



# 2013

ANNUAL REPORT

THE  
HUNGER  
PROJECT







In 2013, our global movement to end hunger took a major leap forward. The world community worked to set a post-2015 development agenda to follow the Millennium Development Goals. We saw the emergence of bold, zero-based goals and international alignment to end hunger and poverty on our planet once and for all.

Now, more than 35 years after The Hunger Project launched with the proclamation that the end of hunger was a possibility, experts agree it is an achievable goal by the year 2030. We celebrate this exciting news. Yet, we recognize business as usual will not get us there. We still need a paradigm shift in how the world approaches development.

The Hunger Project worked boldly and strategically to transform the mindset of policymakers and make our bottom-up, women-centered approach to sustainable rural community development available to everyone. We have formed an increasing number of partnerships with national governments, UN agencies, and other non-profit and civil society organizations to implement our strategies. For example, in Ghana, we signed an agreement with the Ministry of Health to improve and sustain the delivery of quality health services in our epicenter communities. And, I met with the heads of state of Burkina Faso, Malawi and Senegal to further our partnerships in an effort to extend the reach of our approach nationwide in those countries.

Our staff leaders worked to ensure that the voices of our village partners are heard in national and international policy discussions. For example, Lorena Vázquez Ordaz, Country Director of The Hunger Project in Mexico, was invited to represent Mexico at the first “C20” Civil Society meeting in Russia. Following her leadership role during the G20 Summit in Mexico, Russia agreed to sponsor her attendance.

We continued our work as a leader in the international nutrition movement. We spearheaded actions to prioritize childhood nutrition and maternal health as part of our 1,000 Days program. The Hunger Project also joined a collective pledge by InterAction members, who together committed \$750 million in private resources for nutrition-specific and nutrition-sensitive actions to halt stunting.

Having announced my retirement this year, this will be my final annual letter to you, my partners in ending hunger. What a privilege to have been able to walk this path with The Hunger Project’s entire global family. As an investor and activist, I look forward to continuing on this journey to end hunger and to all the opportunities that 2014 and beyond bring for achieving our shared vision of a world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

In partnership,

*Mary Ellen McNish*

Mary Ellen McNish  
President & CEO

## EXECUTIVE SUMMARY

### A Holistic Approach to End Hunger

This report highlights our work to end hunger in 14,000 communities throughout Africa, South Asia and Latin America as well as our global advocacy efforts in 22 countries. We sustained and grew our vibrant movement of people who know the end of chronic hunger and abject poverty is possible — and that each of us can do something to make it happen.

Acting on one of our strategic priorities, The Hunger Project's staff leaders used their positions to influence the Post-2015 Agenda. From Washington, D.C. and Mexico City to Cotonou, Benin, our staff participated in consultations and meetings to ensure the next set of sustainable development goals includes a focus on gender equality, community-led development and strong participatory democracy.

Another priority has been to build awareness and inspire action for improved nutrition. The year marked a major increase in such activities. More than 3,200 workshops, campaigns and trainings collectively reached nearly 150,000 participants — nearly 70 percent of whom were women — across our program countries. The focus of the program is on the first 1,000 days from the beginning of a woman's pregnancy to her child's second birthday and the Essential Nutrition Action curriculum. In 2013, more than 67,000 women and girls attended courtyard meetings, workshops or food demonstrations to learn skills and critical information about the 1,000-day window of opportunity to break the cycle of malnutrition.

Thirdly, The Hunger Project strategically improved our programs and made gains in measuring their





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“The Hunger Project puts innovation into practice, and we see this award as both recognition of their outstanding work around the globe and a tremendous opportunity to harness the power of innovation in addressing an important social issue.”

– DARIUSH GHATAN OF GOOGOL, an Innovation Pioneers initiator member company, on The Hunger Project’s receipt of the 2013 One Wish Award, the Innovation Pioneers’ annual prize which recognizes the use of innovation in achieving outstanding results

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impact. Our programs continue to be based on a holistic approach, which empowers women and men 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 at their foundation these three essential elements:

1. Empowering women as key change agents.
2. Mobilizing communities for self-reliant action.
3. Fostering effective partnerships with local government.

**IN EIGHT COUNTRIES OF AFRICA,** The Hunger Project’s Epicenter Strategy mobilizes clusters of rural villages into “epicenters,” which band together 5,000-15,000 people to carry out community-led integrated strategies to meet basic needs. In 2013, women and men in 121 epicenters created and ran their own development programs, reaching 1.6 million people in their communities.

**IN INDIA,** The Hunger Project empowers women elected to local government in more than 2,500 panchayats (councils presiding over clusters of rural villages) to meet the development needs of their communities. Across seven states of India, these women lead 12 million people. At the regional

level, we facilitate federations of women leaders to strengthen their voice and provide a platform for learning and exchange.

**IN BANGLADESH,** The Hunger Project mobilizes local “animators” (trained volunteers), youth, women leaders and local government representatives. In 2013, efforts intensified in 112 priority “MDG Unions” (clusters of rural villages) to carry out holistic, bottom-up strategies to achieve the Millennium Development Goals. This work reaches 3.2 million people.

**IN MEXICO AND PERU,** we supported community development initiatives, focusing on the people who are the most marginalized, particularly indigenous women, reaching 21,000 people. We expanded our work to improve childhood and maternal malnutrition and to ignite local entrepreneurship.

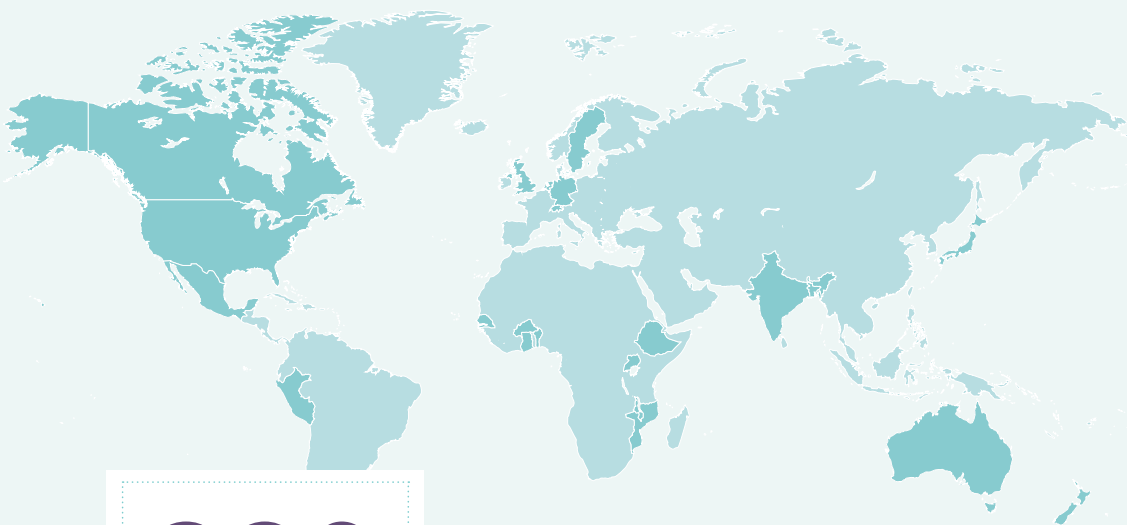
Throughout the year, more than 180,000 participants joined our flagship Vision, Commitment and Action Workshops around the world. These workshops are the foundation of The Hunger Project’s work, inspiring communities to move from “I can’t” to “I can” to “We can.” Through these workshops, people set a vision for their communities and then lay out the actions they will take to achieve that vision.



