



# THE HUNGER PROJECT 2015 ANNUAL REPORT

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THE  
HUNGER  
PROJECT







# PRESIDENT'S MESSAGE

## ÅSA SKOGSTRÖM FELDT

**2015** was a pivotal year. It marked the launch of the Sustainable Development Goals (SDGs) — an “Agenda to Transform Our World.” This agenda was a result of the largest-ever participatory policy-making process in which the nations of the world agreed to a framework of goals to “finish the job,” including ending hunger by 2030. The 17 SDGs address everything from hunger and poverty to peace-building, inclusive economic growth and participatory governance. Their holistic nature and their call for local institutions and inclusive processes are monumental achievements, and I’m more optimistic than ever about what we can accomplish, together.

Yet, we still have much work ahead of us to achieve the 2030 agenda. In 2015, The Hunger Project focused on a global process to develop a new strategic plan for the years 2016–2020. The plan prioritizes building large-scale partnerships and alliances to ensure gender-

focused, community-led development is available everywhere it is needed. It includes goals to deepen our impact in the communities where we work, highlight the critical role of gender-focused, community-led development, and take such approaches to scale to truly transform society. The Hunger Project sees these as our highest leverage actions to contribute to the achievement of the Sustainable Development Goals.

People are at the heart of everything we do. When we put people at the center — driving their own change — we can end hunger once and for all.

I look forward to working with you to achieve these ambitious but attainable goals and our vision of a world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

In partnership,

Åsa Skogström Feldt  
President & CEO

Cover: Community partner at Atuobikrom Epicenter in Ghana

Above: Åsa Skogström Feldt delivers an address at the United Nations during the Interactive Dialogue on hunger and poverty in September 2015.

Left: A student participates at a Youth Leader-run coaching center in Sreemangal, Bangladesh.



# EXECUTIVE SUMMARY:

## OUR HIGHEST LEVERAGE ACTIONS

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**E**nding hunger requires a new kind of leadership: not top-down, authority-based leadership, but leadership that awakens people to their own power — leadership “with” people rather than leadership “over” people. This is at the heart of The Hunger Project’s gender-focused, community-led development work worldwide.

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. While adapted to meet local challenges and opportunities wherever we work, all of 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.

This report highlights our work to end hunger in nearly 20,000 communities throughout Africa, South Asia and Latin America as well as our global advocacy efforts to end hunger and poverty worldwide.

In eight countries of Africa, The Hunger Project’s Epicenter Strategy mobilizes clusters of rural villages into “epicenters,” which band together

people to carry out community-led holistic strategies to meet basic needs. In 2015, the Epicenter Strategy reached 1.7 million people across Africa. This year, three of our epicenters in Ghana graduated to self-reliance. This means that The Hunger Project has activated its exit strategy, and these communities are now set up to perpetuate, sustain and enhance the work begun in partnership with The Hunger Project.

In India, The Hunger Project empowers women elected to local government in more than 3,600 panchayats (clusters of rural villages) to meet the development needs of their communities. At the regional level, we facilitate federations of women leaders to strengthen their voice and provide a platform for learning and exchange. Across seven states of India, this work reaches more than 11.5 million people.

In Bangladesh, The Hunger Project mobilizes local volunteer “animators,” women and youth leaders, and local government representatives in 185 unions (clusters of rural villages) to carry out holistic, bottom-up strategies to achieve the SDGs in their communities. Their work reaches nearly 4.9 million people.

In Latin America, we support community development initiatives in Mexico and Peru, focusing on the people who are the most marginalized, particularly indigenous women. Our work reaches more than 23,000 people.

Above right: Community partners at Zuza Epicenter in Mozambique



At the global level, we focused on providing input into the SDGs, and advocating for gender-focused, community-led development approaches — this included Åsa Skogström Feldt delivering an address at the United Nations during the Interactive Dialogue on hunger and poverty when the SDGs launched in September. At that session, we also launched the Movement for Community-led Development, with 18 other international organizations, to create a community of practice for community-led approaches and advocate for funding windows for such work. This Movement continues to grow.

