Annual Report 2012
When I tell people that the problem of world hunger has become significantly better over the past two decades, they can’t believe it. But it’s true.

The Hunger Project has been honored to be a part of a global movement of international agencies, non-profit organizations, community-based organizations and, most importantly, people. People like our village partners throughout the communities in which we work and our investors throughout the world. Since The Hunger Project began in 1977, this global movement has seen child deaths due to hunger decrease by more than 70 percent.

And, yet, we still have a way to go: 870 million people on our planet still live in a condition of chronic hunger, a daily debilitating scourge that means that they can’t do their best at work or school, they are more vulnerable to disease and infection, and they give birth to underweight and weak babies, continuing the cycle.

It is clear to us that if we, as a worldwide movement, keep the momentum going, keep the pressure on, the end of hunger is within our reach.

Over the next four years, The Hunger Project is executing a powerful three-part strategy aimed at bringing to bear the experience we’ve gained in 20-plus years of implementing grassroots-based, women-centered strategies to sustainably end hunger and poverty. It is grounded in our model of transforming the mindset of entire communities, empowering women as the leading agents of change, and strengthening partnerships with local government. Specifically, we will:

- Incorporate the latest scientific findings on nutrition wherever we work.
- Demonstrate the effectiveness of our approach by creating outstanding models of impact and sustainability in targeted areas.
- Globally advocate for the adoption of what we’ve learned in country-led strategies that improve the lives of millions of people and the prospects of whole countries.

As a result of this three-part strategy:

- The power, creativity and resourcefulness of hungry people themselves — the greatest untapped resource for the end of hunger — will continue to be released. Millions of women and men will gain the skills and opportunities to earn decent incomes.
- Previously subjugated women will be empowered as the key leaders, decision-makers and change agents for the end of hunger in their villages.
- Local councils and committees will run their own village schools, health clinics, maternal and child nutrition centers, training farms, banks and markets.
- Real partnerships will be forged between people and their local and national government, based on transparency, accountability, participation and effectiveness.

We are honored to be on this journey with you. Thank you for your partnership.

Mary Ellen McNish
President & CEO
Since 1977 The Hunger Project has stood in partnership with the people of the developing world as they work to end their own chronic hunger. We have discovered three critical elements that, when combined, empower people to make sustainable progress in overcoming hunger and poverty:

1. **Mobilizing people at the grassroots level to build self-reliance.** Our strategies seek to build people’s capacities, leadership and confidence. Our aim is to overcome the deep resignation people in the developing world often find themselves in and urge them not to wait to be rescued, but to take action now to meet their basic needs.

2. **Empowering women as key change agents.** Women bear almost all responsibility for meeting the basic needs of the family, yet are systematically denied the resources, information and freedom of action they need to fulfill this responsibility. Empowering women to be key change agents is critical to achieving the end of hunger and poverty.

3. **Forging partnerships with local government.** Local government is closest to the people and has the mission of working with people to meet their basic needs. The Hunger Project works in partnership with local government bodies to ensure that they meet the needs of the people they are supposed to serve.

Our approach is built upon the world’s most important resource: the creativity and self-reliance of people living in conditions of hunger and poverty. While our programs differ in design to better meet local conditions in each country where we work, they all share a unified approach based on the three elements above.

In 2012, The Hunger Project continued its mobilization of 119 epicenters across Africa. Epicenters are clusters of rural villages that band 5,000-15,000 people together to carry out a community-led holistic strategy to meet basic needs. To date, over 2,200 villages are mobilized.

In India, The Hunger Project employs a strategy centered around Panchayats (local councils) and the elected women representatives who serve on them. In 2012, The Hunger Project-India worked in eight states, 105 districts and more than 3,500 village clusters (Panchayats) across the country.

In Bangladesh, The Hunger Project mobilizes communities and strengthens institutions of local democracy so people can meet their basic needs. In 2012, The Hunger Project-Bangladesh carried out bottom-up, gender-focused activities in 804 clusters of villages across 57 of Bangladesh’s 64 districts.

In Latin America, The Hunger Project focuses on the people who are most marginalized, particularly indigenous women, and carries out strategies to empower them to learn to read, launch new enterprises and work in partnership with local government. In 2012, The Hunger Project-Mexico completed 225 training workshops, with a total of 3,070 participants.

Our programs in nearly 20,000 villages across 12 countries in Africa, South Asia and Latin America, reach more than 22 million people. We have trained and supported more than 392,000 volunteer leaders, who now have the confidence, methods and skills to envision a future without hunger and commit to working toward its achievement. They are leading their communities in making improvements in areas such as health, literacy, education, food security, family income and access to local government services. As a result, communities are healthier, more resilient and able to lead sustainable, effective change.

During the year, The Hunger Project also opened a Washington, D.C. Office, served on the official U.S. delegation to the UN Commission on the Status of Women, attended the Rio+20 Earth Summit, and participated in revitalizing the Child Survival Revolution. We received a research contract from the World Bank and a grant from the UN Democracy Fund, and became involved in discussions around the formulation of what the world’s goals will be after the Millennium Development Goals (MDGs) expire in 2015. Several Country Directors were named to national commissions and represented The Hunger Project in international forums.