THE HUNGER PROJECT

# At-A-Glance

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



**320**  
STAFF GLOBALLY



**\$20.2 MILLION**

raised worldwide in **2013\***

## A Holistic Approach Based on 3 Key Elements:

**1** START WITH  
WOMEN

**2** MOBILIZE  
EVERYONE

**3** ENGAGE  
GOVERNMENT



**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.

REACHING

**16.8 MILLION PEOPLE**

IN MORE THAN **14,000 COMMUNITIES**

THROUGHOUT AFRICA, SOUTH ASIA  
AND LATIN AMERICA



**4.1 MILLION**

participants have taken our  
foundational Vision, Commitment and  
Action Workshops since 1993.

**1.4 million participants** have  
completed our HIV/AIDS and  
Gender Inequality Workshop  
since 2003.



\*Funds raised from the entire Hunger Project family, including affiliates, which is distinct from the revenue reported in the consolidated audit table on p. 27.



# RETHINKING WORLD HUNGER

## Getting to Zero

### Think world hunger is just a fact of life? **Think again.**

The Hunger Project started in 1977 with a bold new vision: the end of hunger is achievable. There is much progress to celebrate:

- The share of people living in extreme poverty in the developing world has been cut in half worldwide, from 43% in 1990 to 21% in 2010.<sup>1</sup>
- In developing regions, about 700 million people have moved out of conditions of extreme poverty (defined as living on less than \$1.25 a day) between 1990 and 2010.<sup>2</sup>
- The total number of people living in conditions of undernourishment has fallen by 17% since 1990–92.<sup>3</sup>

Yet, there are still 3.1 million children dying each year — equivalent to 8,500 girls and boys a day — due to hunger-related causes. That accounts for 45% of all deaths among children under the age of five.<sup>4</sup>

Reaching the poorest of the poor — the most marginalized women, children and men living in conditions of hunger and poverty — will take a profound shift from business as usual. It is time to rethink world hunger. The Hunger Project has pioneered strategies that are working. We must use the lessons we have learned to transform the way the world carries out its work to end hunger.

The Hunger Project is part of a worldwide movement, and we are thrilled that world leaders like the UN Secretary-General and the Pope are prioritizing efforts to end hunger and poverty once and for all.

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“To end extreme poverty by 2030, the vast rolls of the poorest — those earning less than \$1.25 a day — will have to decrease by 50 million people each year. Think about that number. To reach our goal, one million people each week will have to lift themselves out of poverty — that is each week for the next 16 years... And we strongly believe that this can happen.”

— JIM YONG KIM, President, World Bank

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The United Nations Zero Hunger Challenge campaign was created by UN Secretary-General Ban Ki-Moon in 2012 to rally governments, non-profit organizations, businesses, social movements and concerned citizens around a common vision: hunger can be eliminated in our lifetimes. The Hunger Project is a participating organization in the Zero Hunger Challenge, and Executive Vice President John Coonrod sits on the advisory board of the Community for Zero Hunger, an independent initiative to support the Challenge.

The Zero Hunger Challenge has five goals:

1. Zero stunted children less than 2 years old<sup>5</sup>
2. 100% access to adequate food all year round
3. All food systems are sustainable
4. 100% increase in smallholder farmer productivity and income
5. Zero loss or waste of food

<sup>1</sup> World Bank.

<sup>2</sup> United Nations Food and Agriculture Organization (FAO). *State of Food Insecurity in the World 2013*.

<sup>3</sup> United Nations. *The Millennium Development Goals Report, 2013*.

<sup>4</sup> The Lancet Maternal and Childhood Nutrition Series (June 2013).

<sup>5</sup> Stunting means that a child is not the appropriate height for age. It is the primary manifestation of childhood malnutrition.



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“...we can turn the elimination of hunger from a goal to a reality, as we strive together towards a world of zero hunger. In words often spoken by the late Nelson Mandela, it always seems impossible until it is done. In our lifetimes, it can be done.”

– **ERTHARIN COUSIN**, Executive Director  
of the UN World Food Programme

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Achieving these goals will require comprehensive efforts to ensure all women, men and children enjoy their Right to Adequate Food; women are empowered; priority is given to family farming; and food systems everywhere are sustainable and resilient.

With efforts like the Zero Hunger Challenge campaign, we know that the end of world hunger is not only possible. It is now within our reach.

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“I invite all of the institutions of the world, the Church, each of us, as one single human family, to give a voice to all of those who suffer silently from hunger, so that this voice becomes a roar which can shake the world.”

– **POPE FRANCIS**

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THE HUNGER PROJECT - MALAWI / AVF-MAJETE 1 EPICEN

MAPETO WHITEX FABRIC (MALAWI)



## 2013 HIGHLIGHTS BY REGION

### Mobilizing Rural Communities in Africa

**I**n Africa, 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 community center where people are mobilized for action to meet their basic needs. Through four distinct phases over a period of about eight years, individuals utilize this holistic approach to become leaders of their own development, and communities come together to strengthen their local capacity for change.

Communities establish and run their own programs in:

- **WOMEN'S EMPOWERMENT**
- **HEALTH AND NUTRITION**
- **EDUCATION AND LITERACY**
- **FOOD SECURITY**
- **MICROFINANCE**
- **ENVIRONMENT**
- **WATER, SANITATION AND HYGIENE**
- **ADVOCACY, AWARENESS AND ALLIANCES**

In 2013, The Hunger Project expanded partnership building efforts with governments and international agencies to leverage its efforts to end hunger and poverty. For example:

**IN BURKINA FASO,** The Hunger Project partnered with the Ministry of Gender to train elected women leaders. In addition, a partnership with the Ministry of Health facilitated the availability of government-supplied and staffed epicenter health clinics as well as The Hunger Project's ability to implement health activities alongside health clinics anywhere in the country. During the year, The Hunger Project President and CEO Mary Ellen McNish, Vice President for Africa Dr. Idrissa Dicko and other staff leaders met with His Excellency President Blaise Compaoré of Burkina Faso in order to further our efforts to expand the reach of our approach nationwide.

**IN ETHIOPIA,** The Hunger Project developed a partnership with the Wurib District Education Office to launch 12 literacy centers within the villages of Wurib Epicenter. The government's District Office will manage recruitment and training, as well as provide the necessary materials. Wurib Epicenter's adult literacy program will support 600 adults in attending Functional Adult Literacy classes.

**IN GHANA,** The Hunger Project signed a Memorandum of Understanding with the Ministry of Health to improve and sustain delivery of quality health services in epicenter communities by strengthening collaboration with the Ghana Health Service and integrating epicenter clinics into the community-based health planning and services operational system.

**IN MALAWI,** in collaboration with the National AIDS Commission, The Hunger Project implemented a program to train HIV/AIDS "animators" on alcohol and drug abuse, as well as intergenerational sex, all key factors related to the spread of HIV. They also launched an advocacy program to secure the commitment of partner organizations to improve the national supply of female condoms.

**IN UGANDA,** The Hunger Project implemented a Global Climate Change Alliance Project in collaboration with the United Nations Food and Agriculture Organization (FAO). Twenty farmer field schools have been established in the villages of Kiboga Epicenter. The schools train farmers in crop and livestock production and management, soil and water conservation, and record keeping and marketing skills.

The Hunger Project also prioritized work on combating childhood malnutrition through 1,000 Days activities focusing on maternal health and childhood nutrition during the period from pregnancy to age two.