The Hunger Project’s focus on bringing community-led development approaches to transformative scale includes promoting our message in regional and international forums. Staff teams participated at the High Level Forum of Non-State Actors and Civil Society Organizations (CSOs) of the Economic Community of West African States (ECOWAS) Zero Hunger Initiative in Lomé, Togo; the Scaling Up Nutrition (SUN) Global Gathering in Milan; and during international days of significance such as International Women’s Day and International Day of the Girl. The Hunger Project co-hosted



a multi-stakeholder dialogue with the Nelson Mandela Foundation on achieving the SDGs in Africa by 2030 in Johannesburg, South Africa, where we were joined by leaders of multinational organizations, regional bodies, governments, corporations, donor agencies, non-governmental organizations, civil society and academia. We also held a nationally televised event gathering actors across sectors in Malawi on Localizing the Sustainable Development Goals.

# THE HUNGER PROJECT AT A GLANCE

# 18.1

**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.

Right: Nuria Ahmed and Zebiba Ahmed hold moringa stalks at Mesqan Epicenter in Ethiopia.

The Hunger Project is a global movement of individuals and organizations in 22 countries worldwide working in partnership for the sustainable end of hunger.

# million

people reached in nearly  
20,000 communities  
throughout Africa, South Asia  
and Latin America in 2015



**A holistic approach  
based on**

**3 key elements:**

1. Start with women
2. Mobilize everyone
3. Engage government

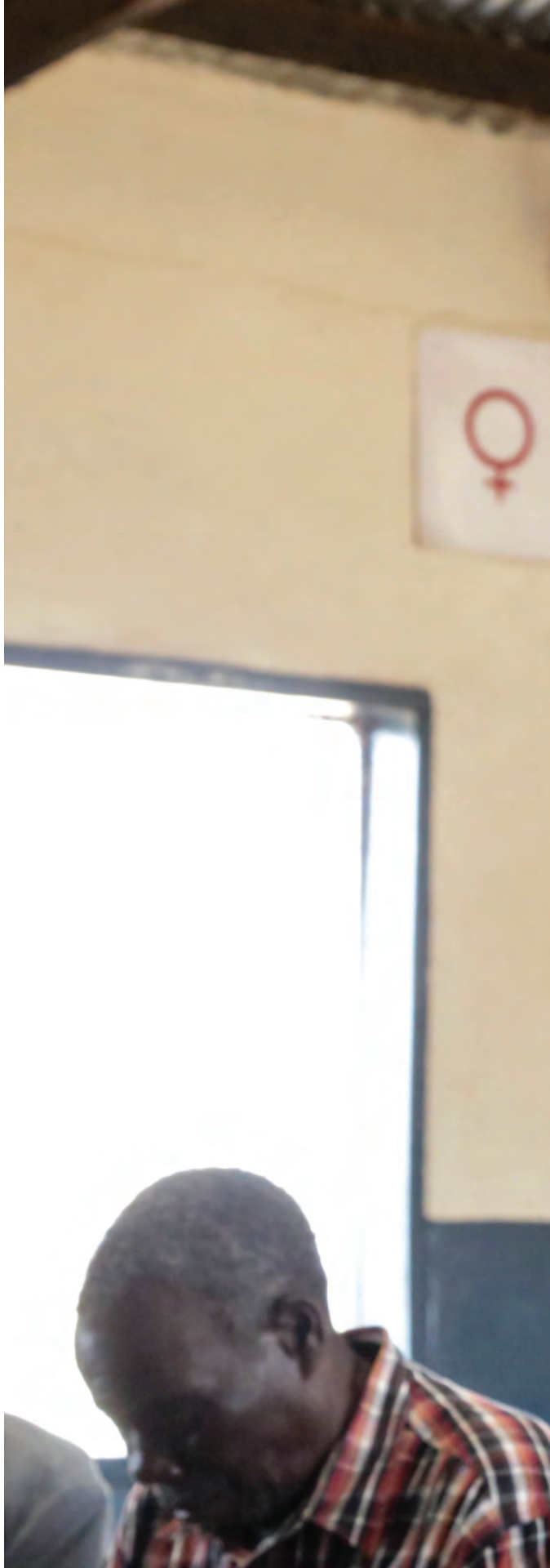
# AFRICA: CREATING SELF-RELIANT COMMUNITIES

In eight countries across Africa (Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal and Uganda), The Hunger Project's Epicenter Strategy unites 5,000 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. This holistic strategy takes them on a path to sustainable self-reliance through four distinct phases over a period of about eight years. During this time, individuals build the confidence to become leaders of their own development and communities come together to unlock local capacity for change.