This report outlines the state of world hunger as well as the opportunities to which The Hunger Project responded in 2012: the rise of country-led strategies, the significance of proper nutrition during the 1,000-day window from pregnancy to a child’s second birthday and the growing role of impact assessment. The report also highlights our programs around the world, gives an overview of our 2012 financial statements and gratefully acknowledges our institutional and individual investors.
The end of world hunger — an accomplishment once considered impossible — is now within our grasp.

Developing countries are now taking charge of their own strategies for nutrition, food security, health, literacy, education, water and sanitation. They are reducing corruption, raising and investing their own resources, and ensuring that citizen groups have a real voice in setting policies. Donor governments have committed to focus their funds in alignment with the countries that have taken on this new level of responsibility.

The world community is coming together to set the post-2015 agenda — the next set of global development goals to follow the Millennium Development Goals. Among many other issues, it is clear that gender equality and women’s rights, promotion of youth employment, public-private partnerships, climate-smart agricultural development and environment initiatives are at the center of such conversations.

The Hunger Project is set to play a leadership role at this historic moment in time. We are aligning our priorities and operations to ensure that we can bring to the table our experience implementing sustainable, grassroots-led, women-centered strategies to end chronic hunger and abject poverty.

1 The Lancet Maternal and Childhood Nutrition Series (June 2013).
3 The Lancet Global Burden of Disease Study 2010 (December 2012).
Ensuring a Grassroots Voice in Country-led Strategies

Perhaps the most profound change in the global development landscape over the past several years has been the shift from thousands of uncoordinated, donor-led projects to coordinated, broad-based support for country-led strategies.

The goal: to improve the effectiveness of aid by ensuring that it is devoted to establishing strong, sustainable national programs that are fully owned by developing countries. Resources are allocated when there is a national process that ensures accountability and transparency by governments and a meaningful voice by all stakeholders in creating country-led programs.

This approach has at its foundation the Paris Declaration for Aid Effectiveness in 2005, which set forth five principles for improved development policy: country ownership, alignment among all stakeholders, harmonization of actions, results-orientation and mutual accountability.

Starting in 2012, a central focus of our strategic direction has been to expand our advocacy strategies and our ability to influence the formation of country-led strategies. Nearly all our Program Country Directors are now active in civil society platforms for influencing national development strategies, and a number of them have been invited to share the experience of The Hunger Project in other developing countries, including Bhutan, Pakistan and Argentina. In 2012, we also opened an office in Washington, D.C., led by Executive Vice President John Coonrod, to ensure participation in policy dialogues and engagement in conversations around best practices in development among the vibrant communities of practice there.

One of the big issues that remains missing in the current dialogue on country-led strategies has been the expansion of capacity for grassroots-level governance. Participatory, decentralized local government is key to achieving the Millennium Development Goals and many practitioners are undertaking exciting experiments in its development and promotion.

In order to address this gap, The Hunger Project is working in partnership with the UN Democracy Fund (UNDEF) on a two-year project to cultivate a global community of practice among individuals working to build capacity for effective, responsive local governance with a particular focus on impoverished rural areas. Part of this project is the publication of an annual State of Participatory Democracy report, examining key issues affecting participatory democracy, detailing the results of a participatory democracy scorecard survey and providing a tool for advocacy. The first two issues of the report will be released at the opening of the UN General Assembly in 2013 and 2014.

“True country ownership is the full and effective participation of a country’s population — via legislative bodies, civil society, the private sector, and local, regional and national government — in conceptualizing, implementing, monitoring and evaluating development policies, programs and processes.”

– InterAction Aid Effectiveness Working Group
Prioritizing Maternal and Childhood Health
The 1,000 Day Window of Opportunity

An expert panel of Nobel laureate economists known as the Copenhagen Consensus met in May 2012 to set priorities for solving the world’s greatest challenges. After extensive research and consultation, they determined that the single best investment the world could make to advance health and prosperity would be to fight malnutrition in young children. The consensus: it is not only the right thing to do, but also makes economic sense. Research showed that for every $1 invested in nutrition, as much as $138 in better health and increased productivity is generated.

This consensus comes at a time when new scientific data has revealed the vital importance of good nutrition during the first 1,000 days (from the first day of a woman’s pregnancy to the child’s second birthday) as a crucial window for developing a child’s cognitive capacity and physical growth. The right nutrition during this window can achieve lasting progress in global health and development: saving more than one million lives each year, reducing the human and economic burden of diseases like malaria, tuberculosis and HIV/AIDS, improving an individual’s education achievement and earning potential, and increasing a country’s GDP by at least 2-3 percent annually.

In 2011, The Hunger Project’s Global Board set integrating action for nutrition in the 1,000-day window as a top strategic priority in all our programs. We are deeply committed to ensuring that our programs leverage this opportunity.

- We are working to ensure that our village partners have access to operational health centers that provide antenatal services, safe deliveries, education on breastfeeding and maternal and child nutrition, and child health monitoring. In Africa, such services are provided at our epicenters in partnership with local government. In South Asia and Latin America, this entails awareness-building and training as well as the facilitation of improved partnerships with local government to ensure access to resources like government-provided health centers for those that need them.