**IN BENIN**, a unique part of the Health and Nutrition program is the production and promotion of Moringa, a power food that is impressively rich in some of the most common deficiencies (such as Vitamin A and Iron). Wawata Epicenter's Moringa production facility produces approximately 8 kgs. (17.6 lbs.) of Moringa powder per week. This product is then sold in pharmacies and distributed by the health "animators" that conduct monthly weighing sessions of infants and children. The improved accessibility to Moringa is playing a direct role in providing a source of nutrients that are addressed in the 1,000 Days initiative, while simultaneously creating opportunities for women to work outside of the home.

**IN MOZAMBIQUE**, Chokwe Epicenter's health center hosted the district health brigade to vaccinate children and administer Vitamin A supplements to children from infancy to five years old. The Hunger Project also partnered with the High Institute of Sciences and Health to host a seminar on nutrition for pregnant and lactating women, children under five, and people living with HIV/AIDS.

**IN SENEGAL**, The Hunger Project carried out trainings to raise awareness about the importance of proper nutrition and healthcare during the 1,000 Days window, targeting women and health practitioners. As a result, in the second half of 2013, health practitioners reported a nearly 40% increase in women accessing prenatal services at epicenter clinics compared to the same period a year ago, as well as a 32% increase in the number of childhood vaccinations.

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I have learned to read and write, and how to keep the books. So now I can keep track of how my business is going, and owing to my improved insight into the bookkeeping I am in a better position to grow with my business."

- BIENVENU IJEME (43 years old, pictured right), from the village of Dovi, near Zakpota Epicenter in Benin, participates in The Hunger Project's Microfinance Program and is now a successful poultry farmer.

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Of special note is our Scale-Up Initiative in the Eastern Region of Ghana, which began in 2006 with the goal of implementing the Epicenter Strategy at a sufficient scale to prove its viability as a successful, cost-effective and replicable model. The initiative is being undertaken in partnership with the Robertson Foundation, along with matching funds from a number of other corporate and individual investors. As of the end of 2013, all 38 epicenters within this program were making excellent progress, leading activities such as maintenance of epicenter buildings, fundraising, establishment of income-generating projects, cultivation of epicenter farms and forming partnerships with District Assemblies.







# Epicenter Strategy in 2013

## UNLOCKING LOCAL CAPACITY



**31,000 women trained**  
in Maternal and Child Health

**119,000+ participants**  
in HIV/AIDS and Gender Inequality  
Workshops

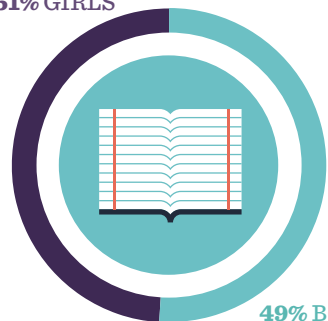
**60,936 participants**  
in Food Security Workshops



**4,966 participants enrolled**  
in Functional Adult Literacy

**116,920 women and men trained**  
in our Women's Empowerment Program

51% GIRLS



49% BOYS

**10,000 CHILDREN**  
are enrolled in early education  
at our epicenters in Africa.

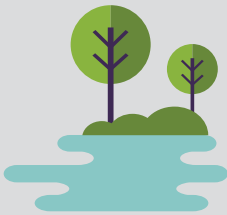
**MORE THAN  
9,000 KILOGRAMS**

of food was distributed from  
food banks our village partners  
had stocked to help provide  
food during lean times.





**THE EPICENTER STRATEGY** is an integrated approach that was created in Africa, by Africans and, over the past 20 years, has mobilized **121** epicenter communities, reaching **1.6 million** people in eight countries across the continent.



**58,785  
TREES  
WERE  
PLANTED.**

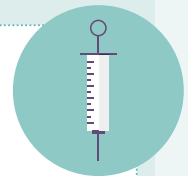


**More than 152,000 children**

were weighed and monitored at epicenter health clinics.

**100,000 children**

were vaccinated to prevent childhood diseases.



**Nearly 22,000 pregnant women**

accessed prenatal care.



OVER **71,000** PARTICIPANTS ACCESSED

**\$3.6 MILLION**

in microfinance loans and deposited savings of **\$1.3 MILLION** as part of our Microfinance Program.







## 2013 HIGHLIGHTS BY REGION

### Empowering Women as Key Change Agents in India

“When I got married, the elderly people of this Panchayat advised me to remain in veil...at that time, I accepted it. But today, when I have been re-elected as ward member and Up-Mukhiya [Vice President], the same elderly people do not see anything wrong in me not being in veil; they respect me as a leader. Social norms can be challenged when women start to play a critical role in the public domain.”

-LAXMI DEVI (pictured left), elected Up-Mukhiya of Gram Panchayat West Ramnath Dhamauli in Bihar, India in 2011

**I**N INDIA, The Hunger Project's strategy places at its center the 1.3 million women who have been elected to their local village councils (panchayats). Laws in India guarantee that one-half to one-third of all local government seats be held by women, providing a rich opportunity for our work to transform the deeply entrenched gender discrimination that perpetuates hunger and poverty throughout the country.

In 2013, The Hunger Project implemented its strategy in seven of India's largest states in partnership with 41 dynamic community-based organizations that are aligned with our principles and trained in our methodology.

The entry point of our strategy in India is to build the capacity of elected women leaders and empower them to take actions to end child marriage, stop violence against women and eliminate dowry, as well as to bring water, health and education to their communities. In 2013, for example, these women led campaigns that reached more than 123,000 people on the prevention of violence against women, and 63,000 on improved nutrition.

Federations of women at the sub-district (block) level serve as an important platform for the ongoing empowerment of elected women leaders and provide support networks and exchange of best practices and lessons learned. They also enable women to have a larger voice on policy issues at broader levels. In 2013, a total of 1,893 women participated in 63 federation-building workshops, and federations held 375 meetings.

Another key element of The Hunger Project's work in India is to influence public opinion on gender equality, health and nutrition. Of particular note are efforts to change the Two-Child Norm policy that prohibits the participation of any representative with more than two living children, which, in practice, disproportionately affects women and restricts their political participation. Also this year, with the support of the United Nations Development Program (UNDP), The Hunger Project opened 30 Gender Resource Centers in Rajasthan to provide women access to information on rights-based issues.

The Hunger Project's "Sarojini Naidu Prize for Best Reporting on Women and Panchayati Raj" annually recognizes journalists for covering the successes of elected women representatives. Of the 1,925 articles entered, three journalists — in English, Hindi and Other Indian Language categories — were honored with this prestigious award.

The Hunger Project-India also prioritizes building alliances for advocacy and action. In December, elected women representative federations in Bihar, Odisha, Karnataka and Tamil Nadu led activities — such as press conferences, rallies, village meetings, street plays and film screenings — as part of the 16 Days Campaign to combat violence against women. In the state of Bihar, The Hunger Project spearheaded an initiative that, for the very first time, engaged elected women from Gram Kacheris (local village courts) to address the issue of violence against women in panchayats. This is a significant step toward sustaining broader alliances to advocate for safe communities and living conditions.



UNLEASHING A SELF-RELIANT

# Bangladesh

in 2013



112 ACTIVE MDG UNIONS  
ENCOMPASSING

**3.2** MILLION PEOPLE

**1,290**  
YOUTH  
LEADERS

trained as active  
citizens.

**649**  
LOCAL  
ELECTED  
LEADERS

trained to ensure  
participation,  
inclusiveness and  
accountability  
in their village  
councils.

**3,308**  
VOLUNTEER  
LEADERS

trained as animators  
to run development  
projects to end hunger  
and poverty in their  
communities.



