



The Alliance to End Hunger Strategic Plan 2013 – 2018

Background and Context

The Alliance to End Hunger is a coalition of diverse organizations committed to working together for the purpose of ending hunger in our world. Initially begun in 2001 as a project of Bread for the World, the Alliance became a 501(c)(3) in 2004 and has now grown to over 85 members; primarily organizations including non-profit groups, corporations, universities, and Christian, Jewish and Muslim religious bodies engaging in the anti-hunger movement. The Alliance also has a few individual members, mostly individuals who have committed themselves to the cause of ending hunger. As a relatively young and flexible organization, the Alliance has been able to react quickly to opportunities and develop a portfolio of projects based on member needs and financing opportunities. Our membership, funding streams and partner network have grown significantly as has our ability to reach and influence both public and private sector leaders.

Although the Alliance's achievements to date are notable, those achievements pale in comparison to our possibilities. The Alliance has the potential to change how both the government and the public see and deal with hunger in the US and around the world. Given our current strengths and leadership, and the opportunities opening up in our environment, this is a good time for the Alliance to take a strategic look at how we can tailor our contribution to have the best possible impact on reducing global hunger. The Alliance needs a solid framework for choosing among available opportunities and organizing our resources to make a concerted and coherent effort to that end.

From an internal, organizational perspective, the Alliance is growing in capacity and confidence; we now need a strategy that will establish our identity and give the staff and Board a clear vision to guide and inspire them. Additionally, this strategic planning effort

is a great opportunity to tap the creative energy of our growing membership and engage members in the work of the organization.

Some specific reasons for doing strategic planning include:

- (1) To define and understand our distinctive place within the landscape of the anti-hunger movement;
- (2) To get a clear grasp of the resources we will need to continue to grow strategically and how we will mobilize those resources; and
- (3) To clarify our mission as *the* central touchstone for our work.

Finally, the timing of this effort could not be more appropriate. Many factors are coming together to make this the best possible time for the Alliance to focus on what we do best and where we can make the greatest difference in the global fight against hunger. First is the growing awareness - consensus even - of a new paradigm for fighting hunger and poverty. Programs that emphasize country-owned and country-led development processes, such as the U.S. Feed the Future initiative and the Comprehensive Africa Agricultural Development Process (CAADP), are changing the way governments – and donor governments in particular – are thinking about these issues. This changing environment presents an opportunity to become an active part of the developing conversation about how to address global hunger.

Second, the recent U.S. election has created opportunities for a concerted push on these issues in the Congress and with the Obama administration. With the re-election of President Obama, there have been indications that he is interested in making the fight against hunger and poverty his legacy issue in international affairs – similar to what HIV/AIDS was for President Bush through PEPFAR. If so, the Alliance, through our membership and advocacy, can help provide him with the support and political cover he needs to push through policies and programs that could make a deep and lasting impact on global hunger and malnutrition.

Unfortunately, this most recent election cycle also saw some of our most committed and influential “Hunger Champions” leave the halls of Congress; among them, Rep. Jo Ann Emerson (R-MO8) and Senator Richard Lugar (R-IN). The void created by these departures, particularly among Republican legislators, makes it imperative that the anti-hunger community cultivate new leaders to spearhead these issues on Capitol Hill. The diversity of our membership, the contacts of our Executive Director, and the non-partisan nature of our work position the Alliance well to take the lead in developing these new relationships.

Finally, the expiration of the Millennium Development Goals in 2015 is fast approaching. An enormous amount of thought and energy is going into devising what the post-2015 development agenda will look like. While it appears right now that the targets for MDG 1 (to cut hunger and poverty in half by 2015) will be met, we know that both hunger and poverty are still unacceptably high. And we know that reducing hunger and poverty are directly related to the achievement of all the other current MDGs. In this context, we believe that hunger and poverty reduction should be at the heart of the post-2015 agenda. And not just in the developing world, but in the rich, industrial nations as well.

Process

This process began in spring of 2012 when we solicited proposals from several strategic consultants. The person we chose to help us plot our course and navigate these murky waters was Amy McDonald, Managing Principal of Bateman Hendrix Group. Amy has more than 25 years of experience helping organizations such as ours develop high-impact strategies, including as a consultant at McKinsey & Company and at Katzenbach Partners LLC (now part of Booz & Company). The initiative was led by our Executive Director, Ambassador Tony Hall, together with David Beckmann in his role as President of the Alliance. Pat Nicklin, in her role as Board Vice Chair, was our primary liaison with the Board and also helped to drive much of the strategic thinking. Steve Myers, Operations Manager of the Alliance, also provided support and critical thinking.

