



# THE HUNGER PROJECT 2016 ANNUAL REPORT

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THE  
HUNGER  
PROJECT

# THE HUNGER PROJECT AT A GLANCE

## principles

- Human Dignity
- Gender Equality
- Empowerment
- Leverage
- Interconnectedness
- Sustainability
- Social Transformation
- Holistic Approach
- Decentralization
- Transformative Leadership

**vision:** A world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

**mission:** To end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world.



# PRESIDENT'S MESSAGE

## SUZANNE MAYO FRINDT

All people, everywhere, have a right to lead a healthy, fulfilling life of self-reliance and dignity. This is our vision.

In pursuit of this vision, for more than three decades, The Hunger Project has been pioneering sustainable, grassroots, women-centered strategies to end hunger and poverty around the world. Three pillars underpin our work: (1) we start by empowering women as key change agents; (2) we mobilize entire communities to take self-reliant action; and (3) we forge effective partnerships with government.

Hunger is not merely about food. It is about transformation. It begins with the transformation of individual mindsets to move from a spirit of resignation to one of "I can" and "We will!" It calls for the transformation of communities to break down age-old barriers and patriarchal structures, so all community members can be active citizens and access resources that are rightfully theirs. This transformative work to end hunger results in the unleashing of the human spirit.

The Hunger Project is a catalytic and strategic organization with a bold mission to end, not alleviate, hunger and poverty. We highly leverage our pioneering work, which was active in nearly 16,000 communities around the world in 2016, as a demonstration of what's possible when we invest in people. We amplify the successes in these communities when we advocate to governments, international agencies and development practitioners for the widespread adoption of methodologies that put women and people at the center. This advocacy work also requires transformation — as we urge governments, development practitioners and funders to shift from sector-based projects toward processes that are holistic and led by communities themselves.

As an investor in The Hunger Project's work to end hunger for the last three decades, it is my honor to be leading The Hunger Project as President and CEO during our 40th anniversary celebration in 2017. Together, we can — and will — achieve a world without hunger.

In partnership,

Suzanne Mayo Frindt  
President & CEO

Cover: Trained elected woman leader Mamta Devi, president of Bihra Kramank panchayat, India

Above: Photo, from right: Suzanne Mayo Frindt and her husband Dwight Frindt; former Hunger Project President and CEO Åsa Skogström Feldt; and Ghana Country Director Samuel Afrane at Nsuta-Aweregaya Epicenter's self-reliance celebration in 2016.

# EXECUTIVE SUMMARY:

## MOBILIZING TO END HUNGER

**D**uring the last 40 years, The Hunger Project's work has always been about, for and with people. The work has focused on shifting mindsets, or historical ways of thinking, that keep hunger and poverty in place.

A fundamental element of The Hunger Project's work is to mobilize communities, starting with women, for self-reliant action. Mobilization is a process that shifts underlying mindsets and resignation — awakening people to new possibilities for their own lives, families, communities and for our world being sustainably hunger-free. Our local staff and trained volunteers lead this process of mobilization at the community level in our programs throughout Africa, South Asia and Latin America. When communities are mobilized in this way, they engage in self-reliant actions to end hunger, and they establish and maintain community trust, which can even help ensure peace.

Our mobilization work on a global level is to advocate for governments, funding agencies and other international development actors to shift from investing in short-term projects and sector-based silos to investing in people and in holistic, multi-sectoral, community-led approaches that put women at the center — what we call “community-led development.”

This report highlights our work to empower self-reliance in nearly 16,000 communities as well as our global advocacy efforts to end hunger and poverty.

### **Pioneering Programs to End Hunger**

Our holistic, bottom-up approach empowers women, men and youth living in rural villages to become the agents of their own development and make sustainable progress in overcoming hunger and poverty. When people — both women and men equally — are mobilized to participate as

active citizens, and when they act in partnership with effective, accountable institutions at the community level, the result is profound social and political transformation.

While adapted to meet local challenges and opportunities wherever we work, all our programs have these three essential elements at their foundation:

- 1. Start with Women:** Empowering women as key change agents.
- 2. Mobilize Everyone:** Mobilizing clusters of rural communities for self-reliant action.
- 3. Engage Government:** Forging effective partnerships with local government.

**In eight countries of Africa**, through The Hunger Project's Epicenter Strategy, communities are leading holistic, women-centered programs, reaching 1.7 million people, with the goal of declaring their self-reliance — meaning they are set up to sustain and further the work begun in partnership with The Hunger Project. As of the end of 2016, a total of 15 epicenters — comprising 211,697 people — had declared self-reliance, and The Hunger Project has activated its exit strategy. The continuing work of these communities is a demonstration of the sustainability of community-led approaches.

Across seven states of India in 2016, The Hunger Project empowered women elected to local government in more than 2,500 panchayats (rural village councils), whose work reached more than 10 million people, to shift the development agenda in their communities and meet local needs. At the regional level, we facilitate federations of women leaders to strengthen their voice and provide a platform for learning and exchange. These elected leaders exemplify the power of investing in women.



Johannes Odé

In Bangladesh, The Hunger Project mobilized local volunteer “animators,” women and youth leaders, and local government representatives in 185 unions (clusters of rural villages), whose work reached nearly 4.9 million people in 2016, to carry out holistic, bottom-up strategies to achieve the United Nations Sustainable Development Goals in their communities.

In Mexico and Peru, The Hunger Project supports communities in implementing community-led development initiatives. In 2016, these initiatives reached more than 22,000 people in isolated, rural communities, which larger development processes leave behind.

The Hunger Project strategically leverages its pioneering programs through our global advocacy program to transform the way the world does development.

### **Advocating for Widespread Adoption**

The Hunger Project is committed to using the strength of our approach and experience to play the highest possible leverage role in the world’s achievement of the Sustainable Development Goal to end hunger by 2030. We therefore work to advocate for the widespread adoption of women-centered and community-led approaches so that they are available to all at a scale that is beyond incremental progress — enabling true transformation in our world.

Though we have programs on the ground in countries that are home to 287 million people living in hunger, our commitment extends to the other 528 million people who are living in hunger around the world. And, we know we cannot reach them alone. We forge partnerships wherever possible to leverage our resources, and have rapidly expanded the global alliance we launched in

2015 to advocate for community-led approaches worldwide. This alliance, called the Movement for Community-led Development, works to create a widespread practice of community-led approaches and to advocate for funding sources for this work. As of December 2016, the global Movement included newly established local chapters in Malawi, Netherlands and the United Kingdom, with plans underway for chapters in Benin, Burkina Faso, Mexico and more in 2017.

At the national level, our country leaders prioritized the formation of effective partnerships with government to bring The Hunger Project’s approach to national scale. This work culminated in the signing of key memorandums of understanding with the Ministry of Local Government and Rural Development in Malawi and with the Economic Community of West African States (ECOWAS). Strong partnerships with government at the local level are also essential to scaling up our community mobilization work.

To support our advocacy efforts for the widespread adoption of women-centered, community-led approaches to development, The Hunger Project places a high priority on documenting our work so that we can share it with partners and hold it up as a model. With a focus on participatory monitoring and evaluation, our system is designed to recognize and include communities as the key stakeholders in data collection and evaluation. For example, in 2016, community partners participated in 290 community data presentations and monitored their progress using data transparency boards, now implemented at half our program sites in Africa.