Led by volunteer animators and locally elected volunteer committees, the community leads its 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.

2015 saw one of the most exciting achievements in The Hunger Project's history: three of The Hunger Project's epicenters in Ghana achieved the targets they set for declaring their self-reliance: Akotekrom, Atuobikrom and Nsuta-Aweregya Epicenters.

Right: Blessings, an Epicenter Committee Member, participates in a community data presentation at Champiti Epicenter in Malawi.







PAKAKHALE KUSYANA PAKATI PA ANAHO NO  
KCHANSO ANAHO APATSONE

# AFRICA: CREATING SELF-RELIANT COMMUNITIES

(Continued)

**“I believe our epicenter is on the right track towards self-reliance. Firstly, we have a leadership team with zeal to manage the epicenter and we feel The Hunger Project-Malawi has given us that capacity to manage this [epicenter]. We look forward to this challenge.”**

**– DENNIS DENGA**  
Chairperson, Leadership Team, Champiti  
Epicenter, Malawi

In the self-reliance phase, The Hunger Project has activated its exit strategy, and these communities are now set up to perpetuate, sustain and enhance the work begun in partnership with The Hunger Project. Community members affirmed multiple local partnerships, created funding streams from revenue-generating activities and established gender-balanced leadership structures to support sustainable growth. This is a monumental achievement for these communities and all of the staff and investors who partnered with them along the way.

The Hunger Project defines self-reliance to be when community members are confident and have the capacity and skills to act as agents of their own development. A community demonstrates its self-reliance by showing progress in the eight goals of our gender-

focused, community-led development approach, the Epicenter Strategy.

The measure of community self-reliance is based on indicators that evaluate progress in all program areas. This diverse set of about 50 indicators measures program outputs (the immediate results of each activity), outcomes (the changes in communities as a result of the interventions) and impacts (long-term widespread changes). The community declares its self-reliance when it demonstrates sufficient local capacity (defined as meeting the locally set targets) in each program area. When a community has achieved the targets set to demonstrate its self-reliance, it is anticipated that there will be no further financial inputs, with the exception of less frequent staff visits and a post-evaluation three to five years later in a select number of epicenters.

## **Other 2015 highlights from our programs in Africa include:**

**In Benin**, in 18 epicenters, The Hunger Project engaged in skills training of young entrepreneurs on advocacy and partnership management, and supported micro-entrepreneurs to attend fair trade expos to gain business connections.

**In Burkina Faso**, The Hunger Project partnered with the UN Food and Agriculture Organization (FAO) to support vegetable production and to improve women’s resilience in the face of climate change with training on breeding techniques.



**91,895** participants trained in nutrition

**102,337** trained in our Women's Empowerment Program

**31,807** participants in Water, Sanitation and Hygiene (WASH) education trainings

**4,045** enrolled in early education at our epicenters in Africa

**In Ethiopia**, The Hunger Project, with a focus on including youth and especially supporting young entrepreneurs, organized its first-ever agricultural entrepreneurship training for unemployed youth and young farmers.

**In Ghana**, The Hunger Project partnered with the International Fund for Agricultural Development (IFAD) and the government of Ghana to enhance access to agricultural credit in order to reduce poverty and improve rural livelihoods.

**In Malawi**, The Hunger Project began the rollout of a three-year environment and natural resources management project to promote sustainability and increase the efficiency of Malawi's hydropower generation in partnership with the Millennium Challenge Account.

**In Mozambique**, The Hunger Project worked with the Ministry of Gender, Child and Social Affairs and São Tomás University to implement social action programs and promote gender-focused, community-led development approaches at academic institutions.

**In Senegal**, a solar power plant at Dahra Epicenter's milk processing unit addressed the entire epicenter's needs for power, giving the community the double advantage of reducing spending on power, as well as reducing unit production costs with more competitive goods on the market.

## The Miracle Moringa Tree

The "miracle tree" moringa's leaves are extremely rich in protein, vitamins A, B and C and other minerals that are key to combating malnutrition. Eaten as a vegetable course during meals, moringa leaves improve childhood nutrition, birth weights and the quality of breast milk. After a successful pilot in Benin, The Hunger Project has launched expanded moringa campaigns in Benin, Ethiopia, Malawi and Uganda. Volunteer leaders educate communities about the benefits of this power food, train them to cook with it, and mobilize communities to create moringa nurseries and work in factories to produce moringa powder. Learning visits and exchanges have taken place to facilitate the project's implementation, which is supported with funding from The Postcode Lottery in the Netherlands for the period 2015-2017.