We began the work in July with a set of about 25 interviews, including interviews with many of our members. This was complemented with a review of Alliance programs, assets, and capabilities. We held two workshops with a small cross-section of our membership, the first in September and the second in October. These workshops were invaluable in helping to challenge closely held beliefs, to develop and test various directions for the Alliance, and to shape our strategy. Tony, David, and Pat then took this input and shaped this draft five-year strategy.

Workshop Participants & Interviewees

- Marv Baldwin, Foods Resource Bank
- David Beckmann, Bread for the World, Alliance to End Hunger
- Tony Hall, Alliance to End Hunger
- David Miner, Bread for the World (Board Chair)
- Glenn Moehling, Elanco Animal Health
- Steve Myers, Alliance to End Hunger
- Pat Nicklin, National Park Foundation
- Barb Petee, ProMedica Health System
- Bruce White, Catholic Relief Services

Additional interviewees

- Devry Boughner, Cargill
- Eva Clayton, Eva Clayton & Associates
- Ed Cooney, Congressional Hunger Center
- Max Finberg, White House Office of Faith-based & Neighborhood Initiatives
- JK Granberg-Michaelson, Alliance to End Hunger
- Danielle Haddy, Alliance to End Hunger
- June Henton, Auburn University/ Universities Fighting World hunger
- Patti Marshman-Goldblatt
- Andy Ryskamp, World Renew (formerly Christian Reformed World Relief Committee)

- Jack Taylor, Board Chair, Alliance to End Hunger
- Christina Tobias–Nahi, Joint Council for International Children’s Services
- Nicole Washington, Alliance to End Hunger

Mission

The Alliance to End Hunger engages diverse institutions to build the public and political will to end hunger at home and abroad.

This statement represents only a minor change from our past mission: substituting “to build” for “in building.” In making this change, it was felt that the new phrase, “...to build” represents much more a process that is underway and ongoing, versus one that has a predictable end point. For while we firmly believe that hunger is a problem that can be solved, the process of generating the public and political will to do so is not a predictable one, and the end is not yet in sight. It also acknowledges that some of the diverse institutions that the Alliance engages with may not currently be building this will, but the Alliance will engage them to do just that.

Other changes were considered, but ultimately rejected; meaning that we believe the mission of the Alliance remains essentially unchanged. That being said, this mission statement packs a lot of message into one sentence. It tells the world many things, including WHAT we do, HOW we do it, WHY we do it, and what the end GOAL of all of our work is. Something that densely packed with information requires some explanation, so let’s break it down into relevant phrases and examine the meaning and significance of each one:

The Alliance to End Hunger...

This is a mission statement for The Alliance to End Hunger.

... engages diverse institutions...

The Alliance is made up of over 85 different organizations and growing; each member has demonstrated a commitment to working to end hunger. Our membership includes organizations that cover the entire spectrum of actors in the anti-hunger movement. It includes non-profit organizations of every size, shape and description: large and small, local and international, implementers and advocates and everything in between. It includes faith-based groups from the Christian, Jewish and Islamic traditions. Many private sector companies are members of the Alliance, as well as trade associations that represent private sector interests. There are also a number of universities, foundations and individuals that round out the Alliance's membership. This diversity is a valuable asset and one of our greatest strengths.

One of the pillars of our work has been, and will continue to be, creating partnerships with and between our diverse members. Whether it's building bridges between communities of faith, or bringing non-profits and corporations together in public-private partnerships, the Alliance makes connections that make a difference. We truly believe in the old African proverb, "If you want to go fast, go alone. If you want to go far, go together."

While these partnerships will remain central to our work, we will focus much more moving forward on deeply engaging our membership in the work of the Alliance. This will mean having a deeper understanding of what our members are doing on hunger issues and asking them to take a leading role in many of the activities that have been driven, in the past, by Alliance staff. It will mean consulting with our membership on issues that the Alliance advocates for and about, and soliciting their active participation in such advocacy. These and other avenues of engagement with our members will be pursued with a specific purpose in mind:

...to build the public and political will...

