FIVE SESSIONS · FOR HOSTS

Solving Structural Hunger

Facilitator Guide

Five sessions on how coordinated generosity can solve structural hunger.

FEATURING EFOSA OJOMO, JOEL CUNNINGHAM, HENRY KAESTNER, JUSTIN FORMAN, ZAC SICHER, AND MORE

SOLVING
THE WORLD'S
GREATEST
PROBLEMS

SOLVING.ORG

You're here because something about hunger won't leave you alone. Hold onto that.

378 million people live with structural hunger.

And yet, in many of the places where families go hungry, the food is being grown. In Sub-Saharan Africa, an estimated 30 to 40 percent of harvests spoil before they ever reach a consumer. The aid has been there for decades. So has the compassion. The problem keeps coming back because the system between the farm and the family is broken.

Over five sessions you'll meet the builders rebuilding that system and the givers backing them. You'll also be asked some honest questions about your own generosity: what you give to, who you give with, and what you'd do differently if you could see the whole board.

The reality:

673M
UNDERNOURISHED

295M
ACUTE HUNGER

378M
STRUCTURAL HUNGER

The United Nations estimates 673 million people around the world are undernourished. Roughly 295 million face acute hunger, driven by war, natural disasters, or displacement. The other 378 million live with hunger caused by systems that don't work well enough. This is called "structural hunger" and it's the focus of this whole course.

In many of the places where families go hungry, the food is being grown. And yet, in Sub-Saharan Africa, an estimated 30 to 40 percent of what farmers grow spoils before it ever reaches a consumer. Nearly one in three harvests are lost somewhere between the farm and the market.

The aid has been there for decades. So has the compassion. So why does the problem keep coming back?

> ***It's not from a failure of heart. The people delivering emergency food are doing holy work, and in a crisis it saves lives. But a sack of grain feeds a family for a month. A broken value chain keeps producing hungry families every season after that.***

So what's actually missing?

Two things, and they belong together. The first is the **how**: builders willing to go upstream and rebuild the agricultural value chain, fixing the three places the system breaks most: access to markets, crop waste, and yield. The second is the **who**: givers who can recognize a working strategy, back it with conviction, and stop giving alone.

Builders rebuilding the system. Givers backing them together. Put those two side by side and structural hunger starts to look like a problem that can actually be solved. That's what this course exists to do.

ONE THING BEFORE YOU BEGIN

Before anything else, thank you for saying yes to this.

You're a host. You don't need to be an expert. You'll never be asked to explain post-harvest loss, commodity pricing, or how an agricultural value chain works. What we're asking is simpler: press play, and be willing to facilitate the conversation that follows.

Let the hard questions sit. Wrestle through them with your group rather than for them.

Because you said yes, a group of people are going to gather around a problem most of the world assumes is permanent. You're the reason that community exists at all.

Let's wrestle through it together.

01 SESSION

Introduction to Solving Structural Hunger

Is my giving effective?

RUNTIME · ~24 MIN

JUSTIN & HENRY, GENERAL FUND OVERVIEW, SOLVING STRUCTURAL HUNGER FUND OVERVIEW

THESIS

With 1.8 million nonprofits in the U.S. alone, caring is no longer the bottleneck. Coordination is.

Coordinated capital doesn't just go further. It moves faster. When the diligence is shared and the dollars are committed together, no single giver has to research every opportunity alone before acting. When the problem is a harvest rotting in the field, every season of delay matters.

WHY THE RESULT IS COORDINATION

Every other session in this course shows a builder at work. None of them get backed at the scale this problem needs until givers stop making isolated bets and start deciding together.

FRAME IT BEFORE YOU PRESS PLAY (45 SECONDS)

"Before we press play, here's one question to hold through this session: who are you giving with? This isn't here to make anyone feel bad about their giving. It's a question most of us have simply never been asked."

OPENING QUESTION · EVERYONE ANSWERS

Tell us about your first core giving memory. The first one you remember.

This does more work than it looks like. It surfaces formation, family, and church history, and it sets the norm that people talk about money here. Answer it first yourself, and go one level deeper than feels comfortable. Whatever you model is the ceiling for the next five weeks.

OBSERVE

1. Henry compares most giving today to stock-picking before mutual funds existed: isolated bets, no shared diligence. Where do you see yourself in that comparison?
2. Justin says he misses the offering plate. What discipleship moments did we lose when giving moved to an app, if anything?