Above right: Ayelech Ebsa and her family learned about the nutritional benefits of moringa as participants in The Hunger Project at Mesqan Epicenter in Ethiopia.

# THE COMPLEX, PATIENT AND PHASED PROCESS OF WOMEN-CENTERED, COMMUNITY-LED DEVELOPMENT

**1. Mindset:** Transforming the mindset of citizens, government representatives and funding sources, who may regard people living in conditions of hunger as “subject beneficiaries,” to seeing them as “changes agents” and rights-bearing citizens.

**2. Gender:** Empowering the voice and agency of women and girls and transforming discriminatory attitudes and behaviors that have prevented their critical contributions to solutions.

**3. Leadership:** Providing opportunities for all citizens to step forward and develop the skills of transformative leadership — first for themselves, then for their families and communities.

**4. Social Cohesion:** Overcoming rivalries and other divisions that thwart progress, and creating a community that works for the wellbeing of all its members and promotes a sense of belonging and trust.

**5. Strengths, Confidence and Assets:** Fostering the ability of communities to assess and recognize their strengths, skills and assets as a platform for future progress.

**6. Linkages:** Equipping communities with linkages to existing resources (expertise, organizations, funding and public services) to support their development activities.

**7. Vision, Goals and Planning:** Facilitating the ability of all citizens to collectively set aspirational goals and plan their own solutions.

**8. Social Mobilization:** Mobilizing the voluntary efforts of all citizens to take action to achieve goals that benefit themselves and their communities.

**9. Organization:** Building community-owned organizations through which all people can exert collective voice and action.

**10. Governance:** Improving the effectiveness, transparency, accountability and participatory decision-making of the level of government closest to the people — and ensuring that the community is well-resourced and represented in upper tiers of government.

**11. Data for the People:** Supporting community access to timely data that empowers priority-setting and progress tracking.

**12. Exit Strategy or “Graduation”:** Identifying a clear, phased leadership process enabling communities to sustainably and successfully drive their future development.

# THE HUNGER PROJECT AT A GLANCE

# 16.7

**million** people reached in  
nearly **16,000 communities** in  
12 countries throughout Africa,  
South Asia and Latin America

**approach:** The heart of our approach is shifting  
mindsets of resignation to “I can” and “We will!” — In 2016, more  
than 6,200 of our foundational Vision, Commitment and Action  
Workshops trained 200,000 participants around the world

# AFRICA: CREATING SELF-RELIANT COMMUNITIES

**“I know if I take a loan, I will work, pay it back, and take charge of my own affairs. I have no fears. I have confidence in our leadership and think we’ll be able to continue without The Hunger Project.”**

– **AMINA KASIM** *(pictured)*

Atuobikrom Epicenter, Ghana demonstrates the power of self-reliance (Atuobikrom Epicenter declared its self-reliance as of the end of 2015)

In eight countries across Africa (Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal and Uganda), communities — comprising 1.7 million people — are on a journey to declare sustainable self-reliance through four distinct phases over a period of about eight years. The Hunger Project’s Epicenter Strategy unites 10,000 to 15,000 people in a cluster of villages to create an “epicenter,” or a dynamic center where communities are mobilized for action to meet their basic needs. During this time, individuals build the confidence to become leaders of their own development and communities come together to unlock local capacity for change.

## **Pioneering Programs**

Through the Epicenter Strategy, volunteer animators and locally elected volunteer committees — with 50 percent women — lead their communities in running their own programs to address health and nutrition, education, food security, microfinance and livelihoods, women’s empowerment, advocacy and awareness, and climate change and land productivity. This work culminates in a phase of sustainable self-reliance, when communities possess







THE HUNGER PROJECT GHANA

WEDDING PROGRAM  
ECONOMIC SELF-RELIANCE

ADCO-OP. CREDIT UNION

SHAREHOLDER

# AFRICA: CREATING SELF-RELIANT COMMUNITIES (Continued)

confidence, capacity and skills to act as agents of their own development.

As of the end of 2016, a total of 15 epicenters had declared self-reliance, meaning almost 212,000 of our community partners are self-reliant and poised to sustain and enhance the work begun in partnership with The Hunger Project. Community members have demonstrated progress across a diverse set of indicators, affirmed multiple local partnerships, created funding streams from revenue-generating activities, and established gender-balanced leadership structures to support sustainable growth.

Outcomes at our self-reliant epicenters demonstrate the effectiveness of women-centered and community-led approaches. The results below provide inspiring illustrations of the outstanding work in these communities.

**Ending hunger:** Three self-reliant epicenters in Benin — Avlamé, Beterou and Kissamey — experienced a 72% average decrease in hunger from midterm to endline evaluations.

**Empowering women with the financial means to feed and care for their families:** More than 50% of women at Boulkon Epicenter in Burkina Faso are accessing financial services, with overall access to financial services in the community increasing from 30% in 2014 to 42% in 2016.

**Healthier and more productive communities:** The Odumase, Domi-Achiansa and Nkawanda Epicenters in Ghana measured an 88% increase in comprehensive knowledge of HIV/AIDS between 2014 and 2016, as well as an average decrease of 42% in poverty.

The Epicenter Strategy is not a cookie-cutter approach in each cluster of rural communities. We

continually work with communities to identify opportunities to strengthen our programs, better meet local needs, and address emerging challenges such as climate resilience, youth inclusion, and the creation of vibrant, local economies. Highlights from 2016 are included below.

**Benin — Empowering youth to increase incomes:** Youth accessed coaching on business models and trainings on agricultural processing and conservation techniques.

**Burkina Faso — Partnering with government to improve literacy:** 74 literacy centers opened with the support of state funding, engaging 2,063 people (70 percent women) to learn to read and count in their native language.

**Ethiopia — Innovating livestock production:** The Enemore Epicenter Committee carried out a breed improvement activity, in cooperation with the local government, to address the poor performance of cattle in the region. The service will bring income to the epicenter.

**Ghana — Promoting sustainable livelihoods:** In partnership with the Rural and Agricultural Finance Program (RAFiP), 60 farmer groups received trained and registered as cooperatives. Also, 876 people accessed loans through epicenter banks, 14,774 farmers participated in agricultural credit and microinsurance training, and 15 community banks received computers and financial management software.

**Malawi — Supporting women's sexual and reproductive rights:** A commemoration of Global Female Condom Day, in partnership Female Health Company, supported awareness of female condoms, a way to give women decision making power to protect their reproductive health.

**107,000** people trained in the Women's Empowerment Program because gender equality is fundamental to ending hunger.

**16,000** people trained in income-generating and livelihoods activities to increase incomes for healthier communities.

**51,000** people participated in food security and agriculture trainings to better feed their families.

### **Mozambique — Empowering communities**

**with health knowledge:** Communities face the significant health challenges of tuberculosis, HIV and other diseases associated with the massive return of mining workers from other areas. Nurses, with the support of Hunger Project-trained animators, implemented campaigns to raise awareness about family planning and HIV/AIDS.

### **Senegal — Promoting active citizenship:**

Training sessions enhanced animators' sense of civic behavior and citizenship, volunteerism, and respect for democratic values and ethics, to promote the wellbeing of entire communities.

