



STRATEGIC PLAN 2016-2020
'Take on the highest leverage role'



Ending hunger

Last year 193 world leaders, through the United Nations, adopted the most ambitious agenda in human history: the Sustainable Development Goals (SDGs), with an accompanying declaration entitled “Transforming Our World” and a call for zero hunger by 2030. Ending hunger has been the main objective of The Hunger Project since our start, 38 years ago. Our **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. Over the years we have developed meaningful, sustainable and tailor-made strategies to achieve this.¹ And we are on track: the number of people with chronic hunger has declined.² Yet still almost 800 million people suffer from chronic hunger. A problem which can be solved by investing in these people, so that they become the agents of their own development, and can make sustainable progress in ending hunger and poverty.

Of course we cannot do this on our own. The adopted SDGs provide a huge opportunity that we will seize to increase our impact. In the years 2016-2020 The Hunger Project aims to play its highest leverage role in the global effort to bring about the end of hunger by 2030³ by:

- *Standing on the strength of our programs, improve impact and scale them, and*
- *Build large-scale partnerships and alliances needed to empower gender-focused community-led rural development everywhere it is needed.*

What have we achieved so far?

The Hunger Project as a worldwide organisation has developed strategic, integrated programs in twelve Low and Lower Middle Income countries, where we reached 21 million men, women and children in 24.000 villages. This work is supported by fundraising and awareness building activities in ten partner countries, and increasingly also within programme countries. The global organization consists of a team of 390 highly committed people in 22 countries, and over 400.000 trained and equally committed local community volunteers.

We have learned that ending hunger requires the empowerment of **rural communities to take charge** of their own development in all key sectors, by empowering women to be key change agents, mobilizing people for self-reliant development, and building effective partnerships with local-level government. Sustainable progress in all the other sectors depends on these essential pillars. The SDGs also emphasize on ‘breaking the silos for development’: integrate aspects of climate change and sustainability, and focus on a really inclusive development strategy involving women and youth. This resulted in an emerging consensus on community-led development as way to achieve the SDGs.

THP Netherlands

The Hunger Project in the Netherlands (THP NL) was founded in 1980. It has grown into a strategic, lean and meaningful organisation, reinventing itself continuously, aiming on fundraising from back at strategic plan 2011-2015, it can be concluded that we have met most of our goals. In 2015, the first

¹ See our Theory of Change, interventions and methodology in annex I.

² [We can end poverty](#): The target of reducing extreme poverty rates by half was met five years ahead of the 2015 deadline. More than 1 billion people have been lifted out of extreme poverty since 1990. In 1990, nearly half of the population in the developing regions lived on less than \$1.25 a day. This rate dropped to 14 per cent in 2015. At the global level 800 million people are still living in extreme poverty.

³ In annex II this highest leverage role is explained in more detail.

three epicenters became self-reliant, if everything goes according to plan the next eleven will follow in 2016.⁴ We have managed to better measure our impact through improved monitoring & evaluation systems and tools- like the Women Empowerment Index- that are in place now.⁵ By doing so we are increasingly able to quantify the changes in the epicenters; use the lessons learned to strengthen our grass root programs and jointly analyze our failures to do even better in the future. Through documentation we have made our impact and integrated strategies more widely known and recognized, resulting in new financed programs building on our ongoing work (child marriages and women's empowerment). Our existing network of contacts with people, businesses and other long-term relationships is strengthened with new partnerships like NPL, Dutch ministry of Foreign Affairs and Embassy in Benin, Universities of Amsterdam and Wageningen. We achieved our fundraising targets and reached a stable growth from € 1,4 in 2010 to € 4,5 million in 2015.⁶

New global strategic plan 2020

The Hunger Project recognises that to be true to our mission, we need strategies which match the scale of hunger. We need to build on the strength of our community-level work and contribute far more powerfully to the global effort to end hunger by 2030. We need to consolidate our work by building partnerships and achieve a greater collective impact through alliances and partnerships at three levels: community-level, the countries we work in and globally. We also need to increase the effectiveness of the organizations within The Hunger Project, while remaining both lean and meaningful. We aim to address these needs through three goals to be achieved by 2020:

- **deepen our impact** in the communities where we work
- **making it mainstream** in development
- **scale-up.**⁷

Strategic initiatives THP Netherlands

In support of these global strategic aims, THP Netherlands has defined three strategic initiatives for 2016 - 2020 based on an analyses of what is currently missing⁸:

1. Build a Community of Practice for community-led development in The Netherlands
2. Be an increasingly effective and impactful organization that practices what it preaches
3. Set an ambitious fundraising target to safeguard our work and aimed impact.

