



thrive

feed. educate. grow.

STRATEGIC PLAN 2020-2025



VISION:
A WORLD WHERE ALL
CHILDREN **thrive**



MISSION:

Deliver healthy food to
hungry children in the
poorest areas of the world.

WE

PROMISE

SIMPLICITY

TRANSPARENCY

OUTSIDE THE BOX

OUR CORE VALUES

Power to the **WE**: The WE is stronger and mightier than the I. WE are equals. WE are in the fight against hunger. WE care. WE persist. WE win.

We keep our **PROMISES**: We show up. We persist. We try, fail, and get back up, again and again. We press forward—because we believe in what we do, and how we do it matters.

We seek **SIMPLICITY**: We favor streamlined processes and direct communication. Above all, we stick to our mission.

We are **TRANSPARENT**: What you see is what you get. We share what we do, and how we do it. We have nothing to hide. We cherish our partners' trust.

We exist **OUTSIDE THE BOX** and power our mission from a place of creative problem solving.



WHY THRIVE?

There is more than enough food produced in the world to feed everyone on the planet (World Food Programme, 2018).

Still, 1 in 10 of the world's population is hungry.

That's roughly 822 million people who are undernourished on a daily basis (Food & Security World Report, 2019).

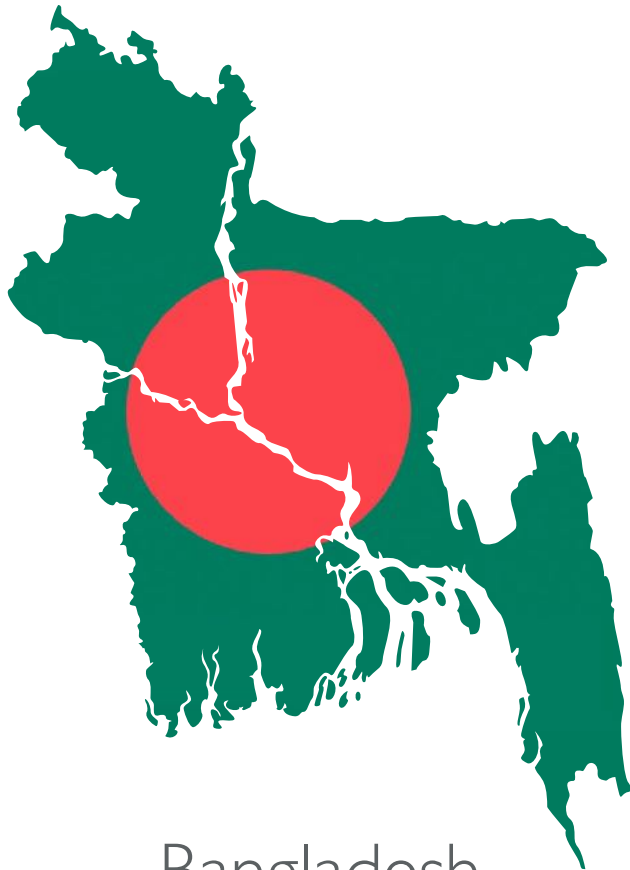
Nearly 98% of worldwide hunger exists in **underdeveloped countries**. As of 2016, 526 million hungry people live in Asia (FAO, 2018). **Poverty is the principal cause of hunger**. The causes of poverty include people's lack of resources, unequal income distribution, conflict, and hunger itself (World Bank, 2015). In these vulnerable, poor populations, women and children are most affected by **malnutrition and undernutrition**.

In 2017, an estimated 6.3 million children — 1 every 5 seconds — died. Poor nutrition plays a role in at least half of these deaths (UNICEF, 2018). **Sixty-six million children attend classes every day hungry**, and millions more are stunted from childhood malnutrition.

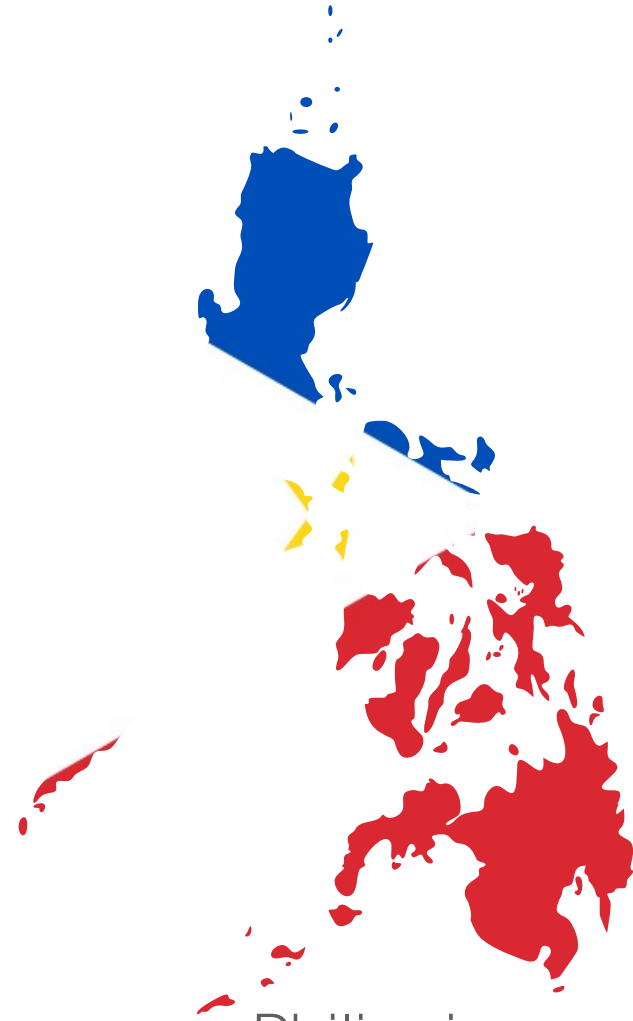


COUNTRIES WE SERVE

Bangladesh has the highest rate of underweight children in South Asia. Over six million Bangladeshi children suffer from hunger; 54% are stunted, 36% are underweight, and 12% experience wasting. In the **Philippines**, 34% of children are stunted, 21% are underweight, 6% experience wasting (FAO, 2017).



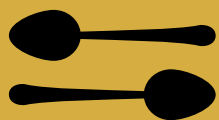
Bangladesh



Philippines

Why a HEALTHY Meal?

In Bangladesh, nearly 75% of **children's diets** do not meet the dietary variety standards, where a minimum of four out of seven food groups are consumed on a daily basis. High rates of **micronutrient deficiencies** are reported, including Vitamin A, iron, iodine, and zinc (FAO, 2010). Micronutrient deficiencies lead to **delayed brain and muscle development**. Rice dominates the Bangladeshi diet; its low nutrient density likely contributes to the **high rates of zinc deficiency**.



Thrive Background

Looking Back to Plan Forward



Thrive began in the fall of 2012, when three women who had arrived in Dhaka from the USA couldn't ignore the poverty around them, especially the hungry kids. These women set out to feed as many impoverished children as possible, focusing on places where they could find the most kids in need: makeshift schools in the slums.

The three started simply, **promising to make a one-time delivery of bananas** to Jaago School in the Korail slums. They began spreading the word about their experiences on Facebook, which inspired friends and family abroad to donate money for food, and those in Dhaka to volunteer to prepare and deliver that food. Thrive began to take shape.

Thrive grew through the generosity of its donors and the commitment of its supporters, specifically through a core set of Bangladeshi volunteers who now serve on our board. Today, Thrive delivers over **8,000 healthy meals to 10 schools** (8 in Dhaka and 2 in remote areas of Bangladesh), and two community programs in the Philippines, benefitting more than 1,800 children per school day.

Without Thrive, children's diets lack many essential nutrients for healthy growth. Our simple, nutritious meals consist of a hard-boiled egg or nuts, a banana, and a fruit or vegetable. We serve milk once a week. We work with Direct Fresh and other local vendors to keep our prices down and our quality high. **Direct food cost is approximately .30 cents/25 taka per meal.** School Directors tell us that our healthy meals provide "brain power" and buffer a significant cost that allows them to educate more children. They report attendance is higher on the days we deliver. As one teacher said, **"Thrive's delivery equals 100% attendance!"**

During its tenure, Thrive has been led by volunteers and relied mostly on individual donors. In 2014, Thrive registered as a US 501(c)(3) and established an international board. In Q4 2018, Thrive's hired its co-founder as a part-time CEO. In 2019 built an international advisory council and registered as a Bangladesh Trust, added its first full-time employee, and opened a Bangladesh bank account.

While we are proud of the strong foundation we've built, we know that there are many more students in need. **We have nearly 3,000 children on our wait-list from our current branch schools and still millions of children who go to school hungry.**

In order to meet our goal of feeding more hungry children, we know we need to build capacity and systems. We created our Strategic Plan 2020-2025 to serve as our blueprint. To **help us uncover** what we are doing well and what **we will need to improve** in order to **meet our audacious goal of feeding 10X more children by 2025.**

Our Strategic Plan is built off the survey results from our Board, Advisory Council, and team and meetings with experts in our issue and geographic areas who have created organizations with meaningful and sustainable impact.

Here are YOUR survey responses*, summarized and compiled into a **SWOT Analysis** (Strengths, Weakness, Opportunities, and Threats):

(*Details are shared in the Appendix)

OUR OPPORTUNITIES

What good can we spot?

- Connectivity of Board & Council to our work
- Bangladesh GDP Increase
- Waiting list for our work = demand
- Use technology to track work: transparency & connectivity

OUR STRENGTHS

What we do well & our “super powers”?

- Who we serve (children in developing countries)
- We are committed and consistent with those we serve
- Our impact is direct
- We keep things simple
- We hold authenticity and integrity high
- We lead with Optimism
- We are a small-fiercely committed group of board/team that keep the flame of Thrive alive

OUR WEAKNESSES

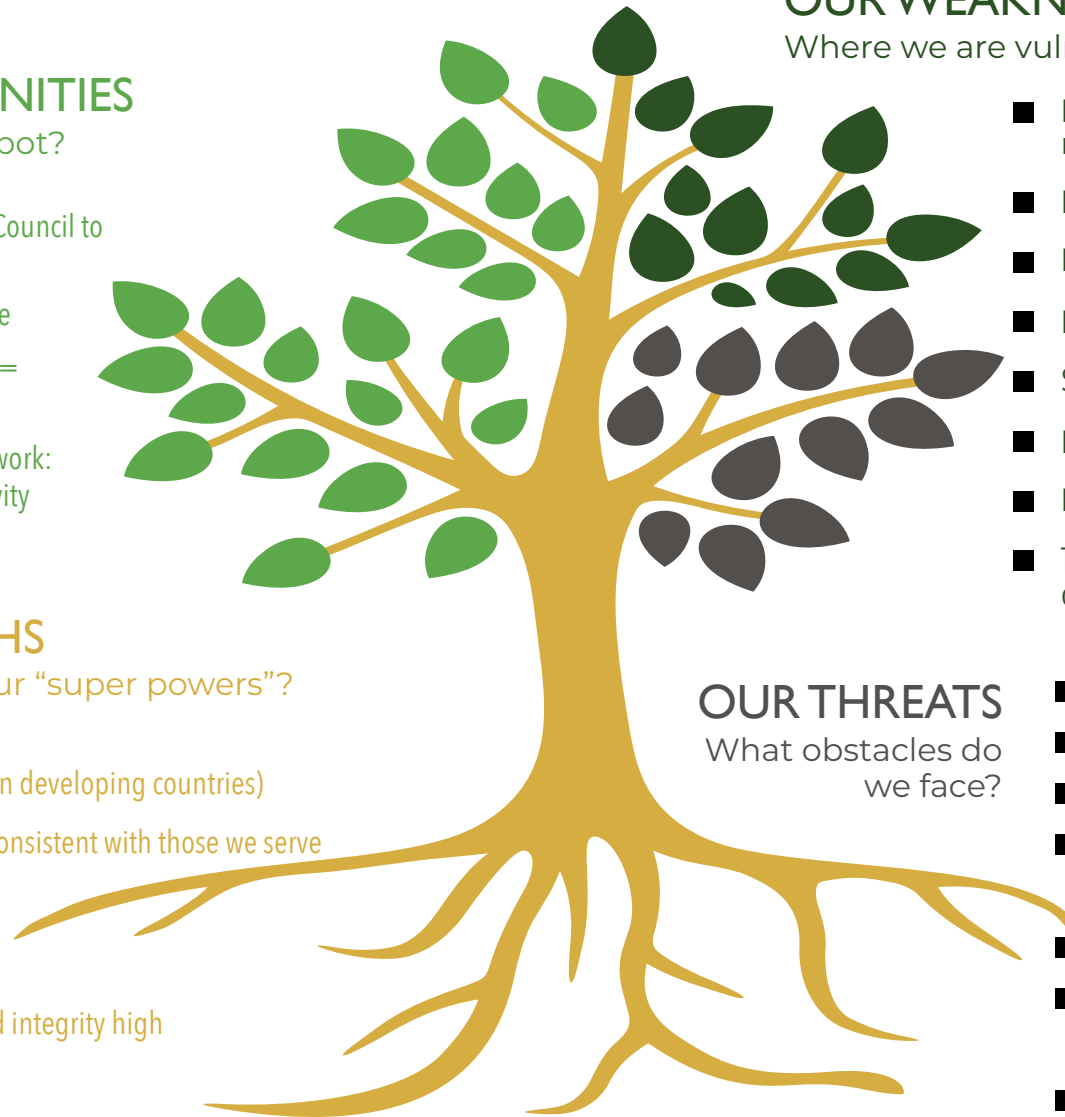
Where we are vulnerable (internal concerns)?

- Lack systematized donor relationship management
- Reliance on volunteers limits our ability to scale
- Highly limited team capacity
- Fundraising capacity limits ability to grow
- Spotty communication across all lines
- Lack of quality assurance metrics
- Lack of alignment on clear goals & objectives
- Thrive relies too heavily on the small-fiercely committed group (see above) = fragility

OUR THREATS

What obstacles do we face?

- Funding
- Risk aversion
- Staff capacity doesn't meet the growth plan
- Sourcing of food beyond relationship with urban grocer
- Delivery model beyond volunteers
- Lack of systems to streamline work and offer full transparency
- Lack of scale plan
- Lack of clear geographic growth plan
- Issues in the countries where we work: inflation, political, climate



This Strategic Plan outlines three strategies to achieve our long-term impact target goals.

1. Number served, with geographics reviewed
2. Streamlined systems to meet growth plan and create full transparency
3. Organizational capacity to ensure we have the human resources, financial stability, mission alignment, and appetite for risk to achieve our target goals.

Five-Year Strategic Goal

Together, with our partners, by the end of 2025, Thrive will have changed the lives of thousands of children facing hunger.



STRATEGIC GOAL I FEEDING MORE CHILDREN

By 2025 over 18,000 children will be served food daily in our community sites so that each child receives 50% of their micronutrient needs from our daily meal. Thrive commits to serving more children food through geographic expansion, more partners, and piloting replication models.



Impact:

Increase delivery of healthy food to 10x more children from the 1,856 now served daily.

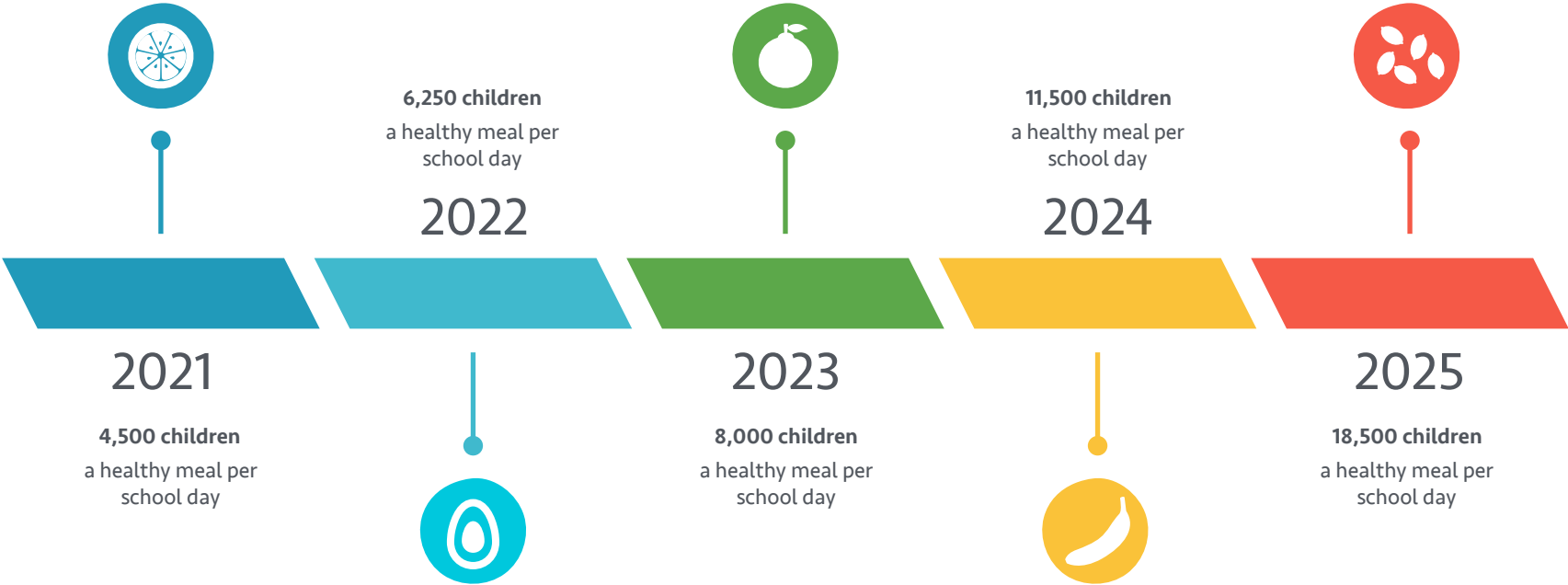
Phase 1: Sister schools & replication pilot (2020)

Phase 2: Geographic expansion & replication opportunities* (2021-25)

*The specifics will be determined by Hunger Heat Mapping and Feasibility Study findings.

CAPACITY:

- 1. By end of Q2 2020 create replication program kit
- 2. By the end of 2020 add 2,536 (off of sister school waiting list). For a total of 4,336 served our nutritious meal daily.
- 3. Increase % of children served incrementally with a goal of 10-fold by 2025*



- 4. Support at least one replication programs every other year (target: 2021, 2023, 2025)

*The specifics will be determined by a Hunger Heat Mapping and Feasibility Study findings.



System:



1. Track and share every dollar raised.
 - Directly share how every dollar is put to use.
2. Track our deliveries with custom software for real-time connectivity and transparency.
3. Adopt tools to create efficiencies, eliminate redundancies, and build capacity.
 - Internal: Donor Management
 - External: Delivery Analog

Intermediate Measures:

1. Quality assurances
 - 90% on-time deliveries
 - 90% consistent daily deliveries
 - 90% high-quality food*




*High quality defined as: Each child receives up to 50% of their daily micronutrient needs from a daily guaranteed meal.

STRATEGIC GOAL II FINANCIAL SUSTAINABILITY

By 2024, Thrive will raise \$1.2 million annually to support the programs and our expansion.







Thrive will achieve sustainability through increased fundraising, board development and stewardship of our donors.

Capacity:

 Program metrics and dashboard developed.

 Organizational monitoring and evaluation fully implemented.

Objectives:

-  Charity ratings: GuideStar ranking of platinum by 2021 and Charity Navigator score of 3 stars or above by 2025
-  Quarterly satisfaction survey outcomes of 90% or higher across team, board, council, and partners (schools, community programs, and donors)
-  Improved communications leads to 85% donor renewal
-  Improved connectivity leads to 20X increase in new donors by 2025
-  Proven track record leads to over \$500K in grant funding by 2025
-  Financial systems and processes in place to manage growth and maintain a six-month operating budget in reserve.



STRATEGIC GOAL III

BUILDING ORGANIZATIONAL CAPACITY

By 2021, 90% of board, council, partners, and staff report satisfaction of 90% or higher with Thrive's delivery of services.

Build an organization that can achieve our five-year impact goal while maintaining Thrive's high quality standards, rock solid values, and laser-focused mission.

Thrive has the board, staff, volunteers and partners to meet its mission and goals. This capacity will be developed by the organization as it grows in order to ensure quality, program delivery expansion and replication.



Objectives:



Clarify roles (Board, Advisory Council, and team), policies, and processes for effective and efficient work.



Develop board as organization grows and expands.



Build a lean, efficient team with clear roles and accountable metrics.



Develop a distinctive Thrive brand with messaging that communicates Thrive's mission, optimism, necessity, and direct impact across all channels and supporters.



thrive | *feed. educate. grow.*

BUSINESS PLAN 2020-2025



FINANCIALS AND FUNDING NEEDED TO MEET GROWTH PLAN

Over the next five years, Thrive will allocate funding for the following activities that will bolster our ability to serve 18,560 children by 2025. To systematically scale our program, Thrive needs to raise **\$6 million** over the next five years for direct program costs (food & delivery).

The remaining funds of approximately **\$1 million** are needed for organizational capacity and systems and tools. These funds will be earned and earmarked outside of the direct program costs.

Any additional funds earned can be earmarked for investment in our endowment fund.

Projected Expenses over the next 5 years



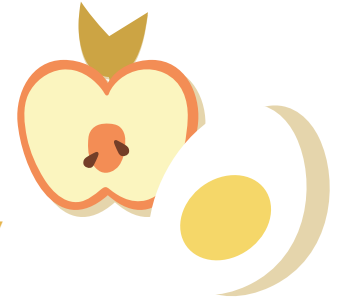
*We propose the Board vote to transition to a **100% model** means Team & Development (Operating expenses) will come from grants and specified donors, with the goal being that all cost outside of direct program costs be fully funded outside of individual donations by 2022.

Click Here For
[Growth Plan Details, Cost and Revenue Projections](#)



PROGRAM SERVICES

FOOD SUPPLY



Without Thrive, children's diets lack many essential nutrients for healthy growth.

Currently, 67% of our schools and programs (93% of children) are Dhaka based. The schools receive a carefully curated nutritional meal of a protein (egg or nuts), a banana, a seasonal pesticide-free fruit or vegetable. We serve milk once a week. We work with Direct Fresh (an online grocer) and local vendors to keep our prices down and our quality high, the direct food cost is approximately .30 cents/25 taka per meal.

Due to challenges in procurement, our non-Dhaka schools do not receive our full meal. Typically, they receive a biscuit or shingara, and a banana. They receive an egg once a week. Their food is purchased by the school office directly. The direct food cost is about .20 cents/17 taka per meal.

Moving into the next phase, the Board will need to vote on the food nutritional requirements, cost ceiling, and plans for ensuring both across all of our schools and programs. This will require research of other food delivery models, keeping in mind the cultural (what tastes good!), geographics, logistics. Followed by pilot programs for real-time outcomes. We may determine that one nutrition model is not feasible across the country, but we will need to decide what nutrients are a minimum for a Thrive menu.

*High quality defined as: Each child receives up to 50% of their daily micronutrient needs from a daily guaranteed meal.

Delivery Model



For the **Dhaka schools**, the food is brought by **refrigerated truck** to an assigned volunteers home the evening prior to delivery. The volunteer conducts quality assessment and delivers food personally or through her personal driver.

The cost and time is absorbed by the volunteer.

For the non-Dhaka schools, the food is purchased by the school office.

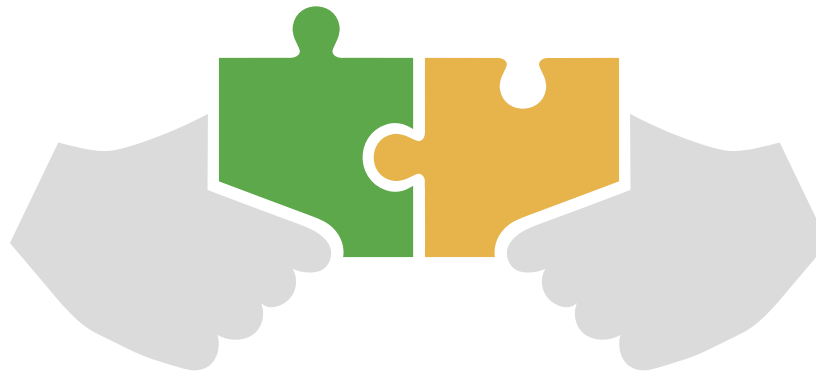
Both models lack formal and transparent tracking.

Systems & Tools

Moving into the next phase we will want to consider building robust data tools to capture electronically the food procurement and delivery and made readily available on the cloud for all invested to see.



Conduct Feasibility Study



To date, our **growth has been from schools reaching out to us for support.** They have completed our assessment form, been vetted by a core volunteer and piloted for a slow growth (start with 1-day a week delivery) for the first three months.

In our first phase (end of 2020), we plan to meet the needs of the branch schools sites that have **2536 children** across their schools. This will increase our daily feeding to over **4,336 a day** and broaden our schools from **10 to 20 schools** (student body size varies) and stretch our geographic arm to south and north parts of the country.

Branching out to our sister schools, will allow us to test-out food supply and delivery model modalities with known partners.

We will require an MoU between Thrive and our partner schools (new and current) to build autonomy and create clear expectations.

During this period, we will fine-tune our replication model kit and pilot it at least the Philippines.

The next phase (2021-22) will focus on discerning the schools and programs who need us most and who we can support most effectively. We will build out **“hunger heat-maps”** to lead this effort, followed by site visits by designated team and/or consulting field staff.

Adding schools and programs will be driven by **revenue targets met or exceeded** and team capacity benchmarks to ensure Thrive’s quality of food and delivery remains above 90% across all quality assurances.



Team and Development



Thrive's extraordinary impact is the result of the commitment from a few core board members and our small team. To date, Thrive has relied heavily on its board members and volunteers for support. As of September 2019, we have two part-time employees and a few consultants dedicating 15% or less of their time. We realize that to scale up and get the support from corporations, foundations, and larger donors, we need to build out a lean, talented and driven team. This will give us the capacity to **deliver high quality work** and infrastructure to illustrate our long-term sustainability plan.

We also realize that our supporters give to us because we do good work and limit overhead. To pay heed, we propose a grow slow approach and a focus on in-country hires where **best-fit** to bolster the economy and opportunities where we work and to keep in line with our intent to keep a lean bottomline. The intent is for hiring to be made only for the purposes of being able to further our mission and our **impact goal** of feeding healthy food to hungry children. That's it.

To maintain and even scale up our supporters' investment to our work, we propose for the board to consider incorporating the "**100% model**" where all of our operating expenses are covered by donations or grants made specifically for operational use, so 100% of donations directly provide meals to kids. We realize the 100% approach will not be attainable overnight so we suggest a two-year phase out, with 100% model in **full-effect by January 2022.**

In 2020, we look to the board for a vote to grow capacities for three current roles.



Our CEO is paid for part-time work at a rate 40% below market value

- We ask the board to vote to make the CEO full-time status (salary dependent on market value) effective in Q3 2020.



Our Finance and Accounting outsource firm is paid for quarterly financial evaluation.

- We ask the board to vote to offer the firm for monthly financial support that will expand their offerings to all invoicing and bill paying, EOM account balance reconciliation across US and BD accounts, and US tax filing. We propose to make this effective in Q1 2020.

Hires and/or team growth beyond 2020 will be considered by program need and revenue targets met or exceeded.

FIRST

Annual reviews of staff and consultants

SECOND

Accountability metrics evaluated quarterly

THIRD

Quarterly reviews of capacity to target goals with automatic triggers set for adding or reducing dependent on number of children being fed.

PLANS FOR FINANCIAL RELIABILITY SUSTAINABILITY