### **Uganda — Promoting access to nutritious**

**food:** Community partners established nurseries of moringa — a highly nutritious, drought resistant and fast-growing multipurpose tree — and obtained potted tree seedlings during a moringa tree awareness campaign. This program is also active in three other African countries.

All these interventions illustrate the types of activities led by communities to help achieve their shared vision of a world without hunger and poverty.

### **Advocating for Widespread Adoption**

At the national level, Hunger Project country leaders prioritized the **formation of effective partnerships with government to bring approaches like The Hunger Project's to national scale.** For example, in Malawi, a pathway to scaling up The Hunger Project's women-centered, community-led approach was created. The Ministry of the Local Government and Rural Development and The Hunger Project–Malawi signed a Memorandum of Understanding (MOU) to collaborate in the government's implementation of its rural growth strategies and improve the lives

## **Ending Child Marriage**

When young girls are not forced to marry, they are able to achieve their full potential, causing a ripple effect that improves incomes, maternal health, and child mortality and malnutrition. Through the Her Choice Program, The Hunger Project is able to address a broad range of root causes that are inextricably linked to child and early marriage as well as hunger: health, food insecurity, access to financial services, and household income.

The Hunger Project's implementation of this program centers on the same methodologies at the heart of our work: community mobilization. In 2016, country-level launches supported initial awareness of the program and the development of partnerships with local communities and governments. Implementation of the program in Bangladesh, Benin, Burkina Faso, Ethiopia, Ghana and Uganda occurs in partnership with a consortium of organizations through a five-year grant from the Dutch Ministry of Foreign Affairs.

of rural populations in the country. Community-led approaches that build social cohesion are being taken to scale thanks to a joint partnership with the Economic Community of West African States (ECOWAS) and The Hunger Project-Burkina Faso and The Hunger Project-Ghana. The partnership mobilizes and encourages collaboration among communities living on the border between Burkina Faso and Ghana, thus strengthening peace and integration between the two countries.



**65,000**

women and men joined 850 village meetings to strengthen women's participation in the electoral process to shift the development agenda.

**8,000**

women participated in federation-strengthening meetings at the block (sub-district) level to strengthen voices at the policy level.

**7,600**

women participated in "Jagruk Manch" meetings, a forum for women to engage in solving their community problems as informed citizens.

# INDIA: EMPOWERING WOMEN LEADERS

The Hunger Project-India's strategy places at its center the women who have been elected to their local village councils who serve as leaders for development in their communities. This strategy leverages the 1993 law that mandates that one-third of all local council seats are reserved for women, which put many previously marginalized women in positions to influence the development agenda of their communities. In 2016, across seven states, The Hunger Project pioneered strategies that empower elected women as key change agents, mobilize people for self-reliant action, and engage local government.

## Pioneering Programs

**Leadership development and skill-building workshops** are critical interventions to empower elected women leaders, who often do not have the knowledge and information needed to resist gender discrimination and leverage their role as elected officials. In 2016, The Hunger Project trained nearly 6,000 elected women representatives on the technical information they need to be successful leaders through needs-based workshops. These workshops are designed to support the elected women in advocating for access to services and the rights of their constituents.

Another key component of our strategy in India is ensuring that **women participate — as candidates and voters — in the electoral process** so they can be active citizens who steer the development agenda in their communities. We do this through Strengthening Women's Participation in the Electoral Process (SWEEP) campaigns. In 2016, SWEEP campaigns were at their peak because of election cycles in Odisha and Tamil Nadu. Women throughout the two states accessed information through a series of village-level meetings, leadership workshops, street plays, interface meetings with the

**“Participating in the training workshop has helped me understand how to identify and prioritize issues, and draft a memorandum/petition for its effective resolution.”**

– **KAIDA KHATOON** belongs to a marginalized low-caste category in the state of Bihar, India and is a demonstration of the power of women's leadership. Following The Hunger Project-India's trainings, she immediately convened an assembly in her community, prioritized issues to be worked on, followed up with relevant authorities and got a road constructed in her community.

media and mobile van campaigns designed to support them in actively participating in their local elections.

Recognizing the need to work with women earlier in their lifespans, The Hunger Project-India broadened its scope to create a program of **intergenerational dialogue among adolescent girls and elected women representatives**. Through this program, initially piloted in 2015, adolescent girls in Karnataka and Rajasthan are strengthening their leadership skills and working to secure girls' rights in their panchayats.

## Advocating for Widespread Adoption

Working to share and advocate for approaches that put women at the center of development is a key priority of The Hunger Project-India. For example, The Hunger Project's strategies are being expanded in new areas through fruitful collaboration with the Bhutan Network for Empowering Women (BNEW). Through this partnership, which continued in 2016, **elected women representatives' leadership development and active citizenship programs are now active in Bhutan**. BNEW is adapting and customizing strategies, like the SWEEP campaigns to boost political participation of women in local governance systems. This partnership was made possible through the facilitation of the Local Governance Initiative and Network (LOGIN).

# BANGLADESH: LOCAL LEADERSHIP TO ACHIEVE THE GLOBAL GOALS

In Bangladesh, The Hunger Project celebrated its 25 years of work standing for the nation's communities, who are among the poorest and most malnourished in the world. As the largest volunteer-based organization in Bangladesh, The Hunger Project implements a multipronged, non-partisan strategy of social mobilization in 185 Unions (clusters of rural villages) across all seven divisions of the country. In turn, those 185 unions take responsibility for improving the lives of 4.9 million Bangladeshis. Our top priorities are promoting poverty eradication, establishing good governance and human rights, and building strong democratic values and practices from the bottom up.

## Pioneering Programs

The Hunger Project's comprehensive strategy has demonstrated that, with women- and youth-centered, community-led empowerment, Bangladeshi villages can achieve the Sustainable Development Goals (SDGs). The **"SDG Union Strategy"** empowers both the local electorate and the elected Union Parishads — the body of local government in Bangladesh — in order to build the capacity of the entire community and create truly participatory democracy.

Carrying out this work in partnership with local government is essential **to creating strong, local institutions** that will support self-reliance and sustainability. In 2016, The Hunger Project-Bangladesh signed 68 MOUs with local government bodies (union parishads). In 61 unions, The Hunger Project-Bangladesh partners with BRAC, the largest non-governmental development organization in the world, to strengthen transparent, accountable and inclusive governance at the local level.

Following unprecedented violence during the 2014 National Election, communities are **now building**

**peace and harmony, promoting democratic values among grassroots citizens, achieving greater understanding of electoral processes, and developing skills for peaceful conflict resolution** through a project titled "People Against Violence in Elections (PAVE)." Local political leaders and civil society members in 48 sub-districts are active in this project, which is being implemented in partnership with the International Foundation for Electoral Systems (IFES) with financing from USAID and UKAID. The most significant achievement has been the end of the culture of enmity among leadership of the rival political parties and restoration of social relationships, drastically reducing the threat of violence during political instability in future. In 10 sub-districts, the major political parties have signed a Code of Conduct promising to settle differences peacefully and work together against violent extremism.

