

ROADMAP TO END  
GLOBAL HUNGER



ROADMAP POLICY BRIEF 2015



## Executive Summary

This *Roadmap to End Global Hunger Policy Brief* notes the progress made in recent years as a result of U.S. leadership in the fight to end hunger and malnutrition. However, despite positive trends, today 1 person in 9 is chronically hungry. The brief cautions that the global momentum built by governments and civil society since the release of the original Roadmap report<sup>1</sup> could be slowed or reversed without continued investments, appropriate policies, and scaled-up interventions. Its recommendations are guided by the mission of the *Roadmap to End Global Hunger* coalition: **to reduce global poverty and hunger through effective policies and international programs.**

The U.S. government's primary contribution to improving global food security is the *Feed the Future Initiative* (FTF). Two of its key features are the evidence-based principles of country-led development and inclusive agriculture sector growth within a whole-of-government approach. This brief recommends congressional action to establish a lasting commitment to this essential initiative. It also recommends that the U.S. response to global food insecurity include the components needed to ensure that households can build sustainable food security. These include agricultural development—rightly prioritized by FTF—as well as emergency response capabilities, safety nets, and recognition that food security requires adequate nutrition. Finally, the brief underscores

the importance of strengthening the capacity of developing countries to meet their citizens' basic needs, as well as to build resilience to economic and environmental shocks that too often lead to hunger emergencies.

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## Why Act Now?

Today there are 805 million chronically undernourished people in our world.<sup>2</sup> While this figure is far too high, it also reflects great progress. In the past decade alone, extreme poverty has been cut in half and 100 million people have escaped from hunger—a result of the combined efforts of governments, civil society organizations, world leaders, and especially hungry people themselves. Bipartisan congressional discussions, led by veteran and new hunger champions who are committed to sustaining U.S. global leadership on food and nutrition security, underline our point that the time is right to build on progress and solidify the U.S. commitment to leading the effort to end global hunger.

To finish the job and eliminate global hunger, food production will need to increase significantly in the next few decades in order to meet the rising demands created by rapid population growth and changing consumption patterns.

The situation is complicated by the mounting pressures on land and water resources from the increasing numbers of people and a changing climate. Many impoverished and marginalized people, especially women in rural areas, do not have the means to grow or purchase sufficient nutritious food for themselves and their children. If vulnerable countries, communities, and families are not given access to the tools to build stable livelihoods, the world will face ever more frequent famines and other food crises—forcing more and more people to rely on emergency food assistance to survive.

“Every child we can save, every community we can build up becomes a potential customer for American businesses. Every little girl that goes to school becomes a potential ally against radical Islam.”

—Sen. Lindsey Graham,  
USGLC Dinner, 12/10/14

Making these livelihood tools available to marginalized people will mean a more prosperous, healthy, and just world for us all. While the U.S. Feed the Future initiative and its complementary food aid and nutrition programs have already made substantial progress in strengthening global food and nutrition security, more must be done. Congress and the administration should work together to institutionalize our national commitment with authorizing legislation and adequate funding.

The *Roadmap to End Global Hunger* was first developed in 2009 in the wake of a global food price crisis. Eleven diverse non-governmental organizations, advocacy groups, and faith-based organizations drafted a comprehensive U.S. strategy to increase global food security over five years. The original Roadmap was updated in 2012.<sup>3</sup> Now, at the end of the Roadmap's initial five-year timeline, we take stock of the progress made and reaffirm our call for a comprehensive approach to a food secure world via improved policies and programs.

## Guiding Principles of the Roadmap

Five key principles inform the Roadmap's priorities and recommendations for effectively responding to food and nutrition insecurity. We apply these principles to the Roadmap's "four pillars"—essential program interventions that are discussed more fully in the following sections. The pillars are emergency response, safety nets, nutrition, and agricultural development. U.S. development efforts should:

- i. Bolster the resilience of families and communities to withstand shocks and setbacks to their food and nutrition security.
- ii. Strengthen local and country ownership by building partnerships and strengthening capacity in the private sector, civil society, all levels of government, and local populations in order to promote self-sufficiency and sustainability.
- iii. Effectively address the needs of both women and men, as well as promote female empowerment. This includes looking at each stage of program development with the needs of both genders in mind—from planning and budgeting to implementation and evaluation.
- iv. Be tailored to the unique needs, assets, and priorities of the most vulnerable people in each community.
- v. Sustain and protect the natural resource base on which agriculture depends, and build the capacity of small-scale food producers to adapt to an increasingly unpredictable climate.