This is really the heart of the Alliance's work. Many of our member organizations work directly on projects to reduce hunger in the United States and in countries around the world. That is not the Alliance's role. Our role is to educate, motivate and advocate to both the general public and to politicians and policymakers in order to make ending hunger a priority for the U.S. Government. Our members do fantastic work all over the world to alleviate and to prevent hunger and malnutrition. But without the will – without the resolve, the insistence – in both the public square and the political arena, to bring an end to hunger, those efforts stand a much lower chance of having broad and lasting impact.

So what is public will? What is political will? What do they look like and how do you know when you've achieved them? Perhaps the classic example is President Kennedy's 1962 speech in which he outlined his plan to send a man to the moon:

“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win...”

In the space of just a few sentences, Kennedy set a goal for America; a goal embraced by both the US government and the American people. This is what we seek to achieve: an unequivocal government and public commitment to the goal of ending global hunger.

History shows that public will plays a critical part in creating broad societal change, but in and of itself is not sufficient. The success of many progressive social movements demonstrates that a key factor in accomplishing major change is having the public firmly support the endeavor. From women's suffrage to the hardships and rationing of World War II, from the civil rights movement to putting a man on the moon, public will has

been a critical factor in the realization of most of society's greatest triumphs. And now we must commit that same collective energy to a new goal:

...to end hunger at home and abroad.

This is the end goal; the very reason for the Alliance's existence. It's right there in our name. Our unique contribution to this goal is to build the public and political will. We do that by engaging diverse institutions. But the reason for it all is to put an end to hunger; and not just here in the United States, but all around the world. By current estimates, there are over 800 million people in the world who suffer from hunger, malnutrition, and food insecurity. Imagine the collective energy and creativity of nearly a billion people, unleashed in the world. It is not an overstatement to say that achieving this goal will mark a turning point in human history.

Vision

Our vision is: **To end hunger in the United States and in the world in this generation.** This vision represents the world that the Alliance to End Hunger, through all of our collective efforts, is striving to achieve. While it may sound quite similar to the mission, they each represent something quite different. The mission is about *what we do and how we do it*, the vision is all about *why we do what we do*. Specifying the time frame of "in this generation" gives both a sense of urgency and a sense of hope – this vision is in sight within this generation. It is not simply aspirational; it is achievable. The very fact that ending hunger in the United States and in the world is achievable means that we must seize the moment – this moment – to end hunger in this generation.

Five-Year Aspiration

Ours is a grand vision that will not be accomplished overnight. And we recognize that we cannot achieve it on our own. So, as part of this strategic plan, we have also established our five-year aspiration; that which we plan to achieve within five years in order to push the vision forward. We will strive **to make ending hunger throughout**

the world a priority of the U.S. government by 2018. Now, not even the U.S. government is capable of ending hunger by itself. But we must recognize and understand the enormous difference that U.S. government leadership can make in establishing priorities and mobilizing resources toward this goal.

In the case of hunger here at home, some have recently suggested that government should get out of the business of feeding people altogether; that churches and private charities could and should fulfill the needs of the hungry and destitute. But a realistic appraisal of the situation demonstrates how difficult – nigh unto impossible – that would be without the resources, programs and infrastructure that government provides. Government, at all levels, currently provides 93% of all resources dedicated to supporting poor and hungry people in the United States; churches, private charities, corporate and all other forms of philanthropy make up only 7%.

We have seen in recent years the positive impact of U.S. leadership on hunger around the world. We know that when the U.S. leads on these issues, other nations follow. We saw this demonstrated at the 2009 G8 summit at L'Aquila, Italy, where a U.S. pledge to provide \$3.2 billion for agriculture development became \$21 billion when all the other G8 governments kicked in their share. This commitment on the part of the United States became the Feed the Future initiative, which is bringing leadership and resources to agricultural development programs in 20 focus countries around the world. We see the impact of U.S. leadership perhaps most eloquently demonstrated in the so-called “MCC effect,” where developing country governments actually strive to improve the way they perform in order simply to qualify for an opportunity to apply for assistance from the Millennium Challenge Corporation¹.

Given the disproportionate impact that U.S. government policies and actions have on hunger both here and abroad, this focus on influencing U.S. policy will be an imperative component of our work moving forward. By engaging our diverse membership and

¹ MCC is a wholly own US Government corporation whose mission is to provide large-scale development assistance to qualified developing country governments. For information and qualification criteria, see: <http://www.mcc.gov>.

leveraging their vast resources, while at the same time using our staff's capabilities, knowledge, and access to government officials to facilitate our members' efforts to work effectively with each other toward common goals, we can make the greatest impact on fulfilling our mission and moving the world closer to our vision of ending hunger.