## Advocating for Widespread Adoption

Our pioneering strategies to mobilize communities from the bottom-up for self-reliance are combined with several **national-level advocacy strategies designed to reform attitudes, policies and structures within society that block attempts to build lives of self-reliance and dignity.**

This mobilization occurs through volunteers and alliances, such as the National Girl Child Advocacy Forum (NGCAF), a country-wide advocacy movement for the rights of women in general, and girl children in particular; the Bikoshito Nari Network of women leaders; and Shujan, a platform of Citizens for Good Governance.

In Bangladesh, where girls are often fed last and least, The Hunger Project **promotes the rights of girls** in an effort to end the vicious cycle of malnutrition. In September, across Bangladesh, The Hunger Project led its partners in celebrating National Girl Child Day under the theme, "Stop Girl

**172,000** participated in 17,000 courtyard meetings on women's empowerment, including halting child marriages and gender-based violence.

**8,000** community partners engaged in income-generating activities to support access to nutritious food.

**3,200** children were re-enrolled in school thanks to the support of community animators. Education breaks the cycle of malnutrition.



Child Marriage; Build a Prosperous Country.” The Government observed the day countrywide for the first time since The Hunger Project launched the day in the year 2000, demonstrating their acknowledgment of this critical issue for which The Hunger Project has long advocated. Bangladeshis celebrated the day in 550 places, using the opportunity to educate their fellow citizens about the importance of girls’ rights through activities like a rally and discussion meeting in Dhaka with 1,500 people; a special supplement in the national daily newspaper; art and essay competitions; 30,000 published leaflets; 8,000 posters; a journal; a dialogue session with children; and a debate competition.

To support its work toward more widespread adoption of women-centered, community-led approaches, in January, The Hunger Project led a roundtable discussion on the national Women Development Policy to share its learnings from its implementation of the **Political Participation of Women for Equal Rights (POWER)** project. Government officials, civil society organization members, women leaders and other stakeholders gained insights on the program’s success in promoting and supporting women’s political participation and reducing violence against women.

Above: Manjuma, Women Leaders’ Training Program participant, Chiloin village, Ajgora Union, Comilla District, Bangladesh.

# LATIN AMERICA: MOBILIZING MARGINALIZED COMMUNITIES

In Mexico, The Hunger Project is playing a leadership role in transforming the current situation for rural communities by pioneering comprehensive, bottom-up strategies for rural progress in four states — including two of the poorest, Chiapas and Oaxaca — and by leveraging those strategies to be a leading policy advocate for women-centered, community-led approaches.

## Pioneering Programs

The Hunger Project works to empower the most marginalized rural and indigenous communities that remain in hunger and poverty, despite the fact that a majority of national citizens benefit from economic prosperity. These communities are extremely isolated, and the first step is always to engage in Vision, Commitment and Action Workshops for communities to overcome mindsets of resignation and gender inequality, create their own visions and commit to achieving them. The Hunger Project then empowers these communities on their journeys to achieve their visions.

The activities detailed below, in which communities in Mexico engaged in 2016, illustrate this community mobilization process at work.

**A focus on transformative leadership to lead change:** At a Transformative Leadership School, local volunteer leaders, called “catalysts,” accessed trainings in local languages to be assertive in facing the challenges presented to them. In Chiapas, youth leaders came together for a Young Catalysts Meeting to share experiences of community work as well as challenges faced and how they overcame them.

**Access to nutritious foods:** Catalysts completed training in bio-intensive agriculture to learn techniques to maximize food production in their family gardens without using agrochemicals. The community partners then built or renovated their

family gardens, to support their families’ access to nutritious food.

## Innovating sustainable construction of houses:

After identifying the vision of appropriate housing for their families, mobilized communities actively participated in the design and construction of four sustainable houses, using bio-construction techniques and local materials.

## Forging effective partnership between citizens and government:

In Oaxaca and San Luis Potosí, the foundation for good local governance is being established. Through a “Municipal School for Community-led Development,” community members, municipal government officials, and other civil society organizations access training on transformative leadership, human rights, gender, sustainable development, public policies, participatory local democracy and governance, and communication as an advocacy strategy. This project is financed by the Social Cohesion Lab and the European Union.

## Advocating for Widespread Adoption

The Hunger Project-Mexico and Chirapaq, our partner organization in Peru, are local, regional and international leaders in advocating for the widespread adoption of women-centered, community-led development approaches, and for the inclusion of communities, especially rural and indigenous women, in this work.

Our teams **strategically leverage the strengths of our pioneering programs** in the rural communities of Mexico and Peru **through active participation in a variety of forums.**

For example, our teams engaged with CAIDMEX (Coalición de Acción Internacional para el Desarrollo México), the Annual Gathering of Rural Women and Climate Change, the Annual Civil Society Meeting of the InterAmerican Development Bank,





**“When our vision is clear, we achieve what we want. I now see our vision of housing fulfilled; I thought I never would. But now I can say that I contributed to build it with my own heart, hands and feet.”**

– FELICITAS MARTINEZ, from Cerro Alto in Oaxaca, Mexico, demonstrates the power of community-owned vision.

the Latin America Indigenous Funders Conference and the Open SDGclub in Berlin, Germany. Teams also regularly engage in strategic sessions with national and state authorities **to advocate for women-centered and community-led approaches in national, state and municipal development plans.**

In addition, Tarcila Rivera Zea, founder and president of Chirapaq, was nominated and subsequently elected as a Member to the United Nations Permanent Forum on Indigenous Issues, providing a high-profile opportunity to shift development policy toward approaches that uphold dignity for all.

Above: Don Roberto Nicolás, community partner from Génova Nuevo Progreso in Oaxaca.

## Empowering Indigenous Leaders in Peru

Chirapaq, the Center for Indigenous Peoples’ Cultures of Peru, was founded by Andean and Amazonian people to reclaim their indigenous identity through appreciation and dissemination of cultural knowledge. The Hunger Project supports Chirapaq in empowering women and promoting traditional indigenous knowledge in the Shawi and Quechua communities in the Amazon and Andes regions. In 2016, villagers were educated on infant and childhood nutrition and on how to use local biodiversity for nutritious food, thanks to the work of health and food security “promoters,” or volunteer leaders trained by Chirapaq. After developing their leadership capacities and communications skillsets through Chirapaq trainings, community leaders are better able to advocate for and exercise their individual and collective rights.

# ADVOCATING FOR WOMEN-CENTERED, COMMUNITY-LED DEVELOPMENT

**T**hroughout our program implementation, we have learned that approaches with women at the center and led by communities themselves are the only sustainable solution to ending hunger and poverty.

The Hunger Project sees that our highest-leverage role in ending hunger is to stand on the strength of our transformative programs — the heart of what we do — and to advocate for the widespread adoption of women-centered, community-led approaches everywhere they are needed.

**Key strategies** guide our progress: the formation of **large-scale partnerships and alliances** to extend our reach and clout; **country-level partnerships to scale our work**; and **thought leadership** in multi-stakeholder networks and with broad-based communications campaigns. We leverage all these actions to powerfully advocate for investing in women-centered and community-led approaches. A world-class participatory monitoring and evaluation methodology documents our pioneering programs as models that support our global advocacy strategies.