**612 people**

trained in our Bikoshito Nari (Enlightened Women)  
Network on gender issues and women's rights.



**4,452** tubewells tested for arsenic  
to ensure safe drinking water for more  
than **11,000** families.



**5,831** sanitary latrines constructed  
to help reduce the spread of disease.



MORE THAN  
**70,000**

people celebrated  
National Girl Child  
Day under the  
theme "Girls are  
not brides."

## 2013 HIGHLIGHTS BY REGION

### Strengthening Local Democracy in Bangladesh

**I**N BANGLADESH, The Hunger Project works to reach communities that are among the poorest and most malnourished in the world. With a comprehensive strategy of community-led and gender-focused empowerment, The Hunger Project seeks to demonstrate that Bangladeshi villages can achieve the Millennium Development Goals (MDGs).

During 2013, The Hunger Project intensified its empowerment programs in 112 Union Parishads, the body of local government in Bangladesh. Members of these “MDG Unions” seek to transform their unions into places where citizens, government officials and non-profit and community-based organizations work in partnership to make breakthroughs to reach the MDGs.

A centerpiece of this strategy is our work training and empowering “animators” to mobilize others in their villages. We also train people elected to their Union Parishads to build their leadership capacity to ensure participation, inclusiveness and accountability.

A key focus in Bangladesh is on youth. Bangladesh has an extremely young population — more than half of its population is below age 25 — as well as high unemployment and underemployment rates. The Hunger Project seizes this opportunity to unleash the leadership and creativity of young people across the country. In 2013, a total of 1,290 youth were trained in leadership skills, to support them in bringing lasting change to their communities.

This year, The Hunger Project also piloted the first phase of a Bangladesh Youth Parliament, in collaboration with the British Council and other non-profit partners. The parliament seeks to be a platform for policy dialogue and provides an opportunity to share knowledge on the democratic process, parliamentary debating and active citizenship to promote leadership and social responsibility among young people.

At the local and national levels, The Hunger Project advocates for gender equality, the rights of girl children and good governance. “Shujan,” or



“Citizens for Good Governance,” is a platform of committed citizens who work together to strengthen good governance. Shujan efforts include local and national activities to inspire strong participatory democracy at the local level. The National Girl Child Advocacy Forum leads National Girl Child Day and other activities throughout the year to eradicate discrimination against girl children. Bangladesh has one of the highest rates of child marriage in the world, with recent statistics showing that 64% of women currently aged 20–24 were married before the age of 18.<sup>6</sup> In 2013, The Hunger Project organized 5,641 courtyard meetings and 112 campaigns to combat child marriage, resulting in 1,264 early marriages stopped.

<sup>6</sup> Plan International. *Child Marriage in Bangladesh: Findings from a National Survey, 2013.*

## 2013 HIGHLIGHTS BY REGION

### Leveraging Partnerships in Latin America

**I**n 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 their fellow citizens benefit from prospering national economies.

**IN MEXICO**, we work with isolated, rural communities in four states to support them in taking charge of their own development and creating vibrant local economies. In 2013, The Hunger Project focused on skill-building trainings to facilitate income-generating enterprises, community development planning, promotion of youth leadership, improved access to adequate housing and sanitation, and development of eco-friendly stoves and family gardens.

For example, in response to needs identified in a participatory rural assessment conducted by community members in Oaxaca, The Hunger Project supported communities by installing ecological stoves and rainwater harvesting systems. Under the project title, “Drops that fall from the sky, rain that’s full of life,” The Hunger Project worked with communities and installed 21 collective rainwater

harvesting systems that will ultimately collect 250 thousand liters of rainwater to be shared among 110 families. Community members received training on system maintenance and on how to serve as points of contact for the region. Additionally, two communities have formed Committees for the Right to Water, which will be responsible for the implementation of the rainwater harvest system.

At the national and international level, The Hunger Project was a strong and visible advocate and leader for the end of hunger throughout Latin America. President Enrique Peña Nieto established the National Crusade Against Hunger on January 21, 2013, as one of his first presidential initiatives. Describing the Crusade as an “integrated strategy of inclusion and social well-being,” President Peña Nieto has united diverse actors from the public and private sectors toward one goal, demonstrating the potential of a comprehensive, holistic strategy at a local level as a truly sustainable means to eradicate hunger and reduce poverty. Country Director Lorena Vázquez Ordaz was invited to serve on the Board of the Crusade, advocating for inclusion and empowerment of the communities, and chairs its Monitoring and Evaluation Subcommittee. Lorena also represented Mexico at the first “C20” Civil Society meeting in Russia, who hosted and sponsored her attendance following her leadership role during the G20 Summit in Mexico.

This year, The Hunger Project-Mexico was awarded the 25th annual Premio Compartir (Share Prize) in the Category of Community Development Institutions. Awards are given based on the social impact the programs have achieved, highlighting sustainability as a key factor in alleviating social challenges. The Hunger Project was recognized for facilitating the necessary processes for the communities with whom we work to “overcome poverty on their own, and better their living conditions through responsible and sustainable ways, respecting local cultures and traditions.”

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“I have seen the difference. From the beginning we did not know about gender equity and men were the ones who participated more, but since we started working with The Hunger Project, this has changed. Now everyone has an opportunity to participate: the elderly, young people, men and women...We have the future ahead and we want to achieve those visions, together with the community.”

—PATRICIA MARTÍNEZ,  
community of San José Tenango, Oaxaca

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**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.

A focus in 2013 was on a project to reduce childhood malnutrition and promote maternal health in Quechua and Shawi communities in the Ayacucho region, particularly through the use of indigenous knowledge and biodiversity. Activities within this program, such as cooking workshops, seek to promote healthy practices in eating, nutrition and hygiene. Chirapaq has observed improved nutrition among girls and boys, increased availability and access to nutritional knowledge, and resurgence in the value of traditional knowledge, wisdom and practices within the two indigenous communities.

In October, Chirapaq organized the World Conference of Indigenous Women in Lima, Peru. More than 300 indigenous women and men leaders gathered from seven regions of the world to work on joint proposals, prioritizing an end to violence against indigenous women, progress in political participation and economic development.

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“The Hunger Project’s participation in the National Crusade Against Hunger guarantees us that there will be the resources necessary to direct public policy to the rural communities, in which we will combat, in a meaningful way, rural poverty...On behalf of President Peña, we express gratitude for The Hunger Project’s participation, solidarity and commitment, so that The Hunger Project and the Government of Mexico can combat rural poverty in Mexico.”

– ERNESTO NEMER ALVAREZ,  
Undersecretary for Social Development  
for Mexico’s National Crusade  
Against Hunger

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## EDUCATION AND ADVOCACY

### for the End of Hunger

**I**nfluencing development policymakers and practitioners and educating a worldwide constituency of committed individuals are high priorities of The Hunger Project.

In 2013, The Hunger Project organized numerous events around the world; disseminated monthly newsletters, infographics and informational communications to its constituency; and participated in meetings and policymaking discussions worldwide to share lessons from its bottom-up, gender-focused approach.

### CREATING A VIBRANT COMMUNITY OF PRACTICE ON PARTICIPATORY LOCAL DEMOCRACY

The Hunger Project completed the first year of a two-year partnership with the United Nations Democracy Fund (UNDEF) on “Capacity Building for Local Governance: Cultivating a Global Community of Practice.” Through the project, we seek to see that strengthening inclusive, participatory grassroots democracy — particularly for women and marginalized populations — is a higher priority on the international development agenda and in country-led strategies to achieve the MDGs. The project is designed to address this challenge by cultivating a vibrant, global community of practice that advocates for building capacity for local governance — both inside and outside of government — and ensures that their priorities are coherently expressed to policymakers in all countries where such change is needed.