If gains in food and nutrition security are to be lasting, all anti-hunger efforts should include building resilience and ensuring sustainability as priorities.

## THE ROADMAP APPROACH

The Roadmap to End Global Hunger's four pillars capture the whole of what it takes for households and communities to achieve sustainable food security.



**EMERGENCIES:** A devastating hurricane, drought, health epidemic or political crisis can throw thousands of previously food secure families into chaos and hunger. Emergency programs get food assistance where it's needed quickly to prevent widespread hunger and malnutrition.



**SAFETY NETS:** Every household faces the risk of an interruption in its ability to afford sufficient, nutritious food caused by a sudden shock—for example, a lost job, poor harvest, or illness. Safety nets help families protect productive assets in the face of temporary hardship.



**NUTRITION:** To grow and remain healthy, people need not just enough calories, but the right nutrients. This is especially true in the 1,000 Days between a woman's pregnancy and the child's second birthday.



**AGRICULTURE:** Most hungry people rely on small-scale agriculture to make a living and feed their families. Research has consistently shown that investing in agriculture is more effective in reducing poverty among the poorest people than investments in other sectors.



WFP/Marco Frattini

## The Four Roadmap Pillars

### EMERGENCY RESPONSE

Our world will never be completely free of emergencies that require food assistance. In fact, such emergencies have become more frequent recently. In 2014, conflict, political instability, and natural disasters left more than 73 million people displaced from their homes and livelihoods—the highest number since World War II.<sup>4</sup> The incidence of natural disasters has increased by more than 400 percent since 1978,<sup>5</sup> and there is clear evidence that fast-changing weather patterns are having an increasingly adverse effect on crop yields, especially among small-scale producers<sup>6</sup>.

Conflict and shocks, whether climate or economic, feed each other. When there is a shock, it is small-scale producers, most of them women, who are at greatest risk of suddenly losing their livelihoods and becoming hungry and/or displaced. Some of the potential consequences of a hunger crisis for global stability and national security were demonstrated clearly in the 2007-2008 global food price crisis, which caused an additional 100 million people to fall into poverty.<sup>7</sup> The resulting economic and political upheaval included protests and food riots in 60 countries around the world.

Since the food price crisis, the global community has made important policy and technological changes that have improved our ability to respond to emergencies. These include modernizing supply chain management systems and using more locally and regionally produced food to meet emergency needs. In addition, improvements in global environmental monitoring and early warning efforts have given us the knowledge needed to intervene earlier and prevent full-blown crises, thus saving lives and stretching financial resources.

Emergency responses that bring all appropriate tools to bear, including more cash-transfers, food vouchers programming and local and regional purchase, will al-

low more people to receive assistance, more quickly and inexpensively. This approach keeps local markets functioning because people use their cash to purchase food locally. Emergency responses are also becoming more tailored to various demographic groups. The evidence shows that the effects of shocks and stresses are different for women, men, girls, and boys; therefore, effective emergency interventions must also be different. For example, assistance programs for women and girls may need to take into consideration concerns for their safety. In these situations, a program that requires them to travel to a distribution point—particularly if it is known that they will be carrying cash on their way back—could prove less effective.

USAID has spearheaded a “resilience approach” to bridge emergency and development work and help families not only meet their immediate food needs, but also better equip them to withstand future shocks and stresses, such as drought, conflict, and spikes in food prices. Interventions that are integrated into local market systems, for instance, have proven to be key to stimulating early recovery and minimizing future crises.

During emergencies—when every day counts in saving lives—it is critical to have robust congressional support for emergency response programs such as Food for Peace, the International Disaster Assistance account, and Migration and Refugee Assistance. Funding must also be flexible, and adaptable to allow USAID field missions to respond appropriately to changing needs on the ground. Agencies that implement programs need the ability to switch quickly from development programs to crisis response and vice versa. Flexible policies such as these help both to minimize the effects of the crisis and improve communities’ capacity to respond to future shocks.