## **A Global Alliance: The Movement for Community-led Development**

In order to truly transform the way the world works, large-scale partnerships and alliances are needed to have as much influence and reach as possible. Therefore, we have led the formation of the Movement for Community-Led Development, which calls for **shifting mindsets around international development**, and which advocates for governments and development practitioners to **move from siloed and sectoral funding to investing in people and holistic, multi-sectoral approaches of community-led development with women at the center**. This Movement drives

a catalytic and strategic move toward a world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

In 2016, we focused on rapid expansion of the Movement for Community-led Development, which, since its founding in 2015, has grown to **60 organizations worldwide** who are committed to advocating for the power and capacity of communities to take charge of their own development. As of December 2016, the global Movement included newly established local chapters in Malawi, Netherlands and the United Kingdom, with plans underway for chapters in Benin, Burkina Faso, Mexico and more in 2017.

## **Scaling Up via Existing Country Programs**

At the national and regional levels, our country leaders continued to prioritize the **formation of effective partnerships with government and advocacy actions to bring women-centered, community-led approaches to national scale**. For example, our colleagues in Bangladesh and India participate in the Local Governance Initiative and Network (LOGIN), a multi-stakeholder knowledge exchange platform that supports greater decentralization and strengthened local governance in South and East Asia. Through this network, we have expanded our methodology to Bhutan.

## **Thought Leadership: Disseminating the Message of Investing in People**

The Hunger Project leverages its participation in a variety of forums and civil society networks, which often focus on specific sectors, to promote holistic, community-led development and the empowerment of women. We brought those issues to the fore in networks on food and nutrition security, water and sanitation, maternal and child health, halting child marriage and gender-based violence, and local governance.



The Hunger Project is a strong voice on the importance of investing in people and women through **broad-based advocacy and communications campaigns**. Our annual World Hunger Day campaign on May 28 raised awareness about the importance of empowering people to lead their own change, with 29 million impressions of the World Hunger Day hashtag. The Hunger Project leveraged key international moments such as International Women’s Day, International Day of the Girl, International Youth Day, World Food Day, 16 Days of Activism against Gender-Based Violence, World AIDS Day, and the anniversary of the Sustainable Development Goals to advocate for women-centered, community-led approaches.

#### **Documenting Our Work to Support Advocacy Efforts**

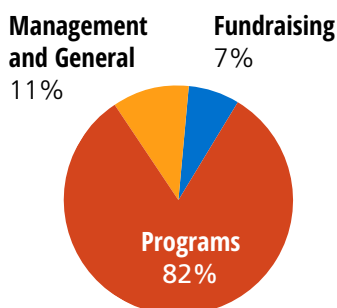
Documenting our pioneering programs is critical to communicating them to others as models of women-centered, community-led development. Our **innovative participatory monitoring and evaluation (PM&E)** approach aligns with our principles and bottom-up methodology, and recognizes and includes communities as key

stakeholders in data collection and evaluation. In addition to using PM&E as a tool to document our programs, The Hunger Project is a **thought leader in advocating for the adoption of PM&E approaches worldwide**. In 2016, our teams presented at the InterAction Forum in Washington, D.C.; Aid and International Development Forum in Ethiopia; Wageningen Centre for Development Innovation in the Netherlands; Information and Communications Technologies for Development (ICT4D) Conference in Nairobi; and American Evaluation Association Conference in Atlanta.

*Above: On October 12, 2016, in celebration of the Africa Prize for Leadership for the Sustainable End of Hunger, The Hunger Project honored the communities of Africa who are taking charge of their own development, and the investors who are committing their resources to this incredible social transformation. Four hundred global citizens from around the world came together in New York City to connect with one another, engage with the impact they are part of creating through their investment, and celebrate self-reliance at The Hunger Project’s Annual Fall Gala. Pictured here, Dennis Denga, the chair of Champiti Epicenter in Malawi, shared “I am now transformed because of The Hunger Project.”*

# CONSOLIDATED FINANCIAL STATEMENTS

## 2016 Expenses



## Funds Raised by Country 2016

COUNTRY	INCOME US\$*
Australia <sup>†</sup>	\$3,399,667
Bangladesh	271,131
Benin	374,321
Canada <sup>†</sup>	70,235
Ethiopia	1,311
Ghana	385,592
Germany <sup>†</sup>	759,956
India	356,742
Japan <sup>†</sup>	2,738
Malawi	326,391
Mexico	453,857
Netherlands <sup>†</sup>	5,919,537
New Zealand <sup>†</sup>	70,557
Senegal	312,915
Sweden <sup>†</sup>	2,149,429
Switzerland <sup>†</sup>	365,459
Uganda	55,605
United Kingdom <sup>†</sup>	301,003
United States	7,089,776
<b>Total**</b>	<b>\$22,666,222</b>

## Consolidated Balance Sheet: The Global Hunger Project and Affiliates

December 31, 2016 (in US\$)

ASSETS	2016
Cash and cash equivalents	\$7,639,147
Receivables, net	5,033,727
Micro-credit loans, net	1,447,832
Investments	1,553,764
Property and equipment, net	721,087
Other assets	655,098
	<b>\$17,050,655</b>

### LIABILITIES AND ASSETS

#### Liabilities

Accounts payable and accrued expenses	1,990,834
Deferred rent	188,132
<b>Total liabilities</b>	<b>\$2,178,966</b>

#### NET ASSETS

Unrestricted	10,545,428
Temporarily restricted	4,326,261
	<b>\$14,871,689</b>
	<b>\$17,050,655</b>

NOTE: The consolidated figures include the financial activities of The Global Hunger Project and Affiliates (Bangladesh, Benin, Burkina Faso, Ethiopia, Ghana, India, Malawi, Mexico, Mozambique, Senegal and Uganda). The full financial statements, audited by RSM US LLP, are available on our website at [www.thp.org](http://www.thp.org).

\* The annual average exchange rate was used to convert all figures to US\$.

\*\*This total includes all funds raised from the entire Hunger Project family, as distinct from the revenue reported on the facing page. In addition to supporting programs (as reflected in the U.S. audited figure), our Partner Countries (marked with a †) raise funds for their own expenses, including education and advocacy programs, as well as fundraising, and management and general expenses. Those expenses (approximately US\$3.6 million in 2016) are not included in the U.S. consolidated audit. Independent audits for each Partner Country are available upon request.