**In Uganda**, The Hunger Project held a national child marriage Policy Advocacy Dialogue on "Building Synergies to End Child Marriages in Uganda." Participants included representatives from the Ministry of Gender and Social Development, the Ministry of Education and Sports, Police, USAID, UNICEF, Girls Not Brides network, UN Women, non-governmental organizations (NGOs), schools and epicenter communities.





**126,360**

participants in activities to end violence against women

**10,568**

participants in "Jagruk Manch" meetings, a forum where women gather to participate in solving their community problems as informed citizens

**80,242**

participants in activities to strengthen women's engagement in the electoral process

# INDIA: EMPOWERING WOMEN LEADERS

**T**he Hunger Project-India's strategy places at its center the women who have been elected to their local village councils so they can serve as leaders for development in their communities. The Hunger Project currently works across seven states, where it pioneers strategies that engage constitutionally mandated elected village councils, mobilizing people for self-reliant action, empowering women as key change agents and engaging with local government.

In 2015, over 5,000 elected women representatives participated in Women's Leadership Workshops, an intensive four-day training that focuses on building leadership skills. These women are now empowered to take actions to end child marriage, dowry and violence against women, and to bring water, health and education to their communities.

Our Strengthening Women's Empowerment through the Electoral Process (SWEEP) campaigns educated women on their rights, and encouraged them to vote and to run for seats that are reserved for women as well as seats that are available for both women and men. Intensive SWEEP campaigns were conducted by elected women representatives in 2015, raising awareness on violence, and promoting corruption-free elections. Activities such as simulation camps, village-level meetings, identifying potential leaders, and community-based campaigns achieved greater engagement and outreach.

**"...I [now] understand the power of collective action. Through Federation[s], we are able to raise our voice in the hope of a better future for our people."**

**- RANI**

President, Pala Palanganagudi Gram

In addition, two state-level conventions of elected women representatives were organized in Madhya Pradesh and Rajasthan in 2015. These important gatherings provide an opportunity for elected leaders to learn, share and jointly address pertinent issues concerning their communities. The Hunger Project also organized a two-day Elected Women Representatives' meeting in Jaipur in November, with more than 255 women leaders from six districts.

The Hunger Project also focused on building alliances and partnerships to take our approach to scale. In 2015, The Hunger Project-India began partnering with the Bhutan Network for Empowering Women (BNEW), a new organization that is working to build the leadership capacities of women in the neighboring country. The Hunger Project is sharing and transferring its SWEEP strategy to encourage women's participation in electoral processes and politics in Bhutan.

Left: Community partner in Satna, Madhya Pradesh, India, participates in a workshop on gender equality.

# BANGLADESH: LOCAL LEADERSHIP TO ACHIEVE THE GLOBAL GOALS

In Bangladesh, The Hunger Project works to reach those communities who are among the poorest and most malnourished in the world, with a comprehensive strategy that seeks to demonstrate that, with gender-focused, community-led development, Bangladeshi villages can achieve the Sustainable Development Goals (SDGs).

As the largest volunteer-based organization in Bangladesh, The Hunger Project works to create a self-reliant Bangladesh through a multipronged, non-partisan strategy of social mobilization, with the top priorities of promoting poverty eradication, establishing good governance and human rights, and building strong democratic values and practices from the bottom up.

The centerpiece of our work, 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. A focus of this strategy is our work to train and empower volunteer leaders called “animators” to mobilize others in their villages. These include specialized programs for youth and women leaders.

In 2015, The Hunger Project expanded its work to partner with people in 185 Union Parishads. In turn, those unions have taken responsibility for improving the lives of 4.9 million Bangladeshis.

As part of this work, The Hunger Project-Bangladesh has been partnering with BRAC since 2014 to strengthen Union Parishads for transparent, accountable and inclusive governance at the local level. In 2015, The Hunger Project and BRAC supported the installment of citizen charters — which contain a list of services available as well as the conditions and waiting periods for receiving such services — in Union Parishad offices to ensure transparency and build awareness among citizens on the delivery of services.