Rice being offloaded in the Philippines was sent from a food aid pre-position site in Sri Lanka



Congressional Hunger Center/Elizabeth Whelan

## SAFETY NETS

Unlike emergencies, which affect large groups of people suddenly and often call for international involvement, safety nets—also called social protection programs—respond to chronic, cyclical, or individualized threats to food security. They should be based at the country level since; after all, every country is responsible for providing support to citizens who are especially vulnerable to economic shocks. The United States, for example, has a robust set of safety net programs for vulnerable Americans, who range from seniors and farmers to schoolchildren from low-income families and people facing short-term unemployment.

Effectively targeted safety net programs, such as school feeding and food for work, help maintain consistent access to food in developing countries. This prevents families from having to sell productive assets during hard times—a last-resort survival move that leaves them more deeply trapped in poverty and more vulnerable to hunger and malnutrition afterward. Safety nets can also be scaled up to meet needs in an emergency, reducing the need for slower and more costly interventions. They can be designed to advance other important food security and anti-poverty goals, such as improving nutrition and better managing natural resources.

The United States has initiatives already in place that assist developing countries in establishing safety net programs. The McGovern-Dole Food for Education and Child Nutrition program, for example, supports school feeding programs. School meals often play a critical role in ensuring that children from vul-

nerable families get the nutritious food they need to grow and learn. Another example is the U.S. food aid provided through the Food for Peace development programs that supports activities such as Ethiopia's highly successful Productive Safety Nets Program (PSNP), which both eases families' immediate hunger and helps them develop skills and build assets to reduce the risk of future hunger—whether that risk comes from weather-related, socio-economic, or other shocks.

The need for safety net programs that build resilience to weather-related shocks is growing rapidly. Initiatives such as PSNP are particularly important because vulnerable small-scale farmers suffer disproportionately from the increasing frequency of drought and flood cycles—cycles that can push farmers who have gained a measure of assets and stabil-

ity back into chronic vulnerability. PSNP and similar programs work by paying people in cash or food to construct irrigation and terracing systems that help prevent future disasters.

The United States should continue to support these successful programs and expand its reach to help more countries and communities establish safety nets. Legislation on global food security should encourage programs focused on creating safety nets and building resilience. In addition, the United States should support multilateral organizations, including the World Bank and the World Food Program, in providing resources and technical expertise to enable developing countries to establish targeted, effective safety net programs.



School meals act as an important safety net for low-income students.



Bread for the World

## NUTRITION

Adequate nutrition is fundamental to ending hunger and extreme poverty and building resilient societies. Even more broadly, nutrition is foundational to both human and economic development.<sup>8</sup> The right nutrients during the 1,000 Days, a “window of opportunity”<sup>9</sup> between a woman’s pregnancy and her child’s second birthday, are the building blocks for a lifetime of benefits: healthy growth and cognitive development, stronger immune systems, better educational performance, and greater lifetime earning potential.<sup>10</sup> The world’s leading economists have come to a consensus

that a bundled set of nutrition interventions is among the most important and high-return development investments we can make.<sup>11</sup> In fact, recent analysis shows that for every \$1 invested in improving nutrition, \$16 is returned to the economy. Thus, nutrition investments offer a rate of return that is highly competitive with investments in roads, irrigation, and health.<sup>12</sup>

Yet today, there are 165 million stunted children around the world—and stunting is the telltale sign of chronic early malnutrition. Children who are stunted will not have the chance to achieve their full poten-

## Fortified food aid products fight malnutrition in Guatemala

tial—physical, cognitive, or economic—because of poor nutrition during the 1,000 Days window.<sup>13</sup> The economic costs of child malnutrition are estimated to be anywhere from 2 percent to 16 percent of a nation’s GDP.<sup>14,15</sup> Malnutrition is a root cause of 45 percent of all deaths among children younger than 5 annually<sup>16</sup>—that’s 3.1 million preventable deaths every year. In addition, micronutrient deficiencies in women contribute to a large share of childbirth complications and maternal deaths.