# CONSOLIDATED FINANCIAL STATEMENTS

## Consolidated Statement of Activities: The Global Hunger Project and Affiliates

2016	Unrestricted	Temporarily Restricted	Total
<b>SUPPORT AND REVENUE</b>			
Contributions	\$14,877,766	\$3,648,746	\$18,526,512
Micro-credit finance revenue	460,288	-	460,288
Investment income	161,197	-	161,197
Other	122,392	-	122,392
Released from restrictions	3,855,604	(3,855,604)	-
<b>Total support and revenue</b>	<b>\$19,477,247</b>	<b>\$(206,858)</b>	<b>\$19,270,389</b>
<b>EXPENSES</b>			
Program services			
Education and advocacy	976,841	-	976,841
Africa	9,264,511	-	9,264,511
Asia	3,167,986	-	3,167,986
Latin America	857,188	-	857,188
<b>Total program services</b>	<b>\$14,266,526</b>	<b>-</b>	<b>\$14,266,526</b>
Supporting services			
Management and general	1,993,459	-	1,993,459
Fundraising	1,236,629	-	1,236,629
<b>Total supporting services</b>	<b>\$3,230,088</b>	<b>-</b>	<b>\$3,230,088</b>
<b>Total expenses</b>	<b>\$17,496,614</b>	<b>-</b>	<b>\$17,496,614</b>
<b>Change in net assets from operations</b>	<b>\$1,980,633</b>	<b>\$(206,858)</b>	<b>\$1,773,775</b>
<b>FOREIGN CURRENCY</b>			
TRANSLATION LOSS			
	\$(400,343)	-	\$(400,343)
<b>Change in net assets</b>	<b>\$1,580,290</b>	<b>\$(206,858)</b>	<b>\$1,373,432</b>
<b>NET ASSETS</b>			
Beginning	8,965,138	4,533,119	13,498,257
Ending	\$10,545,428	\$4,326,261	\$14,871,689

# INSTITUTIONAL FUNDING PARTNERS

The Hunger Project expresses its deep appreciation to the following institutions that fund our work worldwide at the level equivalent to US\$5,000 or above.

24 gute Taten e.V., Germany	Bondi Foundation†, United States	Emma Health & Beauty Care BV, Netherlands	GTA GmbH, Germany
ACME Foundation, Australia	BRAC, Bangladesh	Erbacher Stiftung, Germany	Hak BV, Netherlands
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NPM-Capital Run for  
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# FINANCIAL LEADERSHIP FOR THE END OF HUNGER

The Hunger Project is a global movement of people working in authentic partnership for the sustainable end of hunger. Our partners in nearly 16,000 communities worldwide know that the funding of The Hunger Project comes through the love and partnership of committed Hunger Project investors around the world: in the U.S. and through our affiliates — known as Partner Countries — in Australia, Canada, Germany, Japan, The Netherlands, New Zealand, Sweden, Switzerland and the United Kingdom.

In 2016, more than 7,600 individuals and family foundations invested in The Hunger Project's work to empower people to end chronic hunger. We are pleased to acknowledge the following members of our global movement who are committed to a future free from hunger and invest the equivalent of US\$1,000 or more each year to make that vision a reality.

## UNDERWRITER

(\$250,000+)

Brenda and Steven  
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(\$100,000+)

Karen and Michael Herman<sup>^</sup>,  
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\* Members of our Financial Family  
in the United States, who support  
The Hunger Project with a monthly  
sustaining investment in the end  
of hunger

^ Front-end Challenge Match  
participant

\* Self-Reliance Catalyst Fund  
participant

† Epicenter underwriter(s)

Note: Investor names are provided  
with permission and at the discretion  
of our country offices. If you are  
interested in any of our investor  
groups or want to inquire about  
making an investment as an  
outright or planned gift, please email  
info@thp.org.

# FINANCIAL LEADERSHIP FOR THE END OF HUNGER

(Continued)

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Internat. Waterland  
Stefan Sprangers  
Freek Strebe  
Ellie Togni  
Patricia Van Berkel-Barel  
Jaap Van der Does  
Jan Van Heiningen  
Erik Vercouteren and  
Heleen Kuiper  
Henny Westland  
José Wigny  
Jeannette Winters  
Ralph Zebregs

## New Zealand

Gunnery, Lisa  
Hardwick, Shirley  
Wyllie, Allan and  
Sally Liggins

## United Kingdom

David Davies  
Sian Davies  
Aida Der Hovanessian  
Richard Earle  
John Fisher  
Simon Gifin  
Vincent Hayes  
Sima Kafi  
Kathryn Kneller  
Dennis Percy  
Alan Robertson  
Gautam Singh  
Simon Tovey  
Rob Shepherd  
Mathew and Lou Brown  
Gamiel Yafai

# FINANCIAL LEADERSHIP FOR THE END OF HUNGER

(Continued)

## United States

Mark Agrusti	Mary Lynn Bogle	Copaken Family Foundation	Judith L. and David Flattery*
Neil Aitken	Anne Whitton Bolyea	Joanne Costa	Aimee Fleck
Yakut Akman	Theresa Bonsey*	Jane Ann Covington*	Theodore Ford
John Albertson	B.K. and Katherine Borgen	Philip Theodore Crawford*	Jim Frielink and Karen Anderson*
Kathy and Gary Anderson*	Phyllis and Sam Bowen*	Marisa Crissey	Arthur and Melanie Gajarsa
Monika Aring*	Lindy Brandt*	Captain Curtis Cummings*	David Gamble, Jr.
Lena and John Ariola	Kathleen Breiten*	Phyllis Curtis	Joseph Gatwood*
Peter Arnold and Anne Ruth Ungar	Karen and Kenneth Brott	Warren Davis	Ann George
Taara Arora	Elizabeth Brown	Mary M. and William N. Deatherage	Karen Gerbosi*
Michael Bailey*	Tyrone Brown	Henry Debbas	Jaclyn Gerstein
Bank of America Foundation	Ellen Brunson-Newton	Emily and Joseph DeCarlo	Diana C. Gibson and Michael Braden
Shannon Barisoff*	Frank Bryant	Anita DeMatos*	Bernice Gonzalez
Raneet and Joseph Barr	Susan Bryant and James Kruidenier*	Satish and Kalpna Desai	Irene Emery Goodale
Robert and Rebecca Barr*	Richard and Linda Buchheim	David Deull*	Shirley Goodman
Pete and Martha Barrera	Grace Buckley	Denise Dewar	Elizabeth Granoff
Sherry Barto*	Roger Bunn*	Parthasarati and Mala Dileepan*	Laura Graybeal
Linda Baumgarten and Barbara Groel	Barbi Buresh	Loan Dinh and Mr. Gallion	Jacob Grinnell
Leanna Beaber	Laura and Chuck Burt*	Jessica K. and J. Alexander M. Douglas, Jr.	Barbara Gural and Thomas Steinmetz
Allan Bean*	Capella University Inspire Giving Program	Michael Dunitz Crisis Foundation, Inc.	Meredith Haberfeld*
The Tom and Wendy Beasley Family Foundation	Morton Orman and Christina Chambreau*	Ruth Eckland and John DiFonzo	Gillian Hamilton*
Todd Begalke	Marguerite Chandler and Richmond Shreve	Linda and Robert Eichler	William and Norma Hamm
Karen and Lee Berenbaum	John Chen	Judith Black and Michael Elkin	Suzanne Harness and Raymond Kogan
Sonya and Adam Berg	Jia-Yuarn Cheng	Rona Elliot and Roger Brossy*	Susan and David Harycki*
James F. Bergquist*	Michael and Pamela Chepiga	Catherine Elliott	David Hefner*
Bert Berkley	Patricia Christian*	Miriam Ex	Rosemary Helsabeck*
Richard Berndt	The Circle Fund	Peter Faherty	Scott Hemmeter
Bernhardt Family Charitable Fund	Jonathan and Stacy Clark*	Thomas and Jean Fahey*	Michael J. and Anna Hensch*
Wayne Bert and Kerstin Jagerbo	Lillian Clementi	Sharon Feeny and Frederick Alway*	Bruce and Nancy Henson*
Robert Bilsker*	Mark Coffman	Robert Feidelson	Christopher Herak*
Susan and Bryan Binder*	Maureen and Martin Cohen*	Laura Felzer	Xiaowen Heurteux
Bonnie Blomberg*	Robert and Fran Cole*	Becky and Mike Fernette	Patricia Higgins
Sara and Kate Bloom	Carol Colwell	Patricia Flannery	Laurie Higgins*
Steven Boehm	Richard Cooley		Armin and Esther Hirsch Foundation
	The Cooper Family Foundation		