- 1,000 Days activities are being mainstreamed throughout existing programs, particularly in education, food security, health and women’s empowerment awareness and training activities. Such activities use the Essential Nutrition Actions (ENA) framework. For example, in Malawi, we have launched a project to conduct awareness campaigns on safe motherhood, carry out vaccination campaigns targeting children under five years old, and train mother-to-mother (M2M) support groups on safe motherhood and nutrition.

- Around the world, our Country Directors and leadership play active roles in the 1,000 Days global initiative, the United Nations Scaling Up Nutrition (SUN) initiative and other global and national nutrition advocacy forums. For example, our Mexico Country Director, Lorena Vázquez Ordaz, advocated for 1,000 Day Nutrition at the G20 Summit and our India Country Director, Rita Sarin, serves on the National Nutrition Commission.

1 1,000 Days (http://www.thousanddays.org/about/). Accessed July 22, 2012.
Having Impact on a Larger Scale

“If The Hunger Project were to leave tomorrow, we would be OK.”

This is just one of the many heartening comments heard during an outcome evaluation pilot project in Ghana and Malawi undertaken this year. The statement was made during a men’s focus group at Champiti Epicenter in Malawi, when they were discussing the changes they have seen in their community as a result of The Hunger Project’s programs.

This pilot project field-tested new data-collection tools (household surveys, focus groups discussion guides, key informant questionnaires) that will soon be used to more systematically track programmatic outcomes at household and community levels. Eight students from George Washington University’s Elliott School of International Affairs worked with The Hunger Project to provide support in the project’s design and traveled to Africa to pre-test the innovative electronic data collection tools (iPods and iFormBuilder) being used in the evaluation.

We are committed to ensuring that our investors’ money makes a lasting difference. We also care about supporting our community partners with the information and tools they require to identify their needs, set priorities and track the progress of their community development projects.

We work to clearly demonstrate the impact of our programs and partnerships using a participatory approach that encourages grassroots solutions through systematic community-led analysis of results.

THP by the Numbers

| More than 392,000 trained volunteer leaders initiating change in their communities |
| 375+ employees worldwide |
| Programs reaching more than 22 million people in nearly 20,000 villages |

Strengthening the skills needed for citizens to participate in actively monitoring their progress is an integral component of our strategy. Additionally, The Hunger Project at times contracts independent external evaluators to examine the impact of our programs. Such studies provide us with objective reviews of our projects to help make informed program-management decisions.

Our Theory of Change (available on our website) identifies the pathways that lead to change and improved livelihoods in the communities where we work. Our staff and village partners have been tracking their activities on a quarterly basis, and in 2012, field-tested core outcome indicators to measure our progress against longer-term goals and objectives.

Demonstrating our impact is not only about promoting transparency and accountability. It’s about supporting our community partners to see their own accomplishments, promoting organizational learning to improve programs, and ultimately, bringing our on-the-ground experience of what works to bear on the formation of policies and programs that impact the lives of people living in chronic hunger and poverty worldwide. Our goal is to see our successful approaches taken to scale.

“An overall 72% of the participants state that the VCA [Vision, Commitment and Action] workshop has had a very high positive effect on their leadership skills. At the same time, compared to people who did not participate in VCA workshops, they feel they are more able [to bring] change to their communities.”

– Professor Paul Hoebink, Centre for International Development Issues Nijmegen (CIDIN) Evaluation Report, August-October 2012
Unlocking Africa’s Capacity

In Africa, The Hunger Project’s Epicenter Strategy unites an average of 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. 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 strengthen their local capacity for change. Communities establish and run their own programs in:

Health and Nutrition:
In 2012,
- 286,133 village partners accessed epicenter health clinics.
- 24,968 women received prenatal care (in a government-staffed maternity wing).
- 104,233 children received vaccines at our epicenter health clinics (in most cases, vaccines are provided by government).

Education and Literacy:
- At the end of the year, 2,053 children were enrolled in nursery schools with school feeding programs (more than half of them were girls).
- At the end of the year, 4,966 participants were enrolled in Functional Adult Literacy classes.

Food Security:
In 2012,
- 60,936 people were trained in food security workshops.
- 66,596 kg of food was produced in epicenter community fields.
- An average of 551,345 kg of food was stored in epicenter food banks during peak harvest to support communities during lean periods throughout the year.

Microfinance:
A training, credit and savings program develops women’s and men’s capacity to become economic decision-makers and entrepreneurs. Each epicenter’s program is eventually incorporated as a rural bank. In 2012,
- 68,121 people actively participated in the Microfinance Program.
- 33,090 loans, totaling $3.6 million, were disbursed.
- Microfinance Program participants deposited $2.1 million in savings.

Women’s Empowerment Program:
This program educates people on women’s legal, reproductive and property rights.
- In 2012, 116,920 women and men were trained in Women’s Empowerment Program workshops.

Environment:
Each epicenter focuses on maintaining biodiversity, ensuring the sustainable use of resources through soil conservation and water management, and promoting renewable sources of fuel and energy. In 2012,
- 58,785 trees were planted.
- 84 water sources were constructed or rehabilitated.

Advocacy, Awareness and Alliances:
The Hunger Project builds partnerships with local government and other organizations to ensure that services, such as nurses for health clinics and teachers for schools, are available locally.