WRESTLE

3. Justin frames this as wartime. Peacetime giving is careful, deliberate, spread evenly. Wartime giving is concentrated, urgent, and costs something. Which one describes your last twelve months, honestly?
4. Who do you make investment decisions with: an advisor, a partner, a committee, a spouse? Now answer the same question about your giving.

   (The asymmetry does the teaching. Let it sit.)
5. What would have to be true for you to give a significant amount to something you didn't personally choose, vetted by people you trust?

   (This is the whole model, and the resistance to it is real.)

APPLY

6. Name one place your giving is scattered right now. Not wrong, scattered. What is it costing?

THIS SESSION

Ask two people in your life what they give to and why. Just listen. Bring back one thing that surprised you.

WATCH FOR

The room will want to defend its current giving. Let them. Don't argue scattered vs. coordinated; the next four sessions keep posing questions about giving strategies.

Some people will hear "structural" as a critique of feeding programs they love. Name it early: "Emergency food saves lives. This course is asking a different question: what would it take for that family not to need it next year?"

Expect money questions in this first session. Keep answers short and point to Session 3. "That's exactly what week three is. Write the question down and hold me to it."

AT THE END OF EACH SESSION:

MOMENT OF INTENT

If you're ready to respond, you don't have to wait until the end of the course. Scan the QR code to take your first step. There are two ways in:

- **Give to the Solving Structural Hunger Fund.** It takes two minutes. Credit card, bank transfer, or donor-advised fund, one-time or recurring.
- **Use the giving portfolio tool.** We built it to help you and your family think through your generosity, a framework for putting it behind the world's greatest problems.

Either way, when you give, you join the community solving structural hunger.

02 SESSION

The Problem Worth Attacking

Why does hunger keep coming back?

RUNTIME · ~23 MIN

ZAC SICHER, EFOSA OJOMO, HAMARA STORY

THESIS

Structural hunger is a business problem. It's a humanitarian crisis too, but at its root it's a market failure. Supply chains are broken, infrastructure is weak, and farmers are cut off from the buyers who need what they grow. Aid fills the gap for a season. Fixing the system closes it.

WHY THE RESULT IS ROOT CAUSE

Aid restores a family already going hungry. Rebuilding the value chain means the next harvest actually feeds people and pays the farmer. That's a different product entirely, and very few givers are funding it.

FRAME IT (45 SECONDS)

"As you watch, notice how the problem gets renamed. Everyone here already cares about hungry families. This session is about seeing what keeps them hungry."

OPENING QUESTION

Where in your own work have you seen the difference between fixing a symptom and fixing the root cause?

OBSERVE

1. Zac calls structural hunger a business problem, and a market failure. What changes for you when you hear it that way instead of as a shortage of food?
2. Efosa explains that many have tried to fix agriculture by owning every step of the value chain. Hamara chose to connect the system instead. Why might connecting work where owning failed?

WRESTLE

3. Emergency food is visible, immediate, and easy to photograph. Market-building is slower and harder to explain at a dinner party. Which one is easier for you to write a check to, and why?
4. Zac lays out two halves: builders going upstream (the how) and givers who back them (the who). Which half do you feel more drawn to? Which half do you think is actually missing right now?
5. When you back a founder, what are you actually betting on: the idea, the model, or the person? Which of those did you see in the Hamara team?

   (Watch what happens when the room starts evaluating a ministry the way it evaluates a deal. That instinct is where things begin to move.)

APPLY

6. If your giving moved one step upstream this year, from feeding toward farming, what would actually change about where the money goes?

THIS SESSION

Look at your top three gifts from last year. For each, write one word: relief or root. No judgment. Just look at the shape of it.

WATCH FOR

Someone may hear “structural” as a knock on the feeding ministry they've supported for fifteen years. Name it before they do: “This isn't a knock on relief. A hungry child needs a meal today. The question is whether anyone we know is working on why she'll be hungry again next year.”

The phrase “broken markets” can sound like economics class. If the room glazes over, bring it back to one farmer: “She grew the food. Why couldn't she sell it?”

If someone fixates on the blockchain piece of Hamara, let the technology go. The idea that matters is simpler: connect the system instead of trying to own it.

- **Close with the Moment of Intent.**

03 SESSION

We Can Win

Is this actually working?