This bottom-up mobilization for self-reliance is combined with several national-level advocacy strategies designed to reform attitudes, policies and structures within society that block people in their attempts to build lives of self-reliance and dignity. This is done through volunteers and alliances, such as the National Girl Child Advocacy Forum (NGCAF), a network of women leaders called the “Bikoshito Nari Network,” and Shujan, a platform of Citizens for Good Governance.

A particular focus in 2015 was on activities to empower youth and girls. This included collaborating with the Independent Television Service (a USAID-supported organization) to implement the “Safe Schools for Girls” Campaign. The campaign seeks to increase girls’ participation in school, as well as to ensure an enabling environment and gender-sensitive teachers at school. Working in remote

Right: Community partner and volunteer Monika, from Mymensingh, Bangladesh, works with women leaders.



# 185

MDG unions reaching over 4.9 million people

# 40,689

people participated in Vision, Commitment and Action Workshops across Bangladesh

# 46,339

participants engaged in campaigns to halt child marriage



communities, the campaign builds a team of advocates who use documentary film and other media to promote community-driven change at local schools. The campaign educates, engages and unites stakeholders who have the power to stop child marriage, including students, parents, educators, civil servants and local politicians.

In addition, the National Girl Child Advocacy Forum (NGCAF) arranged 14 human chains on protecting child rights and 10 press

conferences on girls' issues. They also submitted a memorandum on child violence and early marriage to local authorities in 32 districts. The NGCAF also celebrated National Girl Child Day, International Women's Day, Human Rights Day, Rokeya Day (a day to recognize the leading feminist writer and gender equality advocate) and the International Day for the Elimination of Violence Against Women.

# LATIN AMERICA: MOBILIZING MARGINALIZED COMMUNITIES

In Latin America, 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.

**In Mexico,** The Hunger Project is playing a leadership role in transforming the current situation for rural communities by pioneering comprehensive, bottom-up, women-centered strategies for rural progress in four states — including two of the poorest, Chiapas and Oaxaca.

In 2015, The Hunger Project continued to deepen our community impact. Through workshops in the right to water, sustainable bio-construction, sanitation and integrated gardening, The Hunger Project supports our partners as they enhance their understanding of sustainability and work cooperatively on projects throughout their communities.

In Catishtic, Mexico, for example, a group of women aimed to have — for the first time — security, intimacy and dignity with a vision of a multi-functional bathroom designed by the women themselves. The “eco-smart bathroom” pilot project was a result of women forming partnerships with volunteers from other areas, as well as the School of Arts and Crafts in San Cristobal de las Casas, who supported them in the construction of the bathroom. The bathroom constitutes the first step towards sustainable

sanitation by shifting the behavior of the communities in creating a safe space for women to shower and to end the open defecation practices still present in the villages of Chiapas.

The Hunger Project has a strong advocacy focus in Mexico, and is a local, regional and international leader promoting gender-focused, community-led development approaches, and the importance of including communities, especially rural and indigenous women. Some of these efforts have been around family farming, for which The Hunger Project organized the first International Forum to Promote Family, Peasant and Indigenous Agriculture in March, and the right to food, for which The Hunger Project organized the second general session on Legislative Initiatives to Promote the Right to Food and Family Agriculture in September.

**In Peru,** The Hunger Project works in partnership with Chirapaq, the Center for Indigenous Peoples’ Cultures of Peru, an organization founded by Andean and Amazonian people to reclaim their indigenous identity through appreciation and dissemination of cultural knowledge. Chirapaq works to promote the rights of indigenous people, empower indigenous women leaders and share indigenous knowledge in regional and international policy debates on issues such as climate change and integrated, community-led development.

Above right: Community partners discuss development strategies face-to-face with political candidates in Oaxaca, Mexico.



This year Chirapaq's work in partnership with The Hunger Project focused on the prevention and reduction of chronic malnutrition in the Shawi and Quechua Communities through the use of traditional indigenous knowledge of biodiversity. This was carried out with indigenous organizations in Balsapuerto, Loreto, the Laramate Indigenous Women's Organization (OMIL) of Ayacucho, and the Federation of Yanasha Native Communities in Pasco. Activities included trainings in childhood nutrition with an emphasis on developing local language phrases, as well as the training of youth and women community "promoters" and of local authorities.