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 on a large enough scale so that it would prove to be viable 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 committed corporate and individual investors from around the world. As of the end of 2012, significant progress was being made on all fronts within the 38 epicenter communities in the scale-up region in terms of leadership by local animators, food production, access to electricity and microfinance performance.

In July, The Hunger Project held a conference on Strategic Planning for Sustainable Development in Africa in Ouagadougou, Burkina Faso. Staff from all eight African Program Countries participated. Government officials, including the Minister for the Promotion of Women, Nestorine Sangaré, the Minister of Scientific Research, Gnissan Konate, and the Minister of Agriculture, Abdoulaye Kombary, as well as press from national television and the most widely read daily newspaper in Burkina, L’Observateur Paalga, attended the launch of the conference.

The Epicenter Strategy is an integrated approach that was created in Africa, by Africans and, over the past 20 years, has mobilized 119 epicenter communities and 1.9 million people in eight countries across the continent.
Ending hunger in India requires transforming deeply entrenched discrimination against girls and women that perpetuates a vicious cycle of malnutrition. Our strategy seizes the opportunity of legal guarantees that one-half to one-third of all local government seats will be held by women. Such guarantees bring 1.3 million women to elected office.

The Hunger Project places these women at the center of its strategy to build vibrant, hunger-free villages across India. In 2012, The Hunger Project implemented its strategy in eight of India’s largest states in partnership with 48 dynamic community-based organizations with decades of local experience, that are aligned with our principles and trained in our methodology.

With key interventions in each of their five-year terms, The Hunger Project trains and empowers elected women representatives to be the key change agents for ending hunger and poverty in their villages. A centerpiece of this work is the federations of elected women at the sub-district (block) level, which serve as an important platform for the ongoing empowerment of the women leaders to achieve development results in their village councils.

Key program activities from 2012 included:

**Strengthening Women’s Leadership:**
118 Women’s Leadership Workshops were held for 3,094 elected women representatives. These women are now taking actions to bring water, health and education to their villages.

**Federation Building:**
2,138 people participated in 73 federation-building workshops. During the year, The Hunger Project-India also organized two sets of intra-state, inter-district exposure visits for federation leaders in Uttarakhand to foster a better understanding of federation work and provide the opportunity for experience-sharing among federation leaders.

**Making Panchayats Effective:**
Of particular note was a successful Strengthening Women’s Empowerment through the Electoral Process (SWEEP) campaign in 1,108 Gram Panchayats across 50 blocks in 14 districts of Odisha. Out of 2,438 participants in the potential leaders’ workshop, 1,226 participants filed nominations, and 719 of them won. The campaign achieved a significant improvement in the voting percentage among women. More than 900 women from the areas where The Hunger Project-India works became proposers/seconders and polling agents. This was the first time that so many women came out to participate in such other spheres of the electoral process.

**Influencing Public Opinion:**
16 public rallies and awareness events on issues of relevance to our work were held, in which 17,339 people participated. In Madhya Pradesh, three episodes of radio-based plays were developed and broadcast on the issue of malnutrition. The plays examined the roles of relevant stakeholders in ensuring healthy lives for children and addressed the different social, cultural and economic factors that contribute to malnutrition.

**Alliance Building for Advocacy and Support:**
The Hunger Project partnered with 48 civil society organizations as well as leading international agencies like the United Nations Population Fund (UNFPA) and UN Women. Vice President and The Hunger Project-India’s Country Director Rita Sarin was appointed a key member of a high-level Committee on the Status of Women in India, charged with undertaking a comprehensive study of changes in the status of women there.
Once dubbed a “basket case,” Bangladesh has time and again demonstrated its resilience and innovation, home to such breakthroughs as the Grameen Bank. Yet its people remain among the poorest and most malnourished in the world, held back by gender discrimination and corruption. The Hunger Project has developed a comprehensive strategy to demonstrate that, with empowerment, Bangladeshi villages can achieve the Millennium Development Goals (MDGs) through self-reliant action.

The Hunger Project trains and empowers volunteer leaders called “animators” to mobilize their villages and strengthen the institutions of local democracy so people can meet their own basic needs. Program components include:

**Union Parishad Member Empowerment** to initiate mass action campaigns on issues such as open budget meetings and 100-percent sanitary latrine coverage. In 2012, The Hunger Project-Bangladesh trained more than 3,800 members of Union Parishad (local council) standing committees to strengthen their work.

**Animator Trainings and Support** to empower volunteer leaders to initiate development projects. In 2012, 6,149 animators, half of them women, were trained and are now taking action to end hunger and poverty in their villages.

**Youth Ending Hunger Program** to unleash the leadership and creativity of students around the country. In 2012, The Hunger Project trained 3,122 youth leaders and created 148 youth units at education institutions, comprising 10,500 enthusiastic young people.

**Shujan (Citizens for Good Governance),** a platform of committed citizens who work to strengthen grassroots democracy. In March, Shujan and The Hunger Project held a jointly organized roundtable conference at the National Press Club regarding the state of Bangladesh politics, where our good governance program was highlighted.