Malnutrition is a cross-sectoral problem—meaning that its underlying causes cross the lines between the traditional sectors of development assistance. Ending malnutrition thus requires a coordinated approach that attacks each of its main causes, whether the solutions are to be found in programs focused on agriculture; health; education; social protection; water, sanitation, and hygiene (WASH); or women’s empowerment. There is increasing recognition, measurement, and reporting on<sup>17</sup> “nutrition-sensitive” actions. “Nutrition-sensitive” means simply that a program in a particular sector—for example, agriculture, education or WASH—improves participants’ nutritional status in addition to its other achievements. Nutrition-sensitive programs are a major component of the USAID Multi-Sectoral Nutrition Strategy.<sup>18</sup>

Equipped with this growing body of evidence, U.S. leadership has catalyzed global efforts to improve nutrition, taking important steps in the stakeholder community. First, it has pledged to reduce the number of stunted children by 2 million (20 percent) in Feed the Future focus regions over five years. USAID’s nutrition strategy seeks to efficiently coordinate and integrate resources across development assistance sectors and to align the agency with the 2025 World Health Assembly Nutrition Targets.<sup>19</sup> The strategy will serve as a guide for policies and programs aimed at accelerating progress toward the goals of reducing child stunting and ending prevent-

able maternal and child deaths. It will also inform a whole-of government plan that will spell out how agencies engaged in promoting nutrition can work together.

The United States has been a global leader in building global political momentum to reduce hunger and malnutrition, pledging the following:

- In 2012, it was one of 194 nations that committed to the World Health Assembly nutrition targets, including the target of reducing global child stunting by 40 percent over the next two decades.
- As part of the Global Nutrition for Growth Compact<sup>20</sup> adopted at the G-8 Lough Erne Summit, the United States, along with 90 other nutrition stakeholders, committed to improve nutrition for 500 million women and children; to reduce the number of children younger than 5 who are stunted by an additional 20 million; and to save the lives of at least 1.7 million people by improving the treatment of severe and acute malnutrition.
- In 2014, the United States deepened its global commitment to Ending Preventable Child and Maternal Deaths,<sup>21</sup> nearly half of which are caused by malnutrition, by pledging to scale up nutrition and save the lives of 15 million children and 600,000 mothers.

The United States has also helped to mobilize a broad array of stakeholders to coordinate and integrate global actions on nutrition. Fifty-four countries are now part of the global Scaling Up Nutrition (SUN) movement,<sup>22</sup> working together across issues and sectors to make nutrition a higher priority in national development plans.

In order to institutionalize effective policy and program approaches, it is essential to codify nutrition’s important role in all aspects of U.S. food security and agriculture policy. Robust levels of funding in nutrition-related accounts are also essential so that the United States can continue its leadership in efforts to reach global nutrition targets.





Bread for the World

## AGRICULTURE

Investing in the agricultural sector of developing countries is essential to ensuring sustainable livelihoods among the world's poor and hungry people. There are more than 500 million smallholder farmers worldwide, the majority of them women. Hundreds of millions more people rely on small-scale fishing or pastoral activities. Altogether, small-scale producers feed more than 2 billion people, yet they themselves suffer disproportionately from hunger. Half of the world's 805 million hungry people are from smallholder farming communities, surviving off marginal lands prone

to natural disasters such as drought or flooding.

Agriculture plays a critical role in the economies of most developing countries. In sub-Saharan Africa, for example, agriculture accounts for 58 percent of total employment<sup>23</sup>. Research has consistently shown that investing in agriculture is more effective at reducing poverty among the poorest people than investments in other sectors.<sup>24</sup>

Effective agricultural development programs increase food security by improving the availability, access, and utilization of food. Such programs look

## Aquaculture projects create additional farmer income in Bangladesh

beyond simple productivity in growing crops to the full system within which producers grow, buy, and sell. They recognize that, to be successful in a fundamentally unpredictable, weather- and natural resource-dependent business, small-scale producers—both men and women—need the same tools as any other agricultural producer. They include secure access to land; inputs such as seed, fertilizer, and credit; new knowledge, skills, and technologies; weather and price information; physical and legal access to markets; as well as risk and natural resource management tools. In fact, these tools are particularly important to keep input costs low for small-scale producers.