Strengths

The Alliance to End Hunger's core strength is its diverse membership. This diversity is apparent across multiple dimensions. Most fundamentally, our members vary in the nature and structure of their organizations, including non-profit organizations and foundations, for-profit companies, faith-based organizations, universities and some individuals. The ways members are involved in hunger also vary: feeding those with chronic hunger, emergency feeding or food programs, influencing anti-hunger policies, and creating or supporting infrastructures to feed the hungry – among a myriad of others. Their geographic scope varies: local, nationwide in the US, and global. Breadth of focus also varies from hunger-only to hunger as part of a broader issue, such as hunger as part of poverty, hunger as part of a focus on agriculture (e.g., Cargill, Elanco, Monsanto), and most recently hunger as part of a broader focus on health (ProMedica). Linking these diverse members together are two common characteristics: all are US-based organizations and all have a demonstrated commitment to the goal of ending hunger.

The diversity of our membership is seen as a core strength in large part because we are one of the few places where such a range of members come together to focus specifically on ending hunger. This strength through diversity is especially potent in the political sphere where politicians and policymakers seldom see non-profits, for-profits, and faith-based institutions working together for a common cause. When such a diverse group brings them the same message with a unified voice, folks in Washington tend to sit up and take notice.

The Alliance's membership structure is also seen as a strength. Not only does membership indicate an ongoing, rather than one-time, commitment from its members, but membership contributions also provide some income stability for the organization.

There is a *culture* of membership in the Alliance that is also a strength. Members consistently mention the willingness – some say eagerness – of Alliance members to help each other in their programs and other efforts to end hunger. This sharing of information and resources uniquely characterizes the organization. Sharing is pervasive: through the Alliance's membership office that often connects members with common or complementary goals; through "Needs and Offers", a routine part of each board meeting that is designed to solicit and provide help among members; to the simple networking opportunities provided when such a diverse group of organizations come together for a common purpose.

The reputation and relationships of the Alliance's Executive Director, Ambassador Tony Hall, are also a significant asset. Ambassador Hall has an outstanding and widely known reputation for his efforts over several decades to end hunger. This reputation, and the strength and breadth of his relationships, give Ambassador Hall – and through his leadership, the Alliance – unique access to decision makers and key influencers in the realm of ending hunger. In addition, his leadership provides a very strong platform for sharing ideas and gaining broad support for those ideas within the anti-hunger community. This, in turn, has earned the Alliance its own reputation as a non-partisan, "honest broker" among the wider community.

The relationship with Bread for the World is also unique, and a key strength. The concept for the Alliance to End Hunger emanated from Bread for the World. While the Alliance is a separate, stand-alone organization, it continues to be closely tied to Bread; lately by leveraging Bread's scale to access back office capabilities more efficiently than it could on its own. David Beckmann is President of both organizations, making this relationship strong and unique among members. Given our complimentary aims, closer collaboration between the two organizations could benefit both.

Strategy

The Alliance's strategy will be more tightly and explicitly tied to its mission going forward. This means a much deeper engagement with members to realize its work and a strong focus on building public and political will as the centerpiece of that work. In addition, it will seek to capitalize on its unique relationship with Bread for the World, actively looking to collaborate where strategies are aligned. A fourth pillar, Advocacy, is added to the three existing pillars of the Alliance: Hunger Free Communities, International Alliances, and Partnerships/Collaborations. Importantly, *what* the Alliance focuses on for the existing pillars shifts to a laser-focus on building public and political will, and *how* the Alliance pursues these pillars shifts to engaging more deeply with its members, leveraging member capabilities and resources, rather than depending primarily on Alliance staff for impetus and direction.

This shift in strategy also indicates a shift in the Alliance's focus when it comes to the way we do certain things. Expressed in this way, the Alliance to End Hunger has as its strategy the following:

1. A focus on deep member engagement, and a shift away from a largely staff-driven organization with limited member engagement.
2. Creating enabling mechanisms for others to connect and share, such as forums, websites, best practice research, and a shift away from hands-on network building (e.g., building Hunger Free Communities)
3. Unique initiatives or adding a unique aspect to existing initiatives, especially building public and political will, and a shift away from acting as additional capacity for various initiatives aimed at ending hunger
4. Selectively supporting good initiatives (a) that can build public and political will and (b) where the Alliance can leverage unique capabilities of its diverse members, its well-connected staff, and the access they bring, and a shift away from simply supporting good initiatives to end hunger

5. Closer collaboration with Bread for advocacy and other initiatives where strategies are aligned (e.g., New York fundraising event), in addition to back office integration.