Dennis Hobb	The Linehan Family Foundation, Inc.	Bryan Palmer	Maria Scharin and Hezi Imbar*
Bonnie and Dave Horowitz*	Kristin Logadottir*	Wendy Parker and William Smith III*	Ann Scharpf*
Tom and Darci Horton	Beula Lucas	Barbara Parton*	Stacy Schievelbein*
Paul Hrabal	Brigid and Clark Lund*	Jack and Jill Pasanen	Carol Schneeweis
Ani Huang*	Ronald Lynch*	Umesh and Shruti Patel	Angel and Mark Schneider
Thomas Hughes*	Christina and Bradley Lyons	John and Caroline Payne*	David and Kristina Schrader
LaDeana and Mark Huyler	Christine and James MacDonald	Debra and D. Michael Peasley	Sarah Schram
The Inglesea Charitable Trust	Valerie Maldonado	Clare Petersen	Noreen and Richard Schuster*
Eric and Merry Ann Jackson*	Gary Mallon	Patrick Phillips	Cynthia Schutt
Sanjiv Jain*	John and Marty Marmaduke	Jasa Porciello and Jon Petruschke*	Alison Martier Schweizer and William Schweizer
Jane and Ronald Jenny	Donna Maronde-Varnau*	Channing Power	Camden Scott
Christopher Johnson	Joy Marr and David Henderson*	Presbyterian Women of the Irvington Presbyterian Church	Scott Family Foundation
Greg and Tracy Johnson	Brij Masand*	The Prudential Foundation	Patti Searle
Diane Johnson*	Simy and Issac Mathov	Divyanshu and Arun Raj	Bruce Senst
Abiodun Johnson*	Janet and James P. McCann*	Patricia Raufer	Mark Sessums*
Robert Jones*	Paul McElwee and Gayle Rosemann	Jacques and Cheryl Rebibo*	Wendy and Stephen Shalen
Nancy Jordan	Kevin and Carolyne McEnergy	John Redd*	Alice and Emily Sheitelman
Edward Juda	Robert McGoff*	Indrasena and Padma Reddy	Sonja Pettingill and Steven Silber
Alexander Kalamaros	Maureen McNamara	Rosemary Robbins*	Jason and Deb Silberstein Charitable Fund
Alvin and Lenore Katz	Elizabeth McNeal	David Roberson*	Silver Mountain Foundation for the Arts
James and Leslie Keefe*	Krishen and Geeta Mehta	Nancy Robinson	Patience Joie Simpson
Joy and Bennett Keiser	Carmen Mendez	Matthew Rodgers	Bonnie Simpson*
Khajak Keledjian and Maryam Abdullina	Donna and Jim Mercer	Cathleen A. and Thomas A. Rogers*	Frances and Kirby Slate*
Richard and Ellen Kelson	Frances Milberg*	Mary Romoser*	Smidinger Trust
Jeff Kincheloe	Anthony Miller and Renee Speh	The Rosenthal Family Trust One	Zigmunt W. and Diana Smigaj*
Dana King*	Joseph Mitchell, III*	Steven Rosenthal*	Charles and Felicia Smith
Eugenia Klagstad	Page Morahan	George and Jolie Roundy*	Corinne Smith
Carolyn Kleefeld	Heather Moran*	Christopher Rouse	Jeanne and Bruce Snapp
KLM Foundation	Carol and Edward Moreno	Martin Rubin	Carol and Joseph Soldo*
Ann Kolsch*	Jon and Jennifer Mosle	Randy and Terry Ryals*	Sharon Soper
Mary Jo and David Koppenhofer	Ilene and Kevin Muething*	Taher Ali Sadruddin	Sharon and Carl Spaulding
Mary Margiotta and Vasu Krishnamurthy	Daniel Murphy	Salesforce.org	Lisa Spaulding
Vicki Lachman*	Kathie Murtey*	Susan Sampliner and Emily Grishman*	Bert and Magi Speelpenning
Scott Lambros	M. G. Sanathana Murthy, M.D. and Surekha S. Murthy	Adam Samuels*	Raymond and Maria Speth*
Elena and Scott Lawlor	Nicole Napier	Daniel Sapadin	Rashmi Srinivasa and Anand Natrajan
Gretchen Leavitt	Lisa North and Paul Yamamoto*	Sandeep Saroch*	John and Shirley Steck*
Travis Lee	Northern Trust, NA	Jack Sawyer*	Simon Steel
Donna Levy-Leroy and Richard Leroy	Martha Okie and Anthony Fouracre	Azita Sayan-Morgan*	Chad and Mary Stone*
Thomas Levanduski*	Susan Ostanik	Robert Schaal	Cathie Stumpenhous*
Edith Leverenz Stunkel Foundation			Sheila Sullivan*
Celine Liminet			
Justin Lin			

# FINANCIAL LEADERSHIP FOR THE END OF HUNGER

(Continued)

Gary M. Sumers  
Selma Swaminathan  
Isabel Tartaglia  
Drew Tennant\*  
Kara Tennis\*  
Bronson Tennis\*  
Noah and  
Melissa Tepperberg  
Michael and Julie Throne  
David and Suzanne Tillman  
TisBest Philanthropy

Leslie Todd\*  
Louis and Ingrid Trapp\*  
Lynne and Bill Twist\*  
Tamara Tyler and  
David Cowan\*  
United Technologies  
Jan M. Van Wart\*  
Ashok and Meera Vasudevan  
Sally and Jack Velzen  
Robert L. and  
Catherine M. Vilburn\*

Marshal Wallace  
James Wapelhorst  
Duncan Watts  
Paul Weinstein and  
Deborah Bernstein  
Jay and Lisa West  
Lynne Weston-Pontikes  
Mary Wheat  
James White  
Howard Wilkins and  
Mary Beth Hastings

Kavita Singh-Wissmann and  
Kord Wissmann  
Helaine Witt\*  
Nicholas Wolfson\*  
Scott and Milei  
Maureen Yardley\*  
Winifred Yen Wood  
Maya Zloof  
Rosa Zubizarreta and  
Bruce Nayowith



# JOAN HOLMES LEADERSHIP FUND

In 2015, we launched the Joan Holmes Leadership Fund to honor the visionary leadership of The Hunger Project's Founding President, Joan Holmes. The Fund is designed to honor and call forth leadership that will take us across the finish line to the final end of hunger.