The year’s work on this project culminated in the launch of the inaugural State of Participatory Democracy Report on September 24, 2013, during the week of the UN General Assembly. The report includes data from practitioners in 90 countries in English, French, Spanish and Portuguese. When speaking at the launch event, Executive Head of UNDEF Roland Rich reiterated the fundamental value of local democracy, stating that “decisions should be handed down to the lowest level where they can effectively be made.”

### INFLUENCING THE POST-2015 AGENDA

The MDGs adopted in 2000 had enormous impact on national policies. They were clear, concise, measurable and time-bound. The Hunger Project believes that the Post-2015 Agenda should maintain these qualities, and address important gaps in the MDGs, including stronger goals for gender, nutrition, environmental sustainability and participatory local democracy.

In 2013, Hunger Project staff leaders ensured they were well placed to influence the world community for adoption of bold, achievable and rights-based goals for the Post-2015 Agenda — goals at least as bold as those proposed by the Secretary-General’s High-Level Panel who call for ending hunger and extreme poverty by 2030.

From Washington, D.C. and Mexico City to Cotonou, Benin, our staff is participating in the consultations and meetings that are shaping the next set of sustainable development goals. The Hunger Project also serves on an international advocacy task force to develop common messaging and advocacy points on nutrition-specific goals for the Post-2015 Agenda.

### A GLOBAL CALL FOR UNITY: WORLD HUNGER DAY

World Hunger Day (May 28) was launched by The Hunger Project-UK in 2011 to inspire people around the world to join together in solidarity to support all of those working to end their own hunger and poverty and make the journey to self-reliance. We have seen a massive response over the last two years, including a 5,000-person concert at the Royal Albert Hall in London and dozens of organizations taking up the cause.

In 2013, the Global Hunger Project family celebrated World Hunger Day with the release of the single *One World, One Song*. The song originally debuted at the Royal Albert Hall in 2012. The recorded version of this very special anthem features Dionne Warwick, Joe McElderry and more of the original cast of performers from the song’s world premiere in 2012. Proceeds from the single were invested in The Hunger Project.





Happening Photos

In conjunction with *One World, One Song*, the British education system integrated a cross-curricular educational program including lesson modules in 10 subjects developed by The Hunger Project and its teacher ambassadors. The modules teach why chronic, persistent hunger exists and how young people can step up within their own communities to create solutions.

### **RALLYING OUR GLOBAL MOVEMENT TO END HUNGER**

The Hunger Project's Annual Fall Gala was held Saturday, October 5, 2013, under the theme: *The Power of One, The Strength of Many*.

H.E. Dr. Joyce Banda, then President of the Republic of Malawi, inspired the audience of 500+, representing more than 20 countries around the world, and provided insight into the promising development of Africa and leaders — at all levels — who are driving change. The Master of Ceremonies for the evening was actress and activist Judith Light, who introduced the evening's other speakers: Hunger Project President and CEO Mary Ellen McNish; singer and UN Food and Agriculture Organization (FAO) Goodwill Ambassador Dionne Warwick; in absentia, actress and activist Valerie Harper; Hunger Project activist

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**“Music has a very powerful ability to engage people and we hope you will enjoy listening to this song, but also hope that it will inspire you to join us in the fight to end hunger and poverty.”**

—**DIONNE WARWICK**, a multi-Grammy Award Winning music artist and UN Food and Agriculture Organization (FAO) Goodwill Ambassador, who has been involved with World Hunger Day since its launch in 2011

---

Karen Herman; and founding Hunger Project President Joan Holmes.

Mary Ellen McNish shared the significant achievements the world has made since The Hunger Project began and shared our commitment to break through to the end of hunger by 2030.

The gala received supported from 13 corporate sponsors and raised in excess of \$1 million toward efforts to end hunger and poverty.

## MEASURING OUR IMPACT

The Hunger Project is committed to providing stakeholders with timely, objective and reliable data on the results of our projects and the overall impact of our strategies.

The Hunger Project utilizes a participatory approach to monitoring and evaluation and encourages grassroots solutions to improve programs through systematic community-led analysis of results. Our system is designed to:

1. First and foremost, support community partners with information and tools required to identify needs, set priorities and track progress of community development projects;
2. Promote organizational learning by enabling staff and partner organizations to continuously monitor and improve our programs;
3. Promote accountability and transparency within the organization and among partners and investors; and
4. Provide evidence needed to influence policymakers and other thought leaders to adopt bottom-up, gender-focused approaches to development.

The Hunger Project's approach to monitoring and evaluation is consistent with our program methodology: to empower people living in conditions of hunger and poverty to be the primary agents of their own development. Strengthening the skills needed for citizens to participate in actively monitoring their progress is an integral component of our process.

When we recently shared results of a 2012 Hunger Project evaluation of five epicenters in Ghana and Malawi, community members noted that they were inspired to commit to addressing the gaps identified in the study. They also expressed appreciation for their involvement, noting that many non-profits collect data but do not share results.

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“The Hunger Project program brought great unity and solidarity among the partner communities, resulting in shared responsibilities for development.”

– FOCUS GROUP PARTICIPANT,  
Odumase-Wawase Epicenter, Ghana

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## Implementing Innovative Technology TO COLLECT DATA AND MONITOR PROGRAMS

Hunger Project programs operate in rural and often isolated communities. Monitoring our work and collecting high quality, accurate information about on-the-ground activities requires substantial resources and time. To make this process more efficient, we have transitioned from paper-based systems to mobile-based data collection in some of our program areas.

To conduct mobile-based surveys, The Hunger Project utilizes iFormBuilder, a universal, cloud-based mobile data collection platform. Using mobile-based technology to conduct household surveys and collect other data points produces more accurate reporting and more time-sensitive, easier-to-access and faster-to-use results. Moreover, it allows The Hunger Project to more quickly fulfill its commitment to participatory monitoring and evaluation, allowing communities to receive timely presentations and feedback with evaluation results.



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“The coming of The Hunger Project has helped in that the nursery schools are helping our children to do well in their primary education because they have been taught the basics in nursery school...Illiteracy has also been reduced because of adult literacy classes.”

– FOCUS GROUP  
PARTICIPANT,  
Champiti Epicenter, Malawi

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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 14,000 communities worldwide — who put their own time, skills and available resources towards our programs — know that the broader funding of The Hunger Project does not come from a faceless institution, but through the love and partnership of committed Hunger Project investors. These investors are individuals, families, foundations, businesses and networks in the U.S. and our affiliates, known as Partner Countries, in Australia, Canada, Germany, Japan, The Netherlands, New Zealand, Sweden, Switzerland and the United Kingdom.

In 2013, more than **10,600 individuals and 225+ institutions** invested in The Hunger Project's work to empower people to end chronic hunger.

More than 500 individuals and families 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 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 2,000 people were members of our **Financial Family** of investors who give monthly, many of whom have been doing so for 20 to 30 years. 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.

More than 65 investors are members of our **Unleashed Women Leaders Initiative**, a multi-year funding initiative, which was launched

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“Since its beginning, I have watched The Hunger Project grow into one of the leading organizations devoted to confronting the issue of hunger and especially the role that women’s empowerment plays in its solution.”

—JUDITH LIGHT, Tony Award-winning actress and Hunger Project activist

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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.