**National Girl Child Advocacy Forum,** an alliance of organizations that works to eradicate discrimination against girl children. In 2012, National Girl Child Day was celebrated in the capitol with around 1,500 participants from 56 organizations and institutions. Celebrations were also held nationwide in 405 Unions. In addition, a successful International Women’s Day event was organized jointly with the National Girl Child Advocacy Forum and other organizations in March. There were nearly 1,500 women and young girls who joined the rally in Dhaka from different organizations. Nationally, more than 28,977 women and men participated in 252 events to observe International Women’s Day throughout the country.

**Unleashed Women’s Network** through which women leaders are intensively trained in gender issues and women’s rights, and then reach out to others in their communities. In 2012, more than 950 women leaders joined the already 3,600-member strong Unleashed Women’s Network.

**Participatory Action Research** through which participants, who are among the poorest of the poor, are trained to analyze their obstacles and carry out campaigns of action to overcome them. More than 160 new researchers were trained in 2012.

In 2012, The Hunger Project focused on more intensively engaging with a selected set of Union Parishads committed to meeting the MDGs, demonstrating the importance of participatory local democracy. We signed memorandums of understanding (MOUs) with 80 Union Parishads. The MOUs outline the strategies and agreed upon goals for promoting community-led development projects in partnership with government. This innovative approach to direct collaboration between The Hunger Project and Union Parishad bodies is unique, as this formalized role has not historically been undertaken by civil society organizations.

Unleashing a Self-reliant Bangladesh
Indigenous Women Leading Change in Latin America

While Latin America has built prosperous modern economies, there remains poverty in indigenous, rural communities as severe as Burkina Faso or Bangladesh. Indigenous women, in particular, have suffered 500 years of double discrimination as indigenous and, within their patriarchal indigenous communities, as women. The Hunger Project has pioneered strategies to empower indigenous and rural communities to take charge of their own development and create vibrant local economies.

In Mexico, we implement our gender-focused capacity-building strategies in rural municipios (municipalities) in four states. Neighboring villages join together in clusters in order to leverage each community’s economic and political power through cooperation and collaboration. Community members, elected government officers and members of civil society attend Vision, Commitment and Action Workshops as the first step to social mobilization.

Through leadership and skills trainings, dynamic volunteers work in partnership to assess development priorities, design long-term development plans, initiate local campaigns, conduct direct activities such as income-generating projects with local women’s enterprises, and advocate for access to critical resources. A top priority in The Hunger Project’s work is ensuring women’s full political, economic and social participation.

In Peru, The Hunger Project works in partnership with Chirapaq (Center for Indigenous Peoples’ Cultures of Peru), an organization founded by both Andean and Amazonian people. Chirapaq’s Indigenous Women’s Program builds leadership capacity and specific skills of indigenous women representing 37 language groups from 14 states across the country. This work is highly leveraged through the Permanent Workshop of Andean and Amazonian Indigenous Women, a network of 30 women’s organizations.

Chirapaq trains groups of indigenous leaders, enhancing knowledge and skills, educating them on human and indigenous rights, improving their access to financial resources, and developing their autonomy and decision-making capacity to gain presence at the local, regional and national levels. Participants then replicate these trainings in their own base networks. During the year, 1,350 women benefitted from our joint programs with Chirapaq and are now working to improve living conditions for themselves and their families through the development of entrepreneurial skills and civic participation.

In May 2012, Tarcila Rivera Zea, founder and director of Chirapaq, was appointed to the UN Women’s Global Civil Society Advisory Group. Tarcila will serve with the group for two years, along with influential leaders from around the world, with the main objective of “dialogue and engagement to advance global goals of gender equality and women’s empowerment.”
Consolidated Financial Statements:
The Global Hunger Project and Affiliates

Consolidated Balance Sheet,
December 31, 2012 (in US$)

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Consolidated Statement of Activities, December 31, 2012 (in US$)

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</tbody>
</table>

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.
How we spend our funds

Total 2012 Expenses: US$15,410,612

- Programs 81.4%
- Fundraising 10.5%
- Management & General 8.1%

2012 Funds Raised

<table>
<thead>
<tr>
<th>Country</th>
<th>Funds Raised (US$)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>$3,245,900</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>192,700</td>
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<tr>
<td>Benin</td>
<td>48,600</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>276,300</td>
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<tr>
<td>Canada</td>
<td>109,900</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>10,800</td>
</tr>
<tr>
<td>Germany</td>
<td>522,400</td>
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<tr>
<td>Ghana</td>
<td>116,000</td>
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<tr>
<td>India</td>
<td>791,300</td>
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<tr>
<td>Japan</td>
<td>3,800</td>
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<tr>
<td>Malawi</td>
<td>41,100</td>
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<tr>
<td>Mexico</td>
<td>206,100</td>
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<tr>
<td>Netherlands</td>
<td>3,886,800</td>
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<td>New Zealand</td>
<td>76,400</td>
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<tr>
<td>Senegal</td>
<td>104,900</td>
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<tr>
<td>Sweden</td>
<td>1,807,800</td>
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<tr>
<td>Switzerland</td>
<td>426,200</td>
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<tr>
<td>Uganda</td>
<td>9,200</td>
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<tr>
<td>United Kingdom</td>
<td>322,400</td>
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<tr>
<td>United States</td>
<td>6,517,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$18,715,600</td>
</tr>
</tbody>
</table>

* 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 raise funds for their own expenses, including education and advocacy programs as well as fundraising and management and general. Those expenses (approximately $2.2 million in 2012) are not included in the U.S. consolidated audit. Independent audits for each Partner Country are available upon request.
The Power of Financial Investment

“It is clear that my investment in The Hunger Project is the highest leveraged difference I can make with my money. By giving my money I am expressing my partnership with our brothers and sisters around the world at the margins of society. It is happening now—hunger and poverty is ending!”