Build a Community of Practice for community-led development

We will look for like-minded, complementary organizations by mapping our stakeholders⁹, search for common ground and mobilize relevant expertise to build a **strong movement for advocacy**. In program countries alliances will be supported to mobilize at community level and build on (new) partnerships with local governments. Increased visibility of the results and impact of community-led development approaches is needed to replicate this strategy and integrate the essential elements into national policy plans. Jointly we reach out to national governments or other relevant actors like

⁴ All results and impact of our work can be found in the [yearly report and magazine 2015](#).

⁵ Detailed information on the monitoring systematics and executed evaluations in Asia, Africa and Latin America, as well as the impact fact sheets are presented on our [site](#).

⁶ See for details on finance, internal organization and structure the [yearly report 2015](#).

⁷ Annex III outlines the specific goals and indicators for the global high-level objectives for 2020.

⁸ In annex IV the missing pins for THP Netherlands and THP Global are listed.

⁹ The current stakeholder mapping for THP Netherlands is presented in annex V.

the private sector; by engaging, informing on proof of impact and advocating for localizing the SDGs through community-led development approaches. We will continue to raise awareness amongst relevant audiences in the Netherlands about the possibility of the end of hunger, and the role that the strategies of THP can play to reach that goal.

Be an effective and impactful organization

We aim to strengthen our program implementation and transform into an increasingly effective and impactful global organization, that matches our targets, is true to its key principles¹⁰, and consists of dedicated staff, volunteers and board members. By actively supporting and facilitating **decentralized and distributed ‘centers of strengths and thoughts’** – a matrix structure - we can better integrate country strategies to the international level, and vice versa. THP Netherlands will keep a leading role. We will internally define roles and responsibilities based on strengths, facilitate a learning system, stimulate ownership and build communities of practice within and outside The Hunger Project.

Ensure a safeguarded budget

To deepen our impact in the current programs and scale up to other regions or countries The Hunger Project Netherlands aims to raise at least € 10 million in 2020. A secondary objective is to ensure that this is sufficient ‘unrestricted’ revenue. We realize this is an **ambitious fundraising target**. Yet we will also hold on to our key principles and objectives, avoid following nonstrategic money - putting impact on ending hunger upfront in our fundraising. We aim to maintain our current healthy, balanced mix of different investor types, preferably through long-term, multi-annual relationships. We aim to increase the amount of individual investing partners through events and actions and increase the number of corporate partners and social entrepreneurs by building on the current network. Investments are used as leverage to attract institutional matching partners and grants from entrepreneurial foundations and governments. In line with our current guideline on costs standards¹¹, we will spend at least 85% of our total income on our objectives.

Budget growth path (€ mln)					
	2016	2017	2018	2019	2020
Institutional	4.25	4.6	5.9	7.25	8.6
Corporate	0.5	0.6	0.8	0.9	1.0
Individual	0.25	0.3	0.3	0.35	0.4
Total	5	5.5	7	8.5	10

THP NL will address the three strategic initiatives by building on our results to date, our network, our key strengths and by aiming to overcome our weaknesses. In addition to this strategic multi-annual plan a more detailed plan, including the activities, outputs and budget will be drawn up annually, taking into account the progress, results and lessons of the previous year as well as emerging opportunities and developments.

¹⁰ Our key principles are presented in annex VI

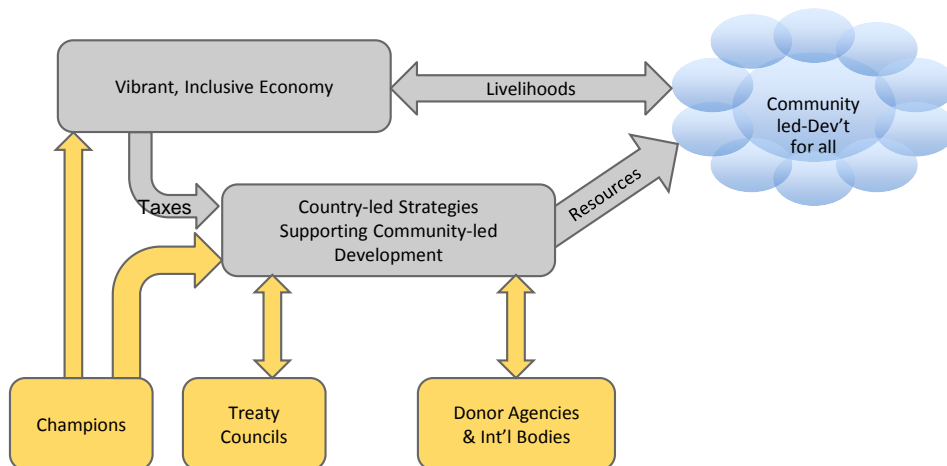
¹¹ THP NL Supervisory Council decision on 21 05 2014