RUNTIME · ~20 MIN ZAC & EFOSA, KAFRESH STORY

THESIS

You're not being asked to fund a hope. You're being asked to back what's already showing results, and to see those results for yourself. KaFresh is using compounds found in orange peels to dramatically extend the shelf life of fresh produce. Food that lasts longer travels farther, reaches more families, and earns farmers more of what they worked for. That's the standard for what this fund backs: strategies with evidence behind them, and reporting that shows you the outcome.

WHY THE RESULT IS PROOF

Two things have to be true before anyone gives seriously. The strategy has to work, and KaFresh shows what that looks like. And the giver has to be able to see that it worked, which is what the reporting and diligence Zac describes are for. Proof is the product of both halves.

READ THIS BEFORE YOU HOST THIS SESSION

This is the session your room has been waiting for since week one, and the one where a new facilitator is most likely to get pulled past the edge of what they know. Two rules. Everything you need is in the session itself, so let the screen answer rather than you. And when you hit the limit: "I don't know how that's structured, but that's a fair question and I'll get you an answer." Then actually get it.

FRAME IT (45 SECONDS)

"This session has two halves. The first is a promise about how the fund handles your money. The second is proof that the strategy works. Hold them together. The promise is what lets you trust the proof.

And bring the question you've been sitting on since Session 1. This is the session for it."

OPENING QUESTION

Have you ever given to something and never found out what happened? Tell us about it.

Expect a beat of embarrassment, then a flood. Almost everyone has this story.

OBSERVE

1. Zac names five commitments: data, stories from the field, access to the operators on the ground, transparency on overhead, and independent diligence. Which one matters most to you? Which one would you actually check?
2. KaFresh didn't grow more food. They kept the food that was already grown from going to waste. Why might that be one of the fastest ways to fight hunger?

WRESTLE

3. Would you fund a fight you didn't believe could be won? Most of us have, repeatedly. What changes when you see a win first?
4. You apply real rigor to your business and investment decisions. Most of us apply almost none to our giving. Why is that?

   (Central question of the session. Give it room.)
5. Partners. Peers. Fellow givers. What does a peer give you that a quarterly newsletter never will? And who (name someone) could ask you a hard question about your generosity and have it land well?

APPLY

6. Name one standard you'd apply to a business or investment decision that you've never applied to a giving decision. What would it look like to start using it?

THIS SESSION

You named a standard in this session that you've never brought to your giving. Before you use it, sit with where it came from, what it cost you to learn, and what it's protected you from since.

Then the harder question: why did it never occur to you to bring it here?

WATCH FOR

This is the session where the trust question gets settled or doesn't. If someone in the room is genuinely skeptical, that person is a gift. Slow down and let them ask everything. The room needs to see the question survive daylight, and you don't have to win the argument for that to happen.

One caution the other direction: "back what's working" can tip into "only fund the quick fix." Don't let the room land there. Session 4 shows a different kind of proof: not one broken link repaired, but farmers transformed in what they can produce with what they already have.

- **Close with the Moment of Intent.**

04 SESSION

Changing the System

What lasts after the money's spent?

RUNTIME · ~18 MIN

ZAC & EFOSA, FOUNDATIONS FOR FARMING STORY

THESIS

You can hand a farmer a bag of seed, or you can change how she farms for the rest of her life. Foundations for Farming equips farmers instead of just feeding them, transforming what they can produce with what they already have, so families have enough before hunger takes hold.

WHY THE RESULT IS TRANSFORMATION

Last session showed a product that fixes one broken link after the harvest. This session goes closer to the soil: changing how farmers farm, so productivity rises at the source. A better harvest feeds a family once. A better way to farm keeps feeding them. Efosa calls it proof that equipping farmers doesn't just ease hunger, it ends it.

FRAME IT (45 SECONDS)

"Last session we watched a team fix one link in the chain. This one shows a team transforming what farmers can produce with what they already have. As you watch, ask yourself what lasts after the money's spent."

OPENING QUESTION

What's one thing someone taught you a single time that you've used ever since?

Think small and concrete: how to change a tire. How to read a balance sheet. A grandparent's rule about money. A mentor's one line that still runs in your head before big decisions.

OBSERVE

1. Efosa promises proof that equipping farmers, instead of just feeding them, can end hunger in a place. Where did you see that proof in the story?
2. What's the difference between giving a farmer a better harvest and giving a farmer a better way to farm? What does each one cost? What does each one leave behind?