– Tom Lemons, Santa Monica, CA, an investor since 1988

The Hunger Project is a global movement of people working in authentic partnership for the sustainable end of hunger. In addition to the people who are engaged in our programs in 12 countries in the developing world, there are thousands of individuals and institutions whose role within The Hunger Project family is that of financial 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 2012, more than 11,800 individuals and over 210 institutions — from the U.S., Program and Partner Countries — invested in our work to empower people to end chronic hunger. More than 480 people were part of our Global Investment Group, each investing $5,000 or more. Also, more than 2,250 people were members of our Financial Family of investors who give monthly, many of whom have been doing so for 20 to 30 years. More than 70 investors are members of our Unleashed Women’s Leadership 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.

More than 130 individuals have also chosen to be members of our Legacy Circle, and, as such, have committed to include us in their estate — through trusts, bequests or making The Hunger Project a beneficiary of their insurance or retirement plan. We are delighted that in 2012, Founding Hunger Project President Joan Holmes was named Honorary Chair of the Legacy Circle.
More than 500 Hunger Project investors and friends from more than 20 countries around the world joined together on Saturday, October 13 for our Annual Fall Gala. The event raised well over $1 million for the end of hunger and poverty and was supported by nine corporate sponsors!

The evening featured four speakers — from India, Uganda, Ghana and Mexico — who are on the front lines of ending hunger. After a personal introduction from a special Hunger Project investor or friend, each speaker shared about her or his groundbreaking efforts as a leader and advocate for social change, and President & CEO Mary Ellen McNish presented The Hunger Project’s new strategies to make our vision — a world without hunger and poverty — a reality.

“\nThis is not only about hunger. This is about sustainable social change.\n
— Mary Ellen McNish, President & CEO

World Hunger Day

In honor of World Hunger Day 2012, on May 28, The Hunger Project-UK organized a gala concert featuring multi-Grammy Award Winning music icon Dionne Warwick at the Royal Albert Hall in London with more than 5,500 people. The all-star lineup included Sir Cliff Richard OBE, Boy George, Joe McElderry and more. Hunger Project partners and staff around the world also joined together on May 28 to honor World Hunger Day.

Throughout the year there were also hundreds of local events led by dedicated volunteers and activists, raising awareness about and funds for the end of hunger.
Institutional Funding Partners