ANNEXES

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- II. THE HIGHEST LEVERAGE ROLE OF THP GLOBAL**
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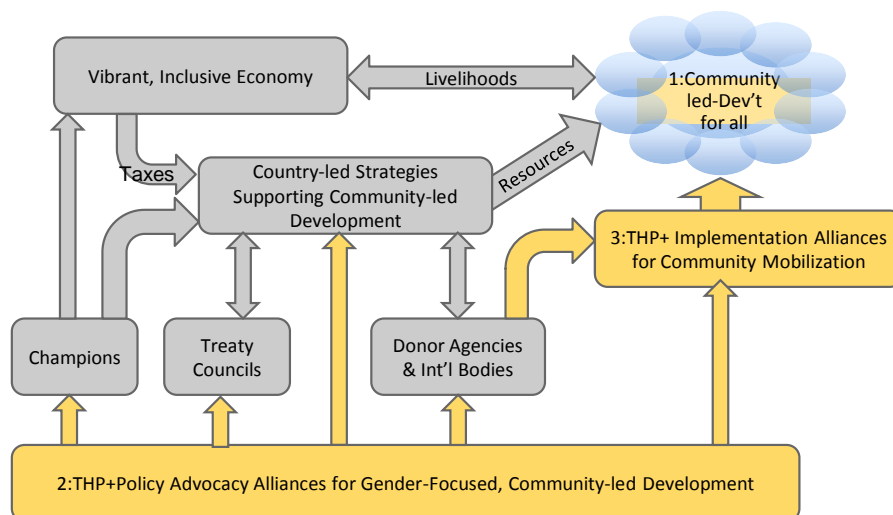
ANNEX I: THEORY OF CHANGE, INTERVENTIONS AND METHODOLOGY

Theory of Change: Intermediate Outcomes



To get governments in countries where hunger persists to truly support community-led development, we need the donor agencies and international bodies (UN, AU etc) to support it.
 We need influential people - "Champions" like Bill and Melinda Gates, and people within reach of some of our own investors - to not only influence governments but also convince the private sector to transform business practices to provide greater opportunities for hungry people.
 We need treaty councils - like the Human Rights Council and the soon-to-be-established Climate Change Convention - to hold governments to account.

Theory of Change: Near-term Outcomes We Can Cause



What this strategy calls for us to do is create alliances with like-minded civil society and other actors (researchers, universities, the media, businesses) who can **advocate** for the policy and budget reallocations required, and **mobilize** the tens of thousands of communities that require it, yet which have not yet been reached.

The Highest Leverage Role for The Hunger Project

Given our commitment to unleashing the power and creativity of all 795 million people living in chronic hunger and restoring them to control over their lives and destiny...

Given that the majority of hungry people now and in the foreseeable future are rural, and that addressing rural hunger contributes to reducing it elsewhere...

Given the credibility of our work on the ground and the growing recognition of the importance of gender-focused, integrated approaches...

Given the growing consensus within civil society on long-term methodologies for community-led development...

Given the call for new partnerships and alliances...

Given the role we've assigned ourselves to identify and provide what's missing...

And **given our track record** in building partnerships and alliances...

Yet given the **profound change in mindset** that is required to work in partnerships and alliances...

It appears that our highest-leverage role for the end of hunger by 2030 is to stand on the strength of our programs and build the **large-scale partnerships and alliances needed to empower gender-focused community-led rural development everywhere it is needed.**



ANNEX III: HIGH-LEVEL GOALS AND INDICATORS BY 2020

1. Deepen our impact:

#	Objective	Indicators (in development)
1.1	Ensure communities where we work are empowered to successfully complete their program of action.	#epicenters, union parishads reaching self-reliance, similar for other country communities completing process.
1.2	Continue to discover ways to have our programs at the cutting-edge of gender equality	# program innovations (tbd)
1.3	Develop implementation partnerships that leverage our resources in communities where we work.	# partnership analysis completed; # partnerships operating.
1.4	Discover ways to strengthen our programs to more deeply engage youth, adapt to climate change, and build inclusive, vibrant rural economies.	# country context analysis on each theme completed; # strategies created.
1.5	Empower communities and staff to improve program interventions through timely participatory monitoring, evaluation, and learning.	# external evaluations completed; # internal evaluations completed; # community feedback meetings held; # program locations with info boards; # case studies, white papers published