After decades of neglect, governments and the international community have refocused their attention on assisting smallholder producers to improve the quantity and quality of their yields in sustainable ways and on building the infrastructure that enables smallholders to get their crops to market. Feed the Future is the most visible sign of the U.S. government's recognition that investing in small-scale agriculture has proven to be one of the most effective ways to reduce hunger and poverty. Feed the Future investments, which pulls together resources from the development assistance and Economic Support Fund Accountst as well as other U.S. food security and nutrition programs, aim to boost the productivity of individual producers and to ensure that communities increase their access to and consumption of diverse, nutritious foods. Other FTF goals include strengthening livelihoods, which helps increase resilience and access to nutritious food as well as enables families to send kids to school and pay for health care.

Successful programs promote secure tenure for land and resources, effective natural resource management, and sustainable farming techniques that help protect the underlying resource base while keeping

costs to a minimum. They also provide incentives, resources, and information that enable farmers to be good environmental stewards while also building their capacity to adapt to an increasingly unpredictable climate. Successful programs also empower women to make decisions and access the same productive resources needed to build thriving livelihoods as men.

Female small-scale producers are often unable to get access to financial or extension services, seeds, proper tools, and other key inputs. Although nearly half of the small-scale producers around the world are women—and this figure is close to three-fourths in Africa—an average of just 15 percent of women are agricultural

landowners.<sup>25</sup> The U.N. Food and Agriculture Organization estimates that if women, in Africa and elsewhere, had the same access to productive resources as men, they could increase farm yields by 20 percent to 30 percent. Such a gain could lift some 100 million to 150 million people out of hunger and poverty.<sup>26</sup> But this will not happen unless all food security programs are planned and implemented in a manner that entails a complete

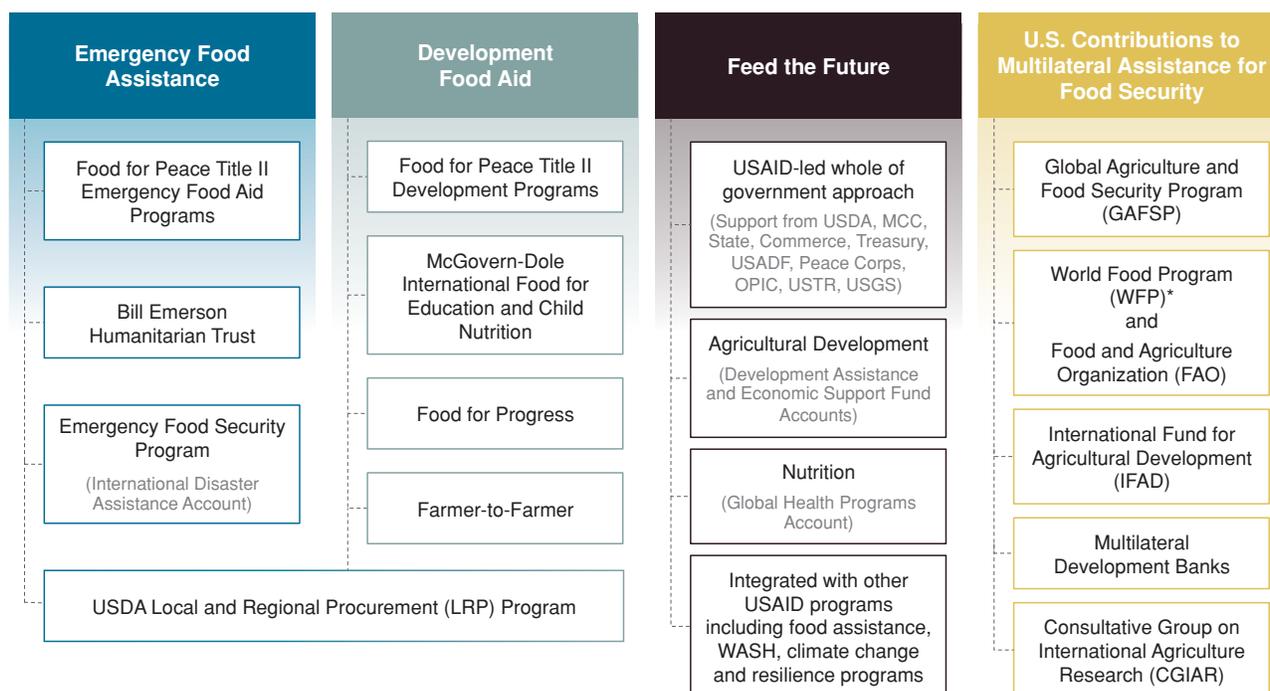
gender analysis. This would offer specialized programming to meet women's and men's unique needs, responding to underlying societal gender discrimination and the threat of gender-based violence, and measuring results effectively by collecting sex-disaggregated data and using gender indicators.