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

ABB, Switzerland
ABP Food Group, United Kingdom
ACME Foundation, Australia
Actindo Gmbh, Germany
Advanced Solar Products, United States
African Village Foundation (AVF), Netherlands†
Agencia Roja, Mexico
Alfa Laval Corporate AB, Sweden
Alba Holding AB, Sweden†
Alliance for a Green Revolution in Africa (AGRA) via Institut de l’Environnement et de Recherches Agricoles, Burkina Faso
Alpern Family Foundation, Inc., United States
America’s Emergency Relief, Development and Humanitarian Outreach Charities (DUO), United States
Amrop, Netherlands
The Asia Foundation, India
Australian Communities Foundation, Australia
Australian High Commission, Bangladesh
Aver BV, Netherlands
BAM Inc., United States
Banamex, Mexico
Bayport Financial Services, Ghana
The Beeren Foundation, Australia†
BHP Billiton Matched Giving Program, Australia
Biltings Idé AB, Sweden
The Bluesand Foundation, Australia
BM Beheer BV, Netherlands
BRAC, Bangladesh
British Council, Bangladesh
Canton Aargau, Switzerland
Canton Basel-Stadt, Switzerland
Care Schadesservice, Netherlands
Catholic Relief Services, Uganda
The Circle Fund, United States
Citi, United States
City of Winterthur, Switzerland
Clark Transfer, Inc., United States
Clough AMEC Social Club, Australia
Community Binningen, Switzerland
Community Herrliberg, Switzerland
Community Meilen, Switzerland
Community Riehen, Switzerland
Commonwealth Bank of Australia, Australia
Continental Bakeries, Netherlands
Cordaid, Netherlands
Corporate Facility Partners, Netherlands
CWS Capital Partners, LLC, United States
De Brauw, Netherlands
Delicia, Netherlands
Deloitte Consulting LLP, United States
Dutch Embassy, Benin
Entrepo Pty Ltd, Australia
Escape Productions LLC, United States
Eureka Benevolent Foundation, Australia†
Exceed VPAB, Sweden
Expecto AB, Sweden
The Faith Family Trust, United States
FeelGood, United States
FEMI, Netherlands
Filippa K AB, Sweden
Financial Bedrijfsmenging, Netherlands
First Things First BV, Netherlands
FlexiPlan, Netherlands
Fortitude Foundation, Australia
Forum Syd, Sweden
Förvaltnings AB Bältan, Sweden
Hercules Oil, Sweden
Holland Holding BV, Netherlands
Fundación del Empresariado en México, A.C. (FUNDENEX), Mexico
Gap International, United States
Garden State Bariatrics and Wellness Center, United States
Ghana AIDS Commission, Ghana
Goldman, Sachs & Co. Matching Gift Program, United States
The Gonski Foundation, Australia
GTA GmbH, Germany
Habest Holding BV, Netherlands
Hak BV, Netherlands
Hannah’s Lunchbox Fund, United States
Helvoet Holding BV, Netherlands
Herman Family Foundation, United States
Hershey Family Foundation, United States
Het Ware Noorden Foundation, Netherlands
Hilton Berlin, Germany
Hilton Bremen, Germany
Hilton Cologne, Germany
Hilton Dresden, Germany
Hilton Innsbruck, Austria, Germany
Hilton Malta, Germany
Hilton München City, Germany
Hilton Prague, Germany
Hilton Vienna, Austria, Germany
Hjofoundation, Netherlands
HSBC, Mexico
Humana Foundation, Netherlands
The Hunger Project Belgium, Netherlands
IBM, United States
I.H.A.M. van de Pas BV, Netherlands
Ikon3 LLC, United States
Illusion Labs AB, Sweden
Inbak BV, Netherlands
Infostorm AB, Sweden
Integ Partner AB, Sweden
Interchurch Organisation for Development Cooperation (ICCO), Senegal
International Women’s Club Stockholm, Sweden
IVestore Holding, Netherlands
Kerry Foods, United Kingdom
Kapex Foundation, Australia
LaToer Holding BV, Netherlands
Macquarie Group Foundation, Australia
Maree Invest/CIG, Netherlands
Metal Dynamics, Inc., United States
Microsoft Corporation, United States
Millennium Network Friesland Foundation/Yits/MNRF, Netherlands†
Money3, Australia
Munich International School, Germany
Munich International Women’s Club, Germany
Muse Communications, Inc., United States
Nakedtoast GmbH, Germany
National AIDS Commission, Malawi
Nationale Postcode Loterij (NPL), Netherlands
Nauta Dutilh NV, Netherlands
The Kalan Foundation, United States
KappAhl Sverige AB, Sweden
The Kapex Foundations, Australia
Kerry Foods, United Kingdom
Latoer Holding BV, Netherlands
Macquarie Group Foundation, Australia
Maree Invest/CIG, Netherlands
Metal Dynamics, Inc., United States
Microsoft Corporation, United States
Millennium Network Friesland Foundation/Yits/MNRF, Netherlands†
Money3, Australia
Munich International School, Germany
Munich International Women’s Club, Germany
Muse Communications, Inc., United States
Nakedtoast GmbH, Germany
National AIDS Commission, Malawi
Nationale Postcode Loterij (NPL), Netherlands
Nauta Dutilh NV, Netherlands
Neoline, Germany
New Zealand Embassy, Mexico

† Epicenter underwriter(s)
The Hunger Project is working with BRAC, the world’s largest non-governmental organization, to pioneer an intensified version of our strategy in Bangladesh to empower clusters of villages to achieve all the Millennium Development Goals. It brings together the formal commitment of local government, and the mobilization of women, youth, the ultra-poor and the entire population to set their own priorities, track their progress and promote their successes for widespread replication.

Citigroup and its employees worldwide are partnering with The Hunger Project to build awareness and raise funds for the end of hunger and poverty. Through creative initiatives like the “100-cubed Walk-Run-Bike” campaign, corporate sponsorship of the Fall Gala, and Citi Foundation support of our Microfinance Program, this strategic alliance has raised $1.45 million. Sheree Stomberg, a member of our Global Board and Global Head of Citi Shared Services, is an inspiration to her colleagues given her personal involvement with the cause.

With generous support from The Robertson Foundation, The Hunger Project, Yale University and Innovations for Poverty Action are in a strategic partnership to evaluate the long-term impact of the Epicenter Strategy in Ghana. In 2009, a baseline survey focusing on health, nutrition, income, gender, and education was conducted, with the end-line survey to take place in 2013. The longitudinal nature of this study will allow the impact, sustainability and cost-effectiveness of the Epicenter Strategy to be examined.

The Hunger Project has been awarded three grants from the UN Democracy Fund for work in India, Bangladesh and globally, all in support of an essential element of our approach: effective partnership between the people and local government. Though it is critical, good local governance has not been a priority on the international agenda. Our partnership aims to change this. It includes building a global network, developing the first-ever Participatory Democracy Index and publishing an annual State of Participatory Democracy Report in September 2013 and 2014.