In addition, Chirapaq, together with The Hunger Project and the Continental Network of Indigenous Women of the Americas (ECMIA), hosted an event on "The Indigenous Woman in the Local Economy" at the civil society forum during the 2015 Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund.

**"Now we're learning with my wife and we're eating a wider variety of things. I've noticed that my own daughters are happier and livelier, and so it is with the other children in the community; before, almost all of us were poorly nourished and in that aspect I think we've made some progress."**

**- WILSON PIZANGO MAPUCHI,**  
Age 29, Shawi indigenous member of  
Nueva Luz community in Peru



# PARTICIPATORY MONITORING, EVALUATION & LEARNING

**A**t The Hunger Project, we believe in measuring what matters. As an organization grounded in international development from the bottom up, understanding the extent of our interventions' impact at the community level is paramount — for our community partners, our dedicated global staff, our investors and policy makers considering adopting our approach.

Our Monitoring and Evaluation (M&E) system serves The Hunger Project's entire network of partners in 12 countries. As program country staff and volunteers lead their communities to make improvements in areas such as health, literacy, education, gender-based violence, food security, income and local democracy, The Hunger Project's M&E system provides a necessary framework for understanding and enhancing these strides.

With a focus on participatory M&E, our system is designed to recognize and include communities as the key stakeholders in data collection and evaluation. Participatory M&E requires including community voices in monitoring and evaluation, and building the capacity of community members to become active partners in this process.

This year we also launched a new visual way to engage with our data: a Maternal Health Dashboard in partnership with iFormBuilder and Klipfolio, an online platform. The dashboard is a visual collection of maternal health trends and the latest data from the organization's work in the field, and is intended to increase public awareness of issues related to maternal health

in a visually digestible way, demonstrating our commitment to making data accessible.

## A New Index to Measure Women's Empowerment

In 2015, The Hunger Project launched the Women's Empowerment Index (WEI), the first of its kind to measure women's empowerment across sectors. The index fills the gap in standard measurement approaches to directly capture women's empowerment and inclusion, and will inform our programs to better empower women.

While women often bear the responsibility for meeting the needs of their family, they are frequently denied the resources, information and freedom of action to fulfill this responsibility. And though women's empowerment is a mainstay feature for many international organizations' programs and practices, a standard collective approach for tracking progress was missing. Based on the International Food Policy Research Institute's Women's Empowerment in Agriculture Index, the WEI focuses on five key domains: agency, income, resources, leadership and time. Tracking progress in these areas is critical to developing programs that benefit women and girls, and achievement in these areas is a woman's pathway to empowerment.

Right: Rosita Mabunda, Epicenter Chairwoman of Zuza Epicenter in Mozambique, participates in a community data presentation.



# EDUCATION AND ADVOCACY TO TRANSFORM OUR WORLD

Influencing policymakers to adopt key elements of our methodology and educating a worldwide constituency around gender-focused, community-led development are high priorities. In 2015, The Hunger Project played a leadership role within civil society networks for food and nutrition security, water and sanitation, maternal and child health, halting child marriage and gender-based violence, and local governance.

## The Movement for Community-Led Development

In 2015, The Hunger Project launched the Movement for Community-led Development, which unites a broad range of international development organizations that fundamentally believe integrated and community-led solutions at the local level are critical to the effectiveness and sustainability of our shared work to end hunger and extreme poverty. In her address at the SDG Summit on September 25, Åsa Skogström Feldt announced the creation of the Movement, which was formally launched at a UN General Assembly side event in partnership with the Government of the Philippines (home of one of the largest community-led development programs) on September 30. Founding members of the Movement include Action Against Hunger, The Alliance to End Hunger-USA, CARE, Community for Zero Hunger and Heifer International, among others. The Movement continues to grow and host discussions to elevate the discourse on policies, practices and funding for community-led development.

## Other Advocacy Highlights:

- The Hunger Project and the Nelson Mandela Foundation held a high-level dialogue on achieving the SDGs by 2030 in Johannesburg, South Africa. The event gathered more than 100 actors in this key regional capital.
- The Hunger Project-Malawi and World Vision co-hosted a nationally broadcast panel discussion in Lilongwe on localizing the Sustainable Development Goals which featured representatives across sectors: including government, media, academia, youth and civil society.
- Margarita Ruiz Lopez, The Hunger Project-Mexico's regional coordinator for Los Altos, and Tarcila Rivera Zea, founder of Chirapaq, our partner in Peru, participated in the Paris COP 21 Summit, in which more than 190 countries came together to achieve an historic, legally binding agreement to combat climate change.
- The Hunger Project-Uganda's Country Director Daisy Owomugasho was hosted by the UN to testify during General Assembly negotiations on the draft SDGs.
- The Hunger Project and Concern Worldwide organized a side-event at the Third International Financing for Development Conference entitled "Financing Community-led Development: Putting People First." The session, chaired by Tom Arnold, coordinator of the SUN movement, included speakers from Restless Development and the Millennium Challenge Corporation.