2. Make it mainstream:

#	Objective	Indicators (in development)
2.1	Document and share the empowerment and capacity-building methodologies of The Hunger Project to foster gender-focused community-led development	# toolkits created & shared; # THP presentations at conferences; # forums/panels hosted.
2.2	Build policy advocacy alliances for gender-focused community-led development.	# allies participating with THP
2.3	Identify and achieve policy changes that promote gender-focused community-led development.	# strategies with policies identified; # policies in specific review states
2.4	Carry out effective advocacy campaigns to have donors establish clear funding windows for gender-focused community-led development.	# advocacy campaigns # forums/panels to incentivize funding

3. Scale up:

#	Objective	Indicators (in development)
3.1	Build implementation alliances with the capacity to take gender-focused community-led development to national scale.	# implementation allies
3.2	Have our holistic, gender-focused community-led methodology implemented in new areas.	# new areas led by THP # MOUs for others to lead new areas
3.3	Establish formal partnerships with relevant line ministries and the local government system for gender-focused community-led development.	# national partnerships # local partnerships

ANNEX IV: WHAT IS MISSING?

A short analysis on what is missing in our strategy to be able to reach the set goals for 2020 THP Netherlands concluded in the following issues:

- Strategic partnerships to jointly work towards the SDGs, become brokers for partnerships for community led development, build movements.
- THP functioning as a truly world wide organization: disconnect between global movement and what is happening locally: more integration and distributed functions are necessary to address local challenges. Work more context specific, focus on local governance, advocacy and awareness.
- A world wide financial system in THP to manage complex grants and investments, diminish restricted grants and integrate fund management.

This is in addition to the THP global missing issues as defined in the strategic plan 2016-2020:

What is missing to bring community-led development to scale?

There is a movement for each sectoral “silo” of ending hunger (eg: health, education, nutrition). But where is the movement for the heart of our work? At least five things are missing to make this happen.

1. **Funding** for Community-led Development. While governments, international agencies and major donors are beginning to recognize the need for integrated and community-led strategies at the community level, they are not funding it or using their influence in that direction. Community mobilization is treated as a short-term means to a sectoral goal.
2. **A Shared Discipline** for Community-led Development: Since it is not funded, there is no shared language, well-documented best practices or international community of practice for the heart of our work.
3. **Programs of Action** for Community-led Development: Regions that have successfully carried out community-led development (Brazil, the Philippines, the Kerala State of India) employed civil society facilitators on a large scale. Ethiopia and Niger have deployed huge numbers of community-level health and agricultural extension workers. For most countries, these kind of campaigns are entirely missing.
4. **Enabling Policy Environment** for Community-led Development. For community-led development to succeed, there needs to be strong decentralization of public resources, decision-making authority and trained personnel, both in law and in implementation.
5. **A Vibrant, Inclusive Economy**. The rural communities where most hungry people live can only prosper when they are efficiently connected to markets, and when the economy can provide the reliable tax revenues to fund community services like schools and health centers.

What is missing in the communities we work?

Since launching our 2011-2015 strategic plan - which put a focus on deepening and demonstrating the impact of our program in focus communities - we’ve accomplished a great deal and learned a great deal, including more that is missing.

1. **Intensity in our communities:** The intensity we've brought to focus communities has paid off, and we now need to find the resources to ensure that we are optimizing our impact in all areas where we work.
2. **Addressing the new challenges of this era:** While we have some experience in climate change adaptation, youth employment and improving access to safety nets and other programs to empower the most marginalized members of the communities where we work, integrating these approaches everywhere is essential to both our impact and our integrity.
3. **More and better evaluations:** We've discovered the power of "data for the people" but we've barely scratched the surface in empowering communities with timely, insightful data.
4. **More and better learning:** A key finding of our Global Dialogues group is that we've also barely scratched the surface of developing the practices of a "learning organization" - both within our own work and across the wider development community.
5. **More and better influence:** Our community partners and our staff represent voices that really *should* be heard in policy-making circles. We need a higher profile in the media that policy makers see (particularly in Africa), and we need the kind of independent, academic research on our work that will influence both policy makers and other practitioners.