Another way to conceive of this shift is to view the changes side-by-side:

FROM	TO
Largely staff-driven; limited member-engagement	Balance shifting to deeper member engagement, less staff-driven
Hands-on network building (e.g. HFC)	Creating enabling mechanisms for others to connect and share (e.g., forums, websites, best practice research)
Acting as additional capacity for various initiatives aimed at ending hunger	Unique initiatives or adding to existing initiatives a unique aspect, especially building public and political will
Supporting good initiatives to end hunger	Selectively supporting those good initiatives : <ul style="list-style-type: none"> • that can build public and political will and • where the Alliance can leverage unique capabilities of its diverse members, its well-connected staff, and the access they bring
Integration with Bread for back office functions (e.g., payroll, accounting, space)	Closer collaboration with Bread for advocacy and other initiatives where strategies are aligned (e.g., NY fundraising event), in addition to back office integration

Initiatives

In consideration of the strategy outlined above, and taking account of the strengths and assets of the Alliance, a set of possible initiatives and activities emerges. Each of these has the potential to “move the needle” in our efforts to build public and political will. One of the overriding principles of this endeavor will be to look for occasions for synergy between these initiatives and activities – the proverbial “two birds with one stone” opportunities. While one of our first tasks will be to choose which initiatives and activities to pursue, it is anticipated that members will contribute their ideas for appropriate ways to advance our mission. Thus, the following should not be considered a complete list. Some possible initiatives include:

- 1) Identify and develop new “Hunger Champions” within Congress and the Administration. We also recognize that there are those outside the halls of Congress who can have national, or even global, impact on these issues. While these potential champions will not be the initial focus of this initiative, we will try to identify and engage as many of them as we can over the five-year span of this strategy.
 - In order to push legislation that will improve policies and programs for hungry people, there must be members of Congress who can be counted on to provide leadership on these issues. Given the leaders we have recently lost (as previously mentioned), it will be necessary to cultivate new leaders to take up this mantle.
 - Specific activities could include:
 - Targeted information and education campaign toward receptive (and potentially receptive) members of Congress.
 - Meeting with these members and their staffs to discuss why these issues are important – to them, to us, to their constituents and to the country.
 - Targeted communications (from the Alliance, our members and the public) to members of Congress expressing support for policies and programs that protect and support poor and hungry people in the US and abroad.
 - All of these activities can and should include representatives from Alliance member organizations as active, engaged participants
- 2) Initiate, develop and implement an intentional, agenda-based, advocacy strategy with short-, medium-, and long-term goals.
 - The staff of the Alliance has, historically, engaged in advocacy both on behalf of our members and in cooperation with other, similar-minded coalitions (e.g., InterAction, The Roadmap to End Global Hunger, The Food Policy Working Group). This advocacy has been mostly ad hoc; arising out of specific, short-term needs or in pursuit of particular, time-limited goals. Seldom has it been part of an integrated, strategic agenda. We believe it is now appropriate for the Alliance to

pursue such an intentional, strategic advocacy agenda – not merely on behalf of the members, but with active member engagement, participation and *direction*.

- Activities under this initiative include, or could include:
 - Establishment of an Advocacy Committee comprised of Alliance members to help develop and advance our advocacy agenda
 - Develop this agenda, including specific issues, targets and goals
 - Establish milestones to measure our progress, with specific activities/campaigns intended to achieve them
 - Any and/or all of the activities listed above under the “Hunger Champions” initiative, directed at generating support for legislation and policies that advance our advocacy goals – with the active participation of Alliance members

3) Partner with ProMedica (and others?) to help build a network of health care organizations focused on hunger as a health issue.

- This initiative is already underway, spearheaded by ProMedica with Alliance staff providing support. The fundamental link between hunger & malnutrition and long-term health outcomes, particularly when considered in conjunction with the skyrocketing costs of health care and the efforts underway to bring them under control, give this initiative the potential to have a dramatic impact on both the public understanding of hunger and political receptiveness to tackling the problem in the U.S.
- Activities underway, or under consideration, include:
 - Help organize and produce meetings, briefings and informational materials on the health consequences of hunger and malnutrition
 - Create hunger education materials targeted at health care providers
 - Develop leaders committed to pushing this agenda; within the existing anti-hunger community, within Congress and the Administration, and within the health care industry.