In 2013, in honor of long-time Hunger Project investor-activist, actress and philanthropist Valerie Harper, a circle of 15 or so “friends of Valerie” grew a fund with investments from about 90 people who love her and share her commitment to a world free from hunger. The **Valerie Harper Women Leaders Fund** will be used over the next five years to empower women through The Hunger Project.

In 2013, more than 400 **Citi employees** from around the world, supported by a core group of leaders at Citigroup in New York City, joined together for a virtual event to walk, run or bike 100 kilometers, collectively raising nearly \$100,000 for The Hunger Project.

More than 140 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.





Hunger Project

# CONSOLIDATED FINANCIAL STATEMENTS

## The Global Hunger Project and Affiliates

### Consolidated Balance Sheet

December 31, 2013 (in US\$)

#### ASSETS

	2013
Cash and Cash Equivalents	\$7,691,989
Receivables, net	5,486,329
Micro-Credit Loans, net	1,218,680
Investments	3,190,749
Property and Equipment, net	1,377,790
Other Assets	371,022
	<b>\$19,336,559</b>

#### LIABILITIES AND NET ASSETS

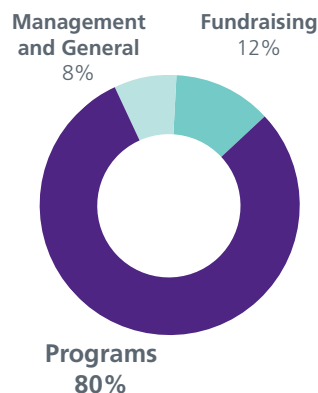
##### Liabilities

Accounts payable and accrued expenses	\$1,630,719
Deferred rent	527,562
<b>Total liabilities</b>	<b>\$2,158,281</b>

##### Net Assets

Unrestricted	11,442,802
Temporarily restricted	5,735,476
	<b>\$17,178,278</b>
	<b>\$19,336,559</b>

### 2013 Expenses



### Total Revenue by Country

COUNTRY	2013 INCOME US\$*
Australia†	\$3,926,415
Bangladesh	265,400
Benin	895,700
Burkina Faso	117,810
Canada†	127,360
Ethiopia	7,500
Germany†	456,165
Ghana	207,175
India	330,360
Malawi	27,660
Mexico	382,300
Mozambique	7,600
Netherlands†	3,690,030
New Zealand†	66,700
Senegal	260,500
Sweden†	2,236,480
Switzerland†	641,375
Uganda	50,400
United Kingdom†	208,940
United States	6,283,000
<b>Total</b>	<b>\$20,188,870**</b>





## Consolidated Statement of Activities

Year Ended December 31, 2013 (in US\$)

	2013		
	Unrestricted	Temporarily Restricted	Total
<b>SUPPORT AND REVENUE</b>			
Contributions and grants	\$6,050,878	\$10,910,948	\$16,961,826
Investment income	61,000	-	61,000
Foreign currency losses	(178,660)	-	(178,660)
Other	732,941	-	732,941
Released from restrictions	11,091,196	(11,091,196)	-
<b>Total support and revenue</b>	<b>17,757,355</b>	<b>(180,248)</b>	<b>17,577,107</b>
<b>EXPENSES</b>			
Program services			
Education and advocacy	881,666	-	881,666
Africa	9,637,456	-	9,637,456
Asia	2,626,212	-	2,626,212
Latin America	906,609	-	906,609
<b>Total program services</b>	<b>14,051,943</b>	<b>-</b>	<b>14,051,943</b>
Supporting services			
Management and general	1,451,915	-	1,451,915
Fundraising	1,986,378	-	1,986,378
<b>Total supporting services</b>	<b>3,438,293</b>	<b>-</b>	<b>3,438,293</b>
<b>Total expenses</b>	<b>17,490,236</b>	<b>-</b>	<b>17,490,236</b>
<b>Change in net assets</b>	<b>267,119</b>	<b>(180,248)</b>	<b>86,871</b>
<b>NET ASSETS</b>			
Beginning	11,175,683	5,915,724	17,091,407
Ending	<u>\$11,442,802</u>	<u>\$5,735,476</u>	<u>\$17,178,278</u>

**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 McGladrey & Pullen 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 this 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. Those expenses (approximately \$2.6 million in 2013) are not included in the U.S. consolidated audit. Independent audits for each Partner Country are available upon request.

## 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.**

4Lindes, Netherlands

ABP Food Group,  
United Kingdom

ACME Foundation,  
Australia

Active Hep Kinderfonds  
Stiftung Siemens,  
Germany

Advanced Solar Products,  
United States

African Villages Foundation  
/ Continuendo MusartE  
Foundation, Netherlands

Alfa Laval Corporate AB,  
Sweden

Allba Holding AB, Sweden†

Alpern Family Foundation,  
Inc., United States

Alyce Alexandra Cookbooks,  
Australia

Ashurst Australia, Australia

The Asia Foundation, India

Ausmart International Pty.  
Ltd., Australia

Aver BV, Netherlands

BAM Inc., United States

Banamex, Mexico

Batza Family Foundation,  
United States

The Beeren Foundation,  
Australia

B & M Beheer BV,  
Netherlands

Berns Group AB, Sweden

Bencis, Netherlands

Bentley Systems, Inc.,  
United States

Bentley Systems Europe BV,  
Netherlands

Biltings Idé AB, Sweden

The Bluesand Foundation,  
Australia

The Anne Whitton Bolyea  
Legacy Fund, United States

BRAC, Bangladesh

British Council, Bangladesh

Business Chicks, Australia

Canton Aargau, Switzerland

Canton Basel-Stadt,  
Switzerland

Canton Zug, Switzerland

Carlson Wagonlit Travel,  
United States

CHANGE, Malawi

Church Communities  
Foundation, United States

The Circle Fund,  
United States

Citi, United States

City of St. Gallen,  
Switzerland

Clark Transfer, Inc.,  
United States

Commonwealth Bank of  
Australia (CBA), Australia

Community Rapperswil-Jona,  
Switzerland

Community Riehen,  
Switzerland

Community Zumikon,  
Switzerland

Continental Bakeries BV,  
Netherlands

Cordaid Foundation,  
Netherlands

CWS Capital Partners, LLC,  
United States

Delicia, Netherlands

Delta Air Lines, Inc.,  
United States

Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ),  
Ethiopia

Dooleys Lidcombe Catholic  
Club, Australia

Dura Charity Foundation,  
Netherlands

e-Cycle LLC, United States<sup>Δ</sup>

The Elizabeth Foundation,  
United States

Rona Ellis Foundation,  
Australia

Embassy of Japan, Ghana

Embassy of the Netherlands,  
Bangladesh

Embassy of the Netherlands,  
Benin

Embassy of the United Arab  
Emirates, Ethiopia

Emma Health & Beauty Care,  
Netherlands

Entrevo Pty. Ltd., Australia

Ernst & Young, United States

Etree Foundation, Australia

Eureka Benevolent  
Foundation (EBF), Australia†

Eureko Achmea Foundation,  
Netherlands

Eurojob International Holding  
BV, Netherlands

Exceed VPAB, Sweden

Expecto AB, Sweden

FeelGood, United States<sup>Δ</sup>

Female Health Company,  
Malawi

FEMI Foundation,  
Netherlands

Filippa K AB, Sweden

Financieel  
Bedrijfsmanagement,  
Netherlands

First Things First BV,  
Netherlands

Flexi-Plan Foundation,  
Netherlands

Fortitude Foundation,  
Australia

Forum Syd, Sweden

Förvaltnings AB Bältan,  
Sweden

Fragrance Oil Limited,  
United Kingdom

Gap International,  
United States<sup>Δ</sup>

Garden State Bariatrics and  
Wellness Center,  
United States

Bill and Melinda Gates  
Foundation, United States

Ghana AIDS Commission,  
Ghana

Global Climate Change  
Alliance/Food and  
Agriculture Organization of  
the United Nations (FAO),  
Uganda