Jenna Bascom

## Seizing the Opportunity to End Hunger

On October 17, 2015, more than 600 people from more than 20 countries around the world gathered for The Hunger Project's Annual Fall Gala in New York, NY. This year's theme "Ending Hunger: Seize the Opportunity" invited guests

to Participate, Connect, Invest and Lead in the goal that is gaining momentum around the globe: ending hunger once and for all. The night featured our partners and other leaders who shared their experiences on women, youth and community mobilization.

Above: Tabitha Mponda, Chairperson of Tadala Savings and Credit Cooperative at Kachindamoto Epicenter in Malawi, speaks at The Hunger Project's Annual Fall Gala.





# FINANCIAL LEADERSHIP FOR THE END OF HUNGER

**T**he Hunger Project is a global movement of people working in authentic partnership for the sustainable end of hunger. Our partners in nearly 20,000 communities worldwide know that the funding of The Hunger Project does not come from a faceless institution, but through the love and partnership of committed Hunger Project investors 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 2015, nearly **9,000 individuals and over 170 institutions** — from the U.S., Program and Partner Countries — invested in our work to empower people to end chronic hunger.

More than 520 people were part of our **Global Investor Group**, each investing \$5,000 or more. This special group of global citizens is a community of like-minded individuals, families and companies who believe we can end hunger in our generation and who take action with their money to bring this about. They create opportunities to come together, to be updated on our work and to connect with other extraordinary and inspiring people within the Global Investor Group community.

Nearly 1,600 people were members of our **Financial Family** of investors who give monthly, many of whom have been doing so for 20 to 30 years or more. Our Financial Family investors

are committed to making regular investments until the end of hunger is achieved. Their dedication and support is a sustaining and deeply meaningful contribution to our shared work to end hunger.

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, with about 170 investors in 2015, is designed to honor and call forth leadership that will take us across the finish line to the final end of hunger.

More than 30 investors are members of our **Unleashed Women Leaders Initiative**, a multi-year funding initiative, which was launched in March 2011 on the 100th Anniversary of International Women's Day and aims to focus our attention and resources on the fact that empowering women's leadership is the key to ending hunger.

The 2015 **Live Below the Line Campaign** garnered new engagement and supporters, with nearly 500 people (40 percent of them new to The Hunger Project) participating on our behalf and raising over \$62,000 by living on \$1.50 a day for five days.

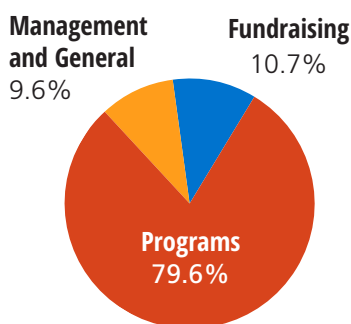
Over 150 individuals participate as members of our **Legacy Circle**, and as such, have committed to include The Hunger Project in their estate plan — through trusts, bequests or making The Hunger Project a beneficiary of their insurance or retirement plan.

Left: Micaela Hernández Hernández, a community partner from Bayalemo, Chiapas, Mexico is a textile artisan and member of the J'Pas Jolovietik cooperative.



# CONSOLIDATED FINANCIAL STATEMENTS

## 2015 Expenses



Note: Figures do not add to 100% due to rounding.

## Funds Raised by Country 2015

COUNTRY	INCOME US\$*
Australia <sup>†</sup>	\$ 3,715,928
Bangladesh	709,000
Benin	725,385
Canada <sup>†</sup>	98,988
Germany <sup>†</sup>	503,397
India	389,000
Japan <sup>†</sup>	1,150
Malawi	187,433
Mexico	271,400
Netherlands <sup>†</sup>	4,056,653
New Zealand <sup>†</sup>	52,118
Senegal	180,523
Sweden <sup>†</sup>	2,275,919
Switzerland <sup>†</sup>	490,930
Uganda	219,355
United Kingdom <sup>†</sup>	339,924
United States	5,959,190
<b>Total**</b>	<b>\$ 20,176,293</b>

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

December 31, 2015 (in US\$)

ASSETS	2015
Cash and cash equivalents	\$7,039,523
Receivables, net	4,170,327
Micro-credit loans, net	1,280,074
Investments	1,639,393
Property and equipment, net	999,873
Other assets	630,047
	<b>\$15,759,237</b>

### LIABILITIES AND ASSETS

LIABILITIES	
Accounts payable and accrued expenses	\$1,935,658
Deferred rent	325,322
<b>Total liabilities</b>	<b>\$2,260,980</b>

### NET ASSETS

Unrestricted	8,965,138
Temporarily restricted	4,533,119
	<b>\$13,498,257</b>
	<b>\$15,759,237</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<sup>†</sup>) raise funds for their own expenses, including education and advocacy programs, as well as fundraising and management and general. Those expenses (approximately US\$3 million in 2015) 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

2015	Unrestricted	Temporarily Restricted	Total
<b>SUPPORT AND REVENUE</b>			
Contributions and grants	\$13,205,670	\$3,451,247	\$16,656,917
Micro-credit finance revenue	204,125	-	204,125
Investment income	361,255	-	361,255
Sublease income	277,490	-	277,490
Other	236,111	-	236,111
Released from restrictions	3,253,219	(3,253,219)	-
<b>Total support and revenue</b>	<b>\$17,537,870</b>	<b>\$198,028</b>	<b>\$17,735,898</b>
<b>EXPENSES</b>			
Program services			
Education and advocacy	1,271,805	-	1,271,805
Africa	9,577,220	-	9,577,220
Asia	3,587,400	-	3,587,400
Latin America	841,284	-	841,284
<b>Total program services</b>	<b>\$15,277,709</b>	<b>-</b>	<b>\$15,277,709</b>
Supporting services			
Management and general	1,845,307	-	1,845,307
Fundraising	2,060,024	-	2,060,024
<b>Total supporting services</b>	<b>\$3,905,331</b>	<b>-</b>	<b>\$3,905,331</b>
<b>Total expenses</b>	<b>\$19,183,040</b>	<b>-</b>	<b>\$19,183,040</b>
<b>Change in net assets from operations</b>	<b>\$(1,645,170)</b>	<b>\$198,028</b>	<b>\$(1,447,142)</b>
<b>FOREIGN CURRENCY</b>			
TRANSLATION LOSS	\$(549,462)	-	\$(549,462)
<b>Change in net assets</b>	<b>\$(2,194,632)</b>	<b>\$198,028</b>	<b>\$(1,996,604)</b>
<b>NET ASSETS</b>			
Beginning	11,159,770	4,335,091	15,494,861
Ending	\$8,965,138	\$4,533,119	\$13,498,257

# 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.

ABB, Switzerland	Bondi Foundation, United States <sup>†</sup>	Community Zollikon, Switzerland	Frans van Seumeren Holding BV, Netherlands
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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 \$1,000 or more each year to make that vision a reality.

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(\$500,000+)

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

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Investor names are provided 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](mailto:info@thp.org).

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Right: (From left): Trained elected women leaders Rajni, Preeti and Munni participate in village councils in Khamriya, India.

# UNLEASHED WOMEN LEADERS INITIATIVE

This multi-year funding initiative (\$10,000 each year over three years) focuses our attention and resources on the fact that empowering women's leadership is the key to ending hunger.

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**This Fund, inspired by the visionary leadership and rare strategic thinking of Founding President Joan Holmes, was created to call forth leadership for the end of hunger by 2030. The following individuals invested in the Fund in 2015.**

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Left: Preeti Sen, an elected women leader in Biha Kramank, Madhya Pradesh, India. After attending gender equality workshops, Preeti has become a women's equality advocate, fighting against traditional customs such as dowry.

Back cover: Juana Lopez Hernandez, Bayalemo, Chiapas, Mexico

\* Honorary members

† Joined 2015

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THE  
HUNGER  
PROJECT

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## About The Hunger Project

The Hunger Project is a global, non-profit, strategic organization whose mission is to end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world. Our vision is a world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

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.

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