WRESTLE

3. Leverage means asking, "Where does one dollar move the most?" Some find that language cold when we're talking about hungry families. Is it? Or is refusing to think that way its own kind of failure?
4. Every portfolio you've built has both: investments that fix one specific problem, and investments that change how an entire operation runs. KaFresh fixes one link. Foundations for Farming changes the farmer. How do you decide what share of your giving goes to each? Which one is harder for you to write the check for?

APPLY

5. Be honest: on your own, would you ever have found Foundations for Farming? Diligenced their work? Stayed with it for years? Giving through the fund means you never have to choose between fixing one link and changing the whole system, because the portfolio holds both and someone does that work full time. What does handing that decision off free you up to do?

THIS SESSION

Think of the person who taught you the thing you named in the opening question. Send them one line telling them you still use it. Then ask yourself: what do I know that someone else needs to be taught?

WATCH FOR

You're not expected to know anything about farming methods, soil, or yields. If the room goes agronomic, hand it back: "Anyone here grow up on a farm or work near agriculture?" Somebody usually does, and they'll light up.

Some rooms drift into debates about colonialism, foreign aid, or whether Westerners should be involved at all. Redirect once, kindly: "Set that down for a second. Zac said it in Session 2: the solutions rest primarily with Africans, and Western partners come at their invitation. The question on the table is whether we'll back them."

- **Close with the Moment of Intent.**

05 SESSION

Your Move

Where do I fit?

RUNTIME · ~21 MIN

ZAC & HENRY, HORD FARMS STORY, ZAC, JUSTIN & HENRY CLOSE

THESIS

The boy in John 6 didn't give a portion. He gave his lunch, all that he had, and stepped back. Hord Farms refused to treat their business and their convictions as separate categories. They asked how the company itself could become part of ending structural hunger.

WHY THE RESULT IS MULTIPLICATION

Every other result in this course is something your gift produces. This one is something God does with it. Five loaves feed a boy. Handed over, they feed five thousand, and the math is unmistakably His, not the boy's. Multiplication is also the practical close: participant becomes host, one room becomes ten.

FRAME IT (45 SECONDS)

"Four sessions have covered the problem and the proof. This one is about you. Before we're done, everyone here answers the question."

OPENING QUESTION

Where in your life do you feel most compartmentalized: business over here, faith over there?

OBSERVE

1. Henry says Hord Farms asked a different question: not only how to fund this fight, but how their business could become part of ending it. What's the difference? What would that question look like for your business?
2. Humbition: God-sized ambition held together with real humility, holding both fully rather than dialing one down. Who models that for you?

WRESTLE

3. Four descriptions were offered: just getting started, stuck and short on time, numb from watching billions disappear into these problems, and giving well but tired of giving alone. Which one is you? Say it out loud.
4. The boy handed over everything and then stepped back: no recognition, no control. Which is harder for you, the handing over or the stepping back?
5. Five weeks ago most of you were strangers with separate giving models. What becomes possible against structural hunger if the people in this room go at it together that wouldn't be possible if we each go alone?

   (Don't answer it for them. This is the question the whole course was built to hand over.)

APPLY

6. Complete the sentence, out loud, to this room: "My next step is _____, by _____." A date. Not "soon."
7. How can we hold each other accountable?

   Answer this one yourself too, and go last. Five weeks ago you told them you were deciding alongside them. This is where that promise comes due.

Read John 6:1-13 aloud. Then:

“We started five weeks ago talking about scattered generosity. Here's where we've landed: coordinated generosity. Not because togetherness is nicer, but because it's the only thing that has ever moved a problem this size.

Give: scan the QR code. You can give directly to the fund in about two minutes, or start with the giving portfolio tool and map out where your generosity goes. Tell someone: bring them into what you just experienced. And when you're ready, lead it. That move, from participant to leader, is where the multiplication happens. It's how structural hunger actually gets solved.

Come join the fight. Find your people. Let's go.”

SCAN TO GIVE

Within 72 hours, text each person one line.

What you saw in them, and one specific next step they named. That text is the difference between a good five weeks and a changed year.

Then look at your own room. You just did the thing you thought you weren't qualified to do. Five weeks ago you had never hosted this. Somebody in that circle is now exactly where you were, thinking they couldn't lead it either.

> ***Tell them what you know now: you don't have to be an expert. You have to open a door.***

See the fund and start your next group at **solving.org**.