ANNEX V: STAKEHOLDER MAPPING

The stakeholders of THP Netherlands were mapped in a team session and divided in several specific actor groups. The stakeholder groups are:

1. Other civil society organizations
2. Public private partnerships
3. Knowledge institutes
4. Governmental bodies
5. Corporate sector
6. Media /Public / others

This mapping is not yet complete. The stakeholders will be further analyzed and complemented in 2016 to define the role they can play according to their interests and influence in relation to the THP strategic goals. This will be visualized in a stakeholder mapping and intervention strategies with each stakeholder will be defined.



Civil society organizations:	Public private partnerships	Knowledge institutes
Simavi	GAIN	Wageningen University & research (WUR)
Heifer	AgriProFocus	Center for Development Innovation (CDI)
Spark	AIM	University of Amsterdam UvA (child marriage)
Plan	SUN	Hogere Agrarische School (HAS)
Hivos		African Study Centre/ Padev
Save The Children		
Rutgers WPF		
VNG International		
CNV International		
Oxfam Novib		
Girls Not Brides		
Van Leer Stichting		
Women on Wings		

Leger des Heils
Dogon Women
One Campaign
NIMD
SOMO
Wemos
SNV
WFP-NL
Partos
Wo=Men

Governmental bodies	Corporate sector	Media/ Public / others
Ministry of Foreign Affairs (MFA)	Katakle network	World Best News Movement
MFA / DGIS: Promoting Effective Partnerships (PEP)	THP corporate partner network	Vice Versa / One world
MFA/ cluster Food Security	Ikea foundation	Social media movements (ID leaks)
Embassies	NPL	The Correspondent
Ministry of Economic Affairs	SHV network	Geen Stijl (threat)
Agency NL (RVO)	Master Card foundation	Newspapers, journalists
EU?	Unilever	Wilde Ganzen
	NL Teal companies	Mama Moringa partners
	Max Foundation	THP Ambassadors
	Food companies (Ahold)	Food Cabinet
	NPM Capital	Voedsel Anders
	Achmea foundation	Women Leadership Alliance
	Other corporate foundations	De Nieuwe Vaart (SDGs)
	TATA / India	Urgenda
		Nederland Kantelt

ANNEX VI: OUR PRINCIPLES

Through our work to end hunger, we have recognized these ten principles as being fundamental to The Hunger Project. We challenge ourselves to ensure that each of our strategies builds on these principles.

1. **Human Dignity.** All human beings are born free and equal in dignity and rights, including the right to food, health, work and education. The inherent nature of every person is creative, resourceful, self-reliant, responsible and productive. We must not treat people living in conditions of hunger as beneficiaries, which can crush dignity, but rather as the key resource for ending hunger.
2. **Gender Equality.** An essential part of ending hunger must be to cause society-wide change towards gender equality. Women bear the major responsibility for meeting basic needs, yet are systematically denied the resources, freedom of action and voice in decision-making to fulfill that responsibility.
3. **Empowerment.** In the face of social suppression, focused and sustained action is required to awaken people to the possibility of self-reliance, to build confidence, and to organize communities to take charge of their own development.
4. **Leverage.** Ending chronic hunger requires action that catalyzes large-scale systemic change. We must regularly step back — assess our impact within the evolving social/political/economic environment — and launch the highest leverage actions we can to meet this challenge.
5. **Interconnectedness.** Our actions are shaped by, and affect, all other people and our natural environment. Hunger and poverty are not problems of one country or another but are global issues. We must solve them not as “donors and recipients” but as global citizens, working as coequal partners in a common front to end hunger.
6. **Sustainability.** Solutions to ending hunger must be sustainable locally, socially, economically and environmentally.
7. **Social Transformation.** People’s self-reliance is suppressed by conditions such as corruption, armed conflict, racism and the subjugation of women. These are all rooted in an age-old and nearly universal patriarchal mindset that must be transformed as part of a fundamental shift in the way society is organized.
8. **Holistic Approach.** Hunger is inextricably linked to a nexus of issues including decent work, health, education, environmental sustainability and social justice. Only in solving these together will any of them be solved on a sustainable basis.
9. **Decentralization.** Individual and community ownership of local development is critical. Actions are most successful if decisions are made close to the people. This requires effective national and local government working in partnership with the people.
10. **Transformative Leadership.** Ending hunger requires a new kind of leadership: not top-down, authority-based leadership, but leadership that awakens people to their own power — leadership “with” people rather than leadership “over” people.

In sum, world hunger can be ended, but not by merely doing more of the same. Hunger is primarily a human issue, and ending hunger requires principles that are consistent with our shared humanity.