The original Roadmap called for significant U.S. commitment to programs that build sustainable, equitable agricultural production systems. Feed the Future policies and programs have answered this call, but the work is just beginning. The initiative's goals cannot be realized in a few short years. Permanent, sustainable gains in agricultural productivity and the creation of thriving rural economies require long-term commitments. It is imperative that the U.S. commitment be enacted into law.



# U.S. Support for Global Food Security: Programs and Contributions

While not comprehensive, this chart provides a simplified presentation of U.S. contributions to global food security. We recommend total funding for the major U.S. food security programs, including robust funding for all four Roadmap Pillars, be increased to \$5 billion annually.



\*U.S. contributions to the World Food Program come from a number of the Emergency Food Assistance and Development Food Aid accounts above.

## Endnotes

- [http://wfpusa.org/sites/default/files/u-22/roadmap\\_0.pdf](http://wfpusa.org/sites/default/files/u-22/roadmap_0.pdf)
- <http://www.fao.org/news/story/en/item/243839/icode/>
- [http://wfpusa.org/sites/default/files/u-6876/FINAL-roadmap\\_layout\\_web.pdf](http://wfpusa.org/sites/default/files/u-6876/FINAL-roadmap_layout_web.pdf)
- The World Bank Migration and Development Brief - October 6, 2014. Available at: <http://siteresources.worldbank.org/INTPROSPECTS/Resources/334934-1288990760745/MigrationandDevelopmentBrief23.pdf>
- Center for Research on Epidemiology of Disasters' (CREED) Emergency Disaster Database. Number of disasters has increased from 78 in 1970 to ~350-400/year since 2000.
- <http://www.crsprogramquality.org/publications/2012/10/9/tortillas-on-the-roaster-summary-report-central-american-mai.html>
- [http://ieg.worldbank.org/Data/reports/food\\_crisis\\_eval\\_1.pdf](http://ieg.worldbank.org/Data/reports/food_crisis_eval_1.pdf)
- <http://www.unscn.org/en/home/why-nutrition-is-important.php>
- <http://www.thousanddays.org/>
- <http://www.thelancet.com/series/maternal-and-child-nutrition>
- Ibid. Hoddinott, et.al, *The Economic Rationale for Investing in Stunting Reduction*

## Recommendations

To continue to build on the significant progress achieved by U.S. policies and programs to reduce global hunger and malnutrition, the Roadmap Coalition recommends:

1. ***Congress should pass legislation supporting a comprehensive U.S. strategy to reduce global hunger and malnutrition.*** With the December 2014 passage of the Global Food Security legislation in the House, the opportunity is now to institutionalize, through legislation, the U.S. government's commitment to a comprehensive approach to alleviating global hunger and reducing malnutrition. The legislation will ensure a whole-of-government strategy to develop and implement a comprehensive U.S. food security policy. It also provides a strong platform for accountability, reporting, and oversight.
2. ***The U.S. food security and nutrition strategy should incorporate all of the main elements of a comprehensive approach to reducing global hunger.*** Sufficient attention and resources are needed for all four of the Roadmap pillars: emergency response, safety nets, nutrition, and agriculture development. Gender equality and female empowerment, climate resilience, natural resource management, and social and economic equity must be effectively integrated into all areas of programming.
3. ***U.S. food security programs should work to strengthen developing countries' systems and capacities to implement comprehensive national food and nutrition security plans.*** Countries that have made the most progress in reducing hunger in the 21st century have done so by building strong, integrated systems that strengthen national capacity and political will to sustain progress over time. U.S. diplomatic leadership and foreign assistance investments should support strong national implementation systems, good governance, a vibrant operating environment for civil society, and country ownership and transparency.
4. ***The administration and Congress should provide robust funding to U.S. programs that reduce hunger and malnutrition.*** In its 2012 report, the Roadmap Coalition provided a thorough analysis of the major U.S. accounts that support the four pillars of the Roadmap approach and recommended \$5 billion in total annual funding of these accounts. U.S. government FY 2015 funding provides a total of about \$3.8 billion for its principal food and nutrition security programs. These include Feed the Future bilateral assistance, international food aid, nutrition funding in global health and food security accounts, food and agriculture related climate change adaptation, and U.S. contributions to multilateral funding of the World Food Programme, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the Global Agriculture and Food Security Program. Thus, U.S. funding still falls short of the Roadmap's 2012 recommendations. We recommend that total funding for the major U.S. food security programs be increased to \$5 billion annually—an increase fully justified by the success of current U.S. programs and by the scope of global hunger.

<sup>12</sup> <http://globalnutritionreport.org/>

<sup>13</sup> <http://globalnutritionreport.org/the-report/>

<sup>14</sup> [http://repository.upenn.edu/cgi/viewcontent.cgi?article=1007&context=gcc\\_economic\\_returns](http://repository.upenn.edu/cgi/viewcontent.cgi?article=1007&context=gcc_economic_returns)

<sup>15</sup> 2014, African Union Commission's *Cost of Hunger in Africa* study

<sup>16</sup> The Lancet Series on Maternal and Child Nutrition, June 2013.

<sup>17</sup> <http://www.bread.org/institute/papers/nutrition-sensitive-interventions.pdf>

<sup>18</sup> <http://www.usaid.gov/nutrition-strategy>

<sup>19</sup> [http://www.who.int/nutrition/topics/nutrition\\_globaltargets2025/en/](http://www.who.int/nutrition/topics/nutrition_globaltargets2025/en/)

<sup>20</sup> <http://iif.un.org/content/g-8-lough-erne-summit-global-nutrition-growth-compact>

<sup>21</sup> <http://www.usaid.gov/ActingOnTheCall>

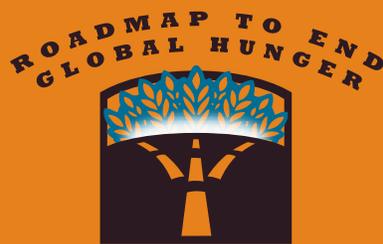
<sup>22</sup> <http://scalingupnutrition.org/>

<sup>23</sup> [http://unctad.org/en/PublicationsLibrary/ditctnkd2013d2\\_en.pdf](http://unctad.org/en/PublicationsLibrary/ditctnkd2013d2_en.pdf)

<sup>24</sup> <http://www.ifad.org/drd/agriculture/13.htm>

<sup>25</sup> FAO, *The State of Food and Agriculture 2010-2011*

<sup>26</sup> <http://www.fao.org/docrep/013/i2050e/i2050e.pdf>



## 2015 ROADMAP SIGNATORIES

1,000 Days*	Helen Keller International
Action Against Hunger	Hunger Solutions Institute, Auburn University
Alliance to End Hunger*	InterAction*
American Jewish World Service	Islamic Relief USA
Bread for the World*	Joint Council on International Children's Services
CARE USA*	Mercy Corps*
Catholic Relief Services*	NCBA CLUSA
Chicago Council*	Outreach, Inc
Church World Service	Oxfam America*
Concern Worldwide U.S.	Save the Children*
Congressional Hunger Center*	Stop Hunger Now
Counterpart International	The Borgen Project
Evangelical Lutheran Church in America	The Hunger Project
Fabretto Children's Foundation	Women Thrive Worldwide*
Farm Journal Foundation	World Food Program USA*
Global Volunteers	World Vision
GrainPro Inc.	

\*These organizations were responsible for drafting the Roadmap policy brief.