The Gonski Foundation,  
Australia

The Irene Emery Goodale  
Foundation, United States

GTA GmbH, Germany

Gunnar Karlsen Sverige AB,  
Sweden

Habest Holding BV, Netherlands	Integ Partner, Sweden	The Kerrigan Family Charitable Foundation, Inc., United States	Microsoft Corporation, United States
Hak BV, Netherlands	Interchurch Organisation for Development Cooperation (ICCO), Senegal	Kerry Foods, United Kingdom	Millennium Netwerk Fryslân Foundation, Netherlands
Head Family Charitable Foundation, United States	IntraHealth International, Senegal	De Koornzaayer Foundation, Netherlands	The BW and Barbara Miller Foundation, United States
Helvoet Holding BV, Netherlands	Investore Holding, Netherlands	Kubota Canada Ltd., Canada	Money3, Australia
Herman Family Foundation, United States	Item Development AB, Sweden	Larsen & Toubro Infotech Ltd., United States	Munich International School, Germany
Hershey Family Foundation, United States <sup>A</sup>	Jaguar The Fresh Company, Netherlands	Latoer Foundation, Netherlands	National AIDS Commission, Malawi
Hilton Berlin, Germany	Janssens Foundation, Netherlands	Thomas and Dorothy Leavey Foundation, United States	National Commission for the Development of Indigenous Peoples (CDI), Mexico
Conrad N. Hilton Foundation, United States	The Jonah Group, Australia	The Linehan Family Foundation, Inc., United States	National Postcode Lottery, Netherlands
Hilton Prague, Germany	JMJ Associates, United Kingdom, United States <sup>t</sup>	Macquarie Group Foundation, Australia	NautaDutilh NV, Netherlands
Hilton Vienna Austria, Germany	The Kalan Foundation, United States	Maree Invest / CIG, Netherlands	Neonline, Germany
HSBC, Mexico	Kampong Hockey Association, Netherlands	The Marshall Family Foundation, Inc., United States	Newmark Grubb Knight Frank, United States
HUMANA Foundation, Netherlands	KappAhl Sverige AB, Sweden	Marie & Paul McDonough Foundation, United States	NPM-Capital, Netherlands
Illusion Labs AB, Sweden	Kaprex Foundation, Australia	Mecca Cosmetica, Australia	NPM-Capital Run, Netherlands
Inbak BV, Netherlands	The Kerley Foundation, United States	Metal Dynamics, Inc., United States	Odgers Berndtson, Sweden
Infostorm AB, Sweden			OmniFinancials, Sweden
Instituto Nacional de Desarrollo Social (INDESOL), Mexico			

## Partnering for Child Survival

More than 7 million children will die this year before reaching their fifth birthday — most are from developing countries and their deaths are largely preventable.

In 2013, **The Hunger Project and Ronald McDonald House Charities® (RMHC®)** entered a three-year partnership for carrying out our **Health and Nutrition Program** in eight African countries: Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal and Uganda. Among those interventions are vaccination against pneumonia and diseases that cause diarrhea — the leading global killers of children — as well as improving nutrition and sanitation, bolstering child health, and preventing transmission of disease.





## INSTITUTIONAL FUNDING PARTNERS (con't)

Origin Foundation, Australia†	Scandinavian Cosmetics AB, Sweden	Sunergos LLC, United States	The Veltri Family Foundation, United States
PANO BV, Netherlands	Scotiabank, United States	Sunraysia Foundation, Australia	Volkers BV, Netherlands
La Paz Beheer BV, Netherlands	SDH Executive Search, Netherlands	Svenska Rivieraklubben, Sweden	Voluyt Interim Consultancy, Netherlands
Petre Foundation, Australia†	Frans van Seumeren Holding BV, Netherlands	Swedish Postcode Lottery, Sweden	VoX Family Foundation, Netherlands
The Practice, Australia†	Shalom Foundation, Netherlands	Symphasis Foundation, Switzerland	Wees een Kans Foundation, Netherlands
PricewaterhouseCoopers NV, Netherlands	Jane M. Sheehan Charitable Foundation, United States	Talentia AB, Sweden	Irving Weinstein Trust, United States
Priva BV, Netherlands	Siemens Stiftung, Germany	Talpa Foundation, Netherlands	WER, Sweden
PUM BV, Netherlands	SMEC Holdings Limited, Australia	Testex AG, Switzerland	Westlock BV, Netherlands
Klaus Rating Stiftung, Germany	Richard O. and June C. Smith Family Foundation, United States	The Thanksgiving Fund, United States	Whitbread Foundation, Australia†
République et Canton de Genève, Switzerland	STAR-Ghana, Ghana	Trees Unlimited, Inc., United States	Wilde Ganzen Foundation, Netherlands
Revhaken Hotels AB, Sweden	St. Andrew's Episcopal Church, United States	The Trudy Foundation, United States	Wilson Family Foundation, United States
Ribbink van den Hoek Family Foundation, Netherlands	Stichting af Jochnick Foundation AB, Sweden†	UBS Community Affairs, Switzerland	The Milton and Beatrice Wind Foundation, United States
Robertson Foundation, United States†	Stichting Global Durability Fund, Netherlands	United Nations Democracy Fund (UNDEF), Bangladesh and United States	World Bank, Bangladesh
Ronald McDonald House Charities (RMHC), United States	Stiftelsen Barn i Nöd, Sweden	United Nations Development Programme (UNDP), India	Zandbergen, Netherlands
Rotary Club of Kenwick, Australia	Stiftelsen Radiohjälpen, Sweden†	UN Women, India	Zeldin Family Foundation, United States
Royaan BV, Netherlands	Stiftung Mudda Erraka, Germany	The Upstart Foundation, United States	ZBI Employee Allocated Gift Fund, United States
Salénia AB, Sweden	Roger and Susan Stone Family Foundation, United States	Vanderlande Industries, Netherlands	
Sätla Holding AB, Sweden			
The SBA Foundation, Australia			

### Notes:

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

△Challenge Match participant, investing a front-end commitment that matched all new investments dollar-for-dollar between October 5 and December 31, 2013.

†Epicenter underwriter(s)

Investor names as provided at discretion of country offices.

## INDIVIDUAL INVESTORS

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.

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 call 212-251-9100 or, in the US, 1-800-228-6691.

