the countries we serve. Some are moving into Emerging and Flourishing categories, while others continue to face deeper levels of hardship. These baseline results will help guide where we focus our efforts, especially in strengthening people's resilience, expanding access to resources, and supporting families to move from Suffering to Flourishing.

Country Offices	Suffering (0.00–4.00)	Struggling (4.01–7.00)	Emerging (7.01–8.59)	Flourishing (8.60–10.00)	Country MII
Bangladesh	32.1%	67.5%	0.4%	0.0%	4.32
Bolivia	20.2%	78.6%	1.2%	0.0%	4.73
Cambodia	27.4%	70.7%	1.9%	0.0%	4.60
Dominican Republic	1.0%	89.0%	8.9%	1.1%	6.00
Guatemala	3.0%	81.7%	14.1%	1.2%	5.90
Indonesia	40.0%	60.0%	0.0%	0.0%	4.00
Kenya	83.0%	16.9%	0.1%	0.0%	3.00
Peru	2.8%	93.6%	3.6%	0.0%	5.50
Philippines	2.6%	93.6%	3.6%	0.2%	5.70
Rwanda	11.9%	76.9%	10.6%	0.6%	5.50
Uganda	8.2%	80.4%	11.0%	0.4%	5.60
Global MII	21.6%	72.6%	5.4%	0.4%	4.98

83%
Kenya has the highest percentage of households in the **Suffering** category.

93.6%
Peru and the **Philippines** have the highest percentage in the **Struggling** category.

14.1%
Guatemala stands out with the highest percentage in the **Emerging** category.

AGENCY

5.69
Overall mean score

People are progressing toward greater voice and participation, but have not yet reached strong levels of empowerment.

AGENCY	Min	Max	Mean
Know their rights and wants	0.03	10.00	5.65
Express their rights, needs, and wants	0.01	10.00	5.58
Be heard	0.02	10.00	5.58
Act	0.01	10.00	5.72
Total	0.07	10.00	5.69

MII scale: 0.00–10.00

Program implication

The Agency findings reveal a critical pattern: expression outpaces both acknowledgment and action. While 59% of people we serve can articulate their rights, only 55% feel heard and 57% see tangible responses. The primary bottleneck is not voice but systemic responsiveness. People are speaking, but the mechanisms meant to listen and act are failing them.

Our programming must shift from building voice (already relatively strong) to strengthening feedback loops that connect expression to recognition and action. Without parallel investment in how institutions receive and respond to input, amplifying voice risks deepening frustration and distrust rather than building agency.

71,806

caregivers actively supporting and advocating for their children's education, contributing to improved learning environments and sustained educational outcomes.

63,768

members of gender clubs are engaging in safe spaces that promote confidence, voice, and collective action, particularly among youth.

80%

of farmers in the Dominican Republic strengthened their leadership and decision-making roles.

7,239

savings group members in Rwanda are actively engaged in community-level decisions as a result of capacity strengthening on issues affecting their lives.

RESOURCES

6.12
Overall mean score

Hunger cut by half and access to essential resources doubled, but most communities we serve remain asset-rich and cash-poor.

RESOURCES	Min	Max	Mean
Availability	0	10.00	6.57
Accessibility	0	10.00	7.27
Utilization	0	10.00	6.80
Ownership	0	10.00	3.85
Total	0	10.00	6.12

MII scale: 0.00–10.00

Program implication

Our programming must shift from access-focused interventions toward cash generation, asset creation and ownership, livelihood diversification, and aggressively promoting value chains.

This must include approaches that responsibly convert traditional assets, such as livestock, into diversified income streams without undermining cultural identity, social cohesion, or community pride.

\$10.117m

in assets created through savings groups, strengthening household economic stability and resilience at scale.

2,906

savings groups in Uganda mobilized US\$1.08 million, enhancing the ability of families to generate income, diversify production, and build savings to protect against future shocks.

1.117m

people gained access to improved WASH services across the countries we serve.

50%

reduction in Rwanda and Uganda in household hunger, and 50% increase in access to essential resources.

3x

improvement in Indonesia in maternal nutritional status.

87.7%

of households in Peru adopted productive technologies.

RESILIENCE

1.23
Overall mean score

Resilience remains critically low; many families still face severe limitations in their ability to cope with, adapt to, and transform in response to recurrent shocks.

RESILIENCE	Min	Max	Mean
Adaptive capacity	0	10.00	0.61
Absorptive capacity	0	7.14	0.31
Transformative capacity	0	8.46	2.76
Total	0	5.28	1.23

MII scale: 0.00–10.00

Program implication

Despite sustained investments in emergency response, active engagement of savings groups mobilizing millions of dollars, and promotion of conservation agriculture practices, scores across absorptive, adaptive, and transformative capacities remain very low. The findings indicate that while these interventions provide critical support, they have not yet coalesced into a cohesive approach that strengthens all three resilience capacities.

Our programming must integrate short-term coping mechanisms with medium-term adaptive strategies and long-term transformative changes. This includes value chain development through cooperatives, diversification of livelihoods beyond traditional assets, and deeper market links, so households and communities can not only manage shocks but also progressively reduce vulnerability and achieve sustained, systemic resilience.

604

communities put local disaster risk reduction (DRR) plans into practice, increasing their preparedness and reducing vulnerability to shocks.

24,935

community leaders are able to anticipate, manage, and respond to shocks through strengthened local leadership systems

1.754m

people reached with life-saving assistance across 10 countries, providing a critical safety net when they needed it the most.

FLOURISHING

6.74
Overall mean score

While communities show meaningful relational and spiritual strength, they cannot yet overcome the structural and material constraints they face.

FLOURISHING	Min	Max	Mean
Relationship with God	0	10	6.94
Relationship with self	0	10	6.68
Relationship with others	0	10	6.51
Relationship with nature	0	10	6.82
Total	0	10	6.74

MII scale: 0.00–10.00

Program implication

These findings underscore Flourishing as a protective infrastructure. It is a foundation on which people can build resilience, agency, and transformation. To fully unlock this potential, our solutions must connect people’s purpose and relational strengths to livelihood systems, social norms change, and inclusive institutions. We need to consistently reinforce restored relationships through program design, delivery platforms, and community engagement.

The relatively higher Flourishing score indicates households already experience meaningful well-being, a sense of purpose, and positive social connections. Our programming should capitalize on this by anchoring interventions in the strengths, networks, and aspirations that communities already value. By linking flourishing to agency, asset creation, and adaptive capacity, programs can accelerate progress across other dimensions, transforming well-being into a catalyst for sustained, self-directed development.

71,029

community and church leaders led their communities’ transformational journey.

38.1%

of caregivers in Cambodia participated in their children’s education, up from 13.9%, reflecting stronger family relationships and investment in children’s well-being.

45%

reduction in hunger in Rwanda highlights the role of social cohesion and collective support in improving well-being.

77%

of leaders in Mozambique demonstrate strengthened local leadership and ownership, reinforcing shared responsibility and collective action.

**“So the poor
have hope, and
injustice shuts
its mouth.”**

– Job 5:16.



**Our path forward is clear:
integrate what works, scale
what matters, and transform the
systems that shape people’s lives.**

Through Unlock, Food for the Hungry will ensure real impact is not only achieved but sustained, multiplied, and owned by the communities we serve.



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