4) Work with Alliance members (Elanco, others?) to develop new (and existing) Hunger Free Communities.

- Alliance member Elanco Animal Health (a division of Eli Lilly) has expressed strong interest in pursuing the establishment of a number of new Hunger Free Communities along the lines of the current HFC model. As with ProMedica above, this initiative would be driven by Elanco, with support from Alliance staff (and potentially, other members). The number of new HFCs would be dependent on the resource commitment(s) from Elanco and other members.
- Most of the activities within this initiative would be driven at the local level, primarily by member organizations with a stake in each community. The primary contribution from Alliance staff would be to organize and execute activities designed to generate public and political will to end hunger. Some of the activities required under this initiative would be:
 - Determining criteria and selecting new HFC target communities
 - Establish and/or build anti-hunger coalitions in target communities
 - Conducting communities needs and resources assessment(s)
 - Develop Comprehensive Community plan(s)
 - Integrated program development and implementation
 - Develop and implement monitoring & evaluation plan

5) Establish and execute a proactive Communications program.

- While the Alliance is well-known within the DC-based anti-hunger community, outside Washington we suffer from a near-total lack of name recognition. A strategic, proactive program of external communications can contribute to the reputation of the Alliance as a credible, non-partisan source for dependable, accurate information and analysis on domestic and international hunger issues.
- Such a communications program would have the following targets:
 - Press, media and the general public
 - Legislators and policymakers
 - Alliance members and the broader anti-hunger community
- Specific communications activities could include:

- Articles and informational materials describing the Alliance, its diverse membership and its unique position within the anti-hunger community (A “Do you know us?” campaign)
 - (Regular?) Press releases, op-eds, blog posts, etc. on current issues in the hunger/malnutrition space
 - Discovering and/or creating opportunities for member organizations to contribute to the anti-hunger dialogue
 - Compilation and publication of a “Congressional Hunger Scorecard” rating members of Congress on their support for anti-hunger (and poverty?) programs based on their voting record and other activities of merit directed at ending hunger.
- 6) Establish or improve internal systems to facilitate and/or streamline the Alliance’s day-to-day operations. Possibilities include:
- Automated member relationship management system.
 - Email/Subscription/listserv to facilitate communication with members, broader community and general public. These communication systems could be integrated into the next item...
 - Website refresh and content management system. To facilitate more timely and accurate information sharing and to provide secure member communication.
- 7) Establish a system or protocol for generating, publicizing and formalizing member engagement opportunities, both between Alliance staff and member organizations and member-to-member collaboration. Questions to be answered in order for such a system to work include:
- How to generate, evaluate, and select ideas for Alliance staff and/or members to pursue
 - How to publicize opportunities to our membership
 - Whether and how to formalize partnerships as they emerge
 - How to track and evaluate results

- 8) Expand and diversify the Alliance’s funding model in an effort to achieve greater sustainability.
- While the Alliance generates a consistent base of funding through the annual contributions from members, many factors influence the amount and reliability of additional revenue generated from year-to-year. In addition, the current contribution structure consistently results in a “dry period” during the year, in which the Alliance’s revenue does not keep pace with our expenses.
 - Some possible steps to address these problems include:
 - Revamp the member contribution schedule to even out cash flow across the year.
 - Adjust membership fee structure, possibly to include special classes of membership
 - Seek additional contributions – from members and non-members – to fund specific activities and/or initiatives
 - Expand efforts to secure unrestricted donations from corporations and high-net worth individuals
 - Expand grant applications
 - Increased participation in Bread/Alliance NYC fundraising event.

Metrics

We will need to develop metrics to measure and gauge our progress, not just on the specific initiatives but also toward our five-year aspiration, as well as toward our ultimate goal. These metrics will be developed once the initiatives have been chosen and the activities are better understood. It is sufficient at this time to recognize the need for monitoring and evaluating our progress as the plan unfolds, in order to be responsive to changing conditions and/or unanticipated setbacks or successes.

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We look forward to the day when The Alliance to End Hunger is no longer necessary. Until then, we know that by working together, this strategy will make a major impact on ending hunger in the United States and around the world.