Sheree Stomberg and  
Peter Firestein

Beth Brill and  
Elizabeth Sanderson

Åsa Skogström Feldt and  
Patrik Feldt

Gerald and Joan Starika

Albert Berkowitz

Alice and Chris Dorrance  
Jan and Harold Solomon

Joanna and Julian Ryder

Jonathan Deull and  
Sheryl Sturges

Nancy and Phil Groben

Supriya Banavalikar

Karen and Michael Herman

Marguerite Chandler and  
Richmond Shreve

Andee Burrell

Elizabeth Brown

Carmen Mendez

Phyllis Dubrow

Krishen and Geeta Mehta

Victoria Watson

Billy Kantrowitz

Brij Masand

Joseph Hardy

Gary Perkovac

Mary McNichol

Rick and Angela Amado

Rosalba Rojas-Currier

Donald Carter

# UNLEASHED WOMEN LEADERS INITIATIVE

We are pleased to acknowledge the members of our Unleashed Women's Leadership Initiative, a multi-year funding initiative, launched in March 2011 on the 100th Anniversary of International Women's Day, which aims to focus our attention and resources on the fact that empowering women's leadership is the key to ending hunger.

Melissa and Gregory Alcorn

Andee Burrell

Nancy Chernet and  
Daniel A. Sutton

Cindi and Glenn Cooper

Karen and Michael Herman

Joan Holmes

Alan Hyman

Tom Lemons

The Upstart Foundation

Bruce and Marsha Weinstein

# LEGACY CIRCLE

More than 160 individuals are members of our Legacy Circle, and as such, have committed to include The Hunger Project in their estate plan — through trusts, bequests or making The Hunger Project a beneficiary of their insurance or retirement plan. They are willing to be listed here in order to inspire others to do the same (members are in the United States, unless otherwise noted).

Edge Allen  
Harvey Austin  
Scott Bahr and Suja Thomas  
Robert Balderson  
Supriya Banavalikar  
Irma Barnum\*  
Gary Baxel  
Aleen Bayard  
Joanna and  
Christoph Bichsel  
Dennis Bishop and  
Felicity McRobb  
Jacqui Bishop  
Susan Bixler  
Phyllis and Sam Bowen  
Ross Brown  
Joanne Burger  
Andee Burrell  
Laura and Chuck Burt  
Gloria Chuk  
Philip Cisneros  
Margaret Cohen\*  
Peter J. Cohn\*  
William Conner\*  
Carol and John Coonrod  
Martha L. Corley  
Susan Curry  
Julia Dederer  
Edmond S. Delmon\*  
Jerry Donahoe  
Jane Downes  
Phyllis Dubrow

Prudence Ducich  
Denise Edmond  
Avi Edwards  
The Rev. Eileen L. Epperson  
Gail Ervin  
Michael J. Falkowski, Jr.\*  
Åsa Skogström Feldt  
Walt Ferris  
Jo Fielder  
Mark Flashen  
Richard Frees  
Thomas J. Gearing  
Jim Goodman  
Shirley Goodman  
Yasmin Goodman  
Marilyn Graman  
Lonnie Green  
Nancy and Phil Groben  
Karen Herman  
Karl and Betty Hess  
Joan Holmes  
Paul Hrabal  
Jennifer J. Hunter  
Scott Hunter  
Richard Hysong  
David and Tracie Jansen  
Karen Johns (New Zealand)  
Hilary Johnston and  
Les Shiell (Canada)  
Grace Jones  
Kitty Juda  
Nancy Juda

Billy Kantrowitz  
Deborah Kaplan  
Helen Kessler  
Fran Kieffer  
Kima Kraimer  
Connie Kratz  
Vicki Lachman  
Mary Layman and  
Martin Rubin  
Gretchen Leavitt  
Tom Lemons  
Peggy Link  
Brigid and Clark Lund  
Constance Trapp MacCrate\*  
William A. and  
Jeanne R. Mallet\*  
Chris Martin  
Mary Ellen McNish and  
David Miller  
Marty Merrill\*  
Benjamin Moore  
Page Morahan  
Anthony F. Mullen, Jr.  
Kathie Murtey  
Marvin Nadel\*  
Marion Nisbet\*  
Lisa North and  
Paul Yamamoto  
Madelyn Page  
Barbara Parton  
Jack and Jill Pasanen

S. Neil Peck and  
Barbara Rose  
Joy Perreras and  
Brian McFadin  
Doug Plette  
Spencer Quinn  
Jenna Recuber  
Christine Roess  
J. Ronald Roth\*  
Joanna and Julian Ryder  
Carla Sadoff  
Barry Saiff  
Gretchen Sand and  
Bruce Preville  
Elizabeth Sanderson  
Emil Sauer  
Jack Sawyer  
Colene and Fred Schlaepfer  
Trisha D. Scudder  
Patti Searle  
Lucille Serwa  
Brenda and Steve Sherwood  
Margaret Jane Simoneaux  
Jane Sisco\*  
Diana and Lyle Smith  
June Smith\*  
Ellen Snortland  
Kay and Harvey Solomon\*  
Leonard A. and  
Roslyn Solomon\*

Right: About 25 young volunteer leaders from different communities and organizations shared their experiences and the challenges of community work for young people in Mexico in November 2016.



Arne and Olina Springorum  
(Czech Republic)

Michael Steuerman\*

Wayne E. and Dorothy L.  
Stingley Family Trust

The Jerry Stock Trust, under  
will of Robert Moyer\*

Deb Strange

Faith Strong Family

Revae Stuart

Rick Susman (Australia)

Rhea M. Tabak\*

Annette and John Thompson

Carol Tisson and Mike Ginn

Ellen Tolliver

Dan Tompkins

Judy Townsend Stallone

Harold Walcoff\*

Tamera and Dennis Warner

Sunya Webber

Gary A. Weber\*

Frances Gillespie Wentorf\*

Trinda Weymouth\*

Barbara and Jim Whitton

June Witte\*

Scott Wolf

Daniela Zvonarova

\*Deceased





# Global Board of Directors

(Year 2016)

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Chair, CWS Capital Partners LLC

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ÅSA SKOGSTRÖM FELDT (*ex-officio; 2016*)<sup>^^</sup>  
(Former) President and CEO, The Hunger Project

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1997 Africa Prize Laureate

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1998 Nobel Laureate in Economics

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(Year 2016)

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The Hunger Project

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JENNA RECUBER, *Assistant Secretary*  
Senior Director, Communications, The Hunger Project

MARIA SCHARIN, *Assistant Treasurer/Assistant Secretary*  
Senior Manager, Operations, The Hunger Project

Left: Community partners at Ligowe Epicenter in Malawi celebrated their self-reliance on October 14, 2016.

\*Honorary members

†Deceased

\*\*Joined 2016

^Joined early 2017

^^Departed early 2017

\*Deceased

# About The Hunger Project

The Hunger Project is a global, non-profit, strategic organization.

**Vision:** A world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

**Mission:** To end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world.

**Where We Work:** The Hunger Project is active in Australia, Bangladesh, Benin, Burkina Faso, Canada, Ethiopia, Germany, Ghana, India, Japan, Malawi, Mexico, Mozambique, The Netherlands, New Zealand, Peru, Senegal, Sweden, Switzerland, Uganda, the United Kingdom and the United States.

The Global Hunger Project is a 501(c)(3) tax-exempt organization in the United States.

Get involved at [www.thp.org](http://www.thp.org).

THE  
HUNGER  
PROJECT

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