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The Nielsen Company, United States
Nobia AB, Sweden
NPM Capital, Netherlands
Odgers Berndtson KB, Sweden
OmniFinancials, Sweden
The Origin Foundation, Australia†
PANO BV, Netherlands
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The Perpetual/SBA Foundation, Australia
The Petre Foundation, Australia†
Pluspunkt GmbH, Germany
The Practice, Australia
Preera, Sweden
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Procordia Food AB, Sweden
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Schieder & Co., Hamburg, Germany
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serviceplan campaign 3 GmbH, München, Germany
SKAB, Sweden
Spandan B, Bangladesh
Spenderfuchs, Germany
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St. Antonius Foundation, Netherlands
St. Luke’s Episcopal Church Foundation, United States
Stichting af Jochnick Foundation, Sweden†
Stiftelsen Barn i Nöd, Sweden
Stiftung Mudda Erraka, Germany
Stiftelsen Radiohjälpen, Sweden†
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Swedish Postcode Lottery, Sweden
Talentia AB, Sweden
Tapfa Foundation, Netherlands
The Thanksgiving Fund, United States
Traumklängraum, Austria, Germany
Trees Unlimited, Inc., United States
Trust Company Foundation, Australia
UBS, Switzerland
UN Democracy Fund (UNDEF), United States
UN Office for Partnerships, United States
UN Women, India
The Upstart Foundation, United States
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The Veltri Family Foundation, United States
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Vox-van Oord Foundation, Netherlands
We Know Politics, Ghana
WER, Sweden
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Whitbread Foundation, Australia†
Wilde Ganzen Foundation, Netherlands†
The Milton and Beatrice Zeldin Family Foundation, United States
World Bank, Bangladesh
World of Ideas BV, Netherlands
Young Art, Sweden
The Carla Zampatti Foundation, Australia
ZBI Employee Allocated Gift Fund, United States
Zandbergen, Netherlands
Zeldin Family Foundation, United States
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.

**Charter**
($100,000+)
- Ross Brown and Kuniko Higaki, United States
- Karen and Michael Herman, United States
- Barbara and Tony Mayer, United States
- Cameron O’Reilly, Australia
- The Salwen Family, United States
- Steven and Brenda Sherwood, United States
- June Smith (bequest), United States
- Leonard and Roslyn Solomon Trust (bequest), United States
- Sheree Stomberg, United States
- Faith Strong, United States

**Leadership**
($25,000+)
- John & Rachel Akehurst, Australia
- Joan and John Casey, United States
- Norma Deull, United States
- Mark and Margaret Eddy, Australia
- Adrian and Michela Fini, Australia
- Carl-Diedric Hamilton, Sweden
- Brad Hancock, Australia
- Steve Harker, Australia
- Karen and Bayard Hollins, United States
- Eve Howell, Australia
- Lucinda Jewell, United States
- Nancy Juda and Jens Brash, United States
- Mary Layman, United States
- Thomas Lemons, United States
- Deborah & Miles Pottier, Australia
- Mary Reemst, Australia
- Alan and Leza Silverstein, United States
- William and Nancy Stanback, United States
- Dorothy and Wayne Stingley, United States
- Ron Winestock, Australia

**Global**
($5,000+)

**Australia**
- Patty Akopiantz and Justin Punch
- Paul Alexander
- Victoria Alexander
- Barbara and William Armitage
- Betty Armitage
- Judy Avisar
- Elise Baldwin
- Bruce Beerens
- Simon Blackburn
- Fraser and Christine Brown
- Raefe Brown
- David Bryant
- Rob Bryant
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- Ben Ng and Magnolia Fung
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- Rhys Octigan
- Karen O’Donahoo
- Anne Polino
- Karen Reid
- Debra Rickwood
- Janet Rickwood
- Tony Ruse
- Elizabeth Sanderson
- Helen Scotts
- Simon Senior
- Tony Smark
- Irek Stawiczny
- Warren Stooke
- Stephen and Annie Stubbs
- Colin Tate
- Sue Thomas
- Evan Thornley
- Ailan Tran
- William Vickers
- Di Walker
- Gary and Claire Ward
- Alison and Rod Watkins
- Nada Wentzel
- Robert and Narda Wentzel
- Lisa White
- Skipp Williamson and Carol Haynes

* Member(s) of our Financial Family, who support The Hunger Project with a monthly sustaining investment in the end of hunger.

† Epicenter underwriter(s)

†† Regional partner(s)

Note: Individual investor names listed as provided at discretion of country offices.
Ronnie Wood
Dawna Wright
Ulysses Yiannis†
Heather Zampatti†
Canada
Lillian Adamakis*
Terry and Joanne Frewer*
Ari and Deanna Joffe
James and Shirley Voltett*
Janice Wallace*
Ross Wallace
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AJ Bertenshaw
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James G. Whitton
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Lorin Zanetti*
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and Chris Materry*
Catherine Sonnenberg*
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TELUS Corporation
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Karen and Joseph Gerbosi*
Diana Gibson and Michael
Braden
Ellen Gold*
Shirley Goodman
Nancy Gordon*
Kari and Matthew
Granger*
Michelle Grisat
Nancy and Phil Groben
Mary Grubb*
Barbara Gural
Joakim Gustavsson*
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Herbert Hamsher and
Jonathan Stoller
Samir Hans
Suzanne Hannes and
Raymond Kogan
William and Diannya Harris
Corrina Harvey
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Joy Marr and David
Henderson*
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In March 2011, the 100th Anniversary of International Women’s Day, The Hunger Project launched this multi-year funding initiative ($10,000+ each year over three years) to focus our attention and resources on the fact that empowering women’s leadership is the key to ending hunger. We are pleased to acknowledge the members of this initiative.
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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.

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