### CHARTER (\$100,000+)

Tania Austin, Australia  
Det goda nätverket (The Good Network), Sweden  
Tove and Ingvar Jensen, Sweden  
Cameron O'Reilly, Australia  
Michael Rennie, Australia<sup>†</sup>  
Brenda and Steven Sherwood, United States<sup>Δ</sup>  
Sheree Stomberg, United States  
Faith Strong and Strong Family Trusts, United States

### VANGUARD (\$50,000+)

Abdullah Al Angari, Switzerland  
Charles Deull and Laurel Dutcher, United States<sup>Δ</sup>  
Norma Deull, United States  
Alice and Chris Dorrance, United States<sup>Δ</sup>  
Carl-Diedric Hamilton, Sweden  
Karen and Michael Herman, United States<sup>Δ</sup>  
Rajiv and Latika Jain, United States  
Barbara and Tony Mayer, United States

Melissa Monkovitch, United States  
Joan and Kevin Salwen, United States<sup>†</sup>  
Mieke and Wim Goudriaan Severijnen, Netherlands  
Harvey and Kay Solomon (bequest), United States

### LEADERSHIP (\$25,000+)

John and Rachel Akehurst, Australia  
Ross Brown and Kuniko Higaki, United States  
Joan and John Casey, United States<sup>Δ</sup>  
P.J. Gerretse, Netherlands  
Brad Hancock, Australia  
Steve and Linda Harker, Australia  
Karen and Bayard Hollins, United States  
Lucinda Jewell, United States<sup>Δ</sup>  
Nancy Juda and Jens Brasch, United States  
Niall Lenahan, Australia  
Suzanne Musikantow, United States  
The Protter Family, Australia  
Mary Reemst, Australia  
Björn and Inger Savén, Sweden

Alan and Leza Silverstein, United States  
William C. and Nancy Stanback, United States<sup>Δ</sup>  
Barbara and Jim Whitton, United States  
James G. Whitton, United States

### GLOBAL (\$5,000+)

#### AUSTRALIA

Patty Akopiantz and Justine Punch  
Paul Alexander  
Victoria Alexander  
Millie Allbon and Paul Smith  
Betty Armitage<sup>†</sup>  
Annie Beaulieu  
Bruce Beeren<sup>†</sup>  
George Belperio  
Richard Bowden  
Robert Brewer  
Belinda Brosnan  
Christine and Fraser Brown  
Raefe Brown<sup>†</sup>  
David Bryant  
Rob Bryant  
Cathy Burke and Steven Davies  
Stephen Burns  
Frank Calabria<sup>†</sup>

Milan Calina  
Glen Carlson  
James Chisholm  
Daniel and Kath Colgan  
Peter Cook  
Annie and Denis Cosgrove  
Tony Dare and Anna Dare  
Alison Deans  
Lisa Doig  
Mark and Margaret Eddy  
Kathryn Fagg  
Jillian Formentin  
Mathew Fulton  
John Gallehawk  
John Garrido  
Tracie Gollan  
Diane Grady and Chris Komor  
Ivan Halbert  
Winsome Hall  
Dave Harvey  
Anne and Peter Hector<sup>†</sup>  
Susie Huang  
Emma Isaacs  
Karen James  
Viv James  
Felicity Jones  
Christine Khor  
Glen Knight  
Beata Koropatwa  
Debra Kwasnicki

# Honoring Faith Strong

## WITH LOVE AND GRATITUDE

Since 1979, Faith Strong has been a beloved leader, loyal friend and outstanding philanthropic partner to The Hunger Project. Faith first joined The Hunger Project at the invitation of her daughter and started investing monthly at a modest amount. Over the years, Faith attended every meeting, conference and special event she could, including going to Africa as part of our first exploratory trip to that part of the world. Her leadership as a woman was a beacon to others and a blessing to all who met her.



When Faith speaks, people listen! To this day she continues to be one of our most eloquent spokespeople, particularly on the issue of women's empowerment, and has been a leading investor in many of The Hunger Project's special initiatives for women. The impact of Faith's generosity can not simply be measured by progress on traditional development goals alone. Her visionary sharing has had a profound impact on innumerable lives and transformed thousands of people's attitudes to break free from age-old bonds and fears to create their own destinies.

Faith has shaped her philanthropy to include her entire family. Her children and their families have all been part of the decision-making process in this legacy of investing with The Hunger Project. Together they have already invested more than \$5.8 million, making an indelible impact in the lives of millions of our partners around the world. It is an honor for those of us in The Hunger Project to have Faith and her extended family as part of our global family.

Robert Larbalestier  
Anke Lasserre  
Andrew Lindsay  
Ray Littlefield  
Faye Longmuir  
David Lyon  
Ian Maloney  
Greer Marns and  
Russel Morris  
Joanna Martin and  
Greg Elliott  
Lesley McLennan  
Jane Monk

Melissa Monkivitch  
Mark and Evette Moran  
Shane Morley  
Griff Morris, Solar Dwellings  
Ben Ng and Magnolia Fung  
Cathryn Nolan  
Rhys Octigan  
Karen O'Donahoe  
Naomi Offler  
Tina Offler  
Stella and John Perry  
Clare Phelan

Cathie Reid and Stuart Giles  
Debra Rickwood  
Josh Rogers  
Henriette Rothschild†  
Tony Ruse  
Elizabeth Sanderson  
Lynette Scott  
Helen Scotts  
Tony Smark  
Nicholette Te Wao  
Howard Thomas  
Andrew Thomson

Evan Thornley†  
Tina Tower, Begin Bright  
Ailan Tran  
Samantha Tudge  
William Vickers  
Di Walker  
Gary and Claire Ward†  
Rod and Alison Watkins  
Lisa White  
Shemara Wikramanayake  
Tracey Williams†  
Ron Winestock  
Ronnie Wood  
Candace Wu  
Ulysses Yiannis†  
Carla Zampatti

### CANADA

Lillian Adamakis  
Terry and Joanne Frewer  
Ari and Deanna Joffe  
Jan Wallace  
Ross Wallace

### NETHERLANDS

Jan Willem Baud  
Kees Bronke and  
Geer Goudriaan  
Laura van Duinkerken-  
Louwerier  
Bob Kramer  
Ted Lamboo  
Sander Mahieu, Synnova  
Organisatie Advies  
A. Martens, Kelder  
Tim Stok  
Michel Vos,  
World of Ideas BV  
Ralph Zebregs



## NEW ZEALAND

Robert Banks  
AJ Bertenshaw  
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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.

△Challenge Match participant, investing a front-end commitment that matched all new investments dollar-for-dollar between October 5 and December 31, 2013.

†Epicenter underwriter(s)

Investor names as provided at discretion of country offices.

# 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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# Valerie Harper

## WOMEN LEADERS FUND

Launched in May 2013, this Fund in honor of Valerie Harper will be used over the next five years to empower women through The Hunger Project.

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Chair, Governance,  
Nominating and Human  
Resources Committee  
Global Head, Citi Shared Services

### SPECIOSA WANDIRA

Former Vice President,  
Republic of Uganda

### QUEEN NOOR OF JORDAN<sup>†</sup>

### JAVIER PEREZ DE CUELLAR<sup>†</sup>

Former Secretary-General,  
United Nations

### AMARTYA SEN<sup>†</sup>

Lamont University Professor,  
Harvard University 1998  
Nobel Laureate in Economics

### M.S. SWAMINATHAN<sup>†</sup>

Chair Emeritus  
Chair, M. S. Swaminathan  
Research Foundation, India

<sup>†</sup>Honorary members

## OFFICERS

(as of December 31, 2013)

### LENA ARIOLA

Treasurer  
Chief Financial Officer,  
The Hunger Project

### JOHN COONROD

Executive Vice President,  
The Hunger Project

### BETSY DEISROTH

Vice President, Advancement,  
The Hunger Project

### IDRISSA DICKO

Vice President, Africa Programs,  
The Hunger Project

### BADIUL ALAM MAJUMDAR

Vice President and  
Country Director,  
The Hunger Project-Bangladesh

### LISA NORTH

Vice President, Capacity Building  
and Planning, The Hunger Project

### RITA SARIN

Vice President and Country  
Director, The Hunger Project-India

### WHEATONIA MALEKEBU

Assistant Secretary  
Executive Assistant  
to the President and CEO,  
The Hunger Project

### MARIA SCHARIN

Assistant Treasurer/  
Assistant Secretary  
Senior Manager, Operations,  
The Hunger Project



# 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.

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

THE  
HUNGER  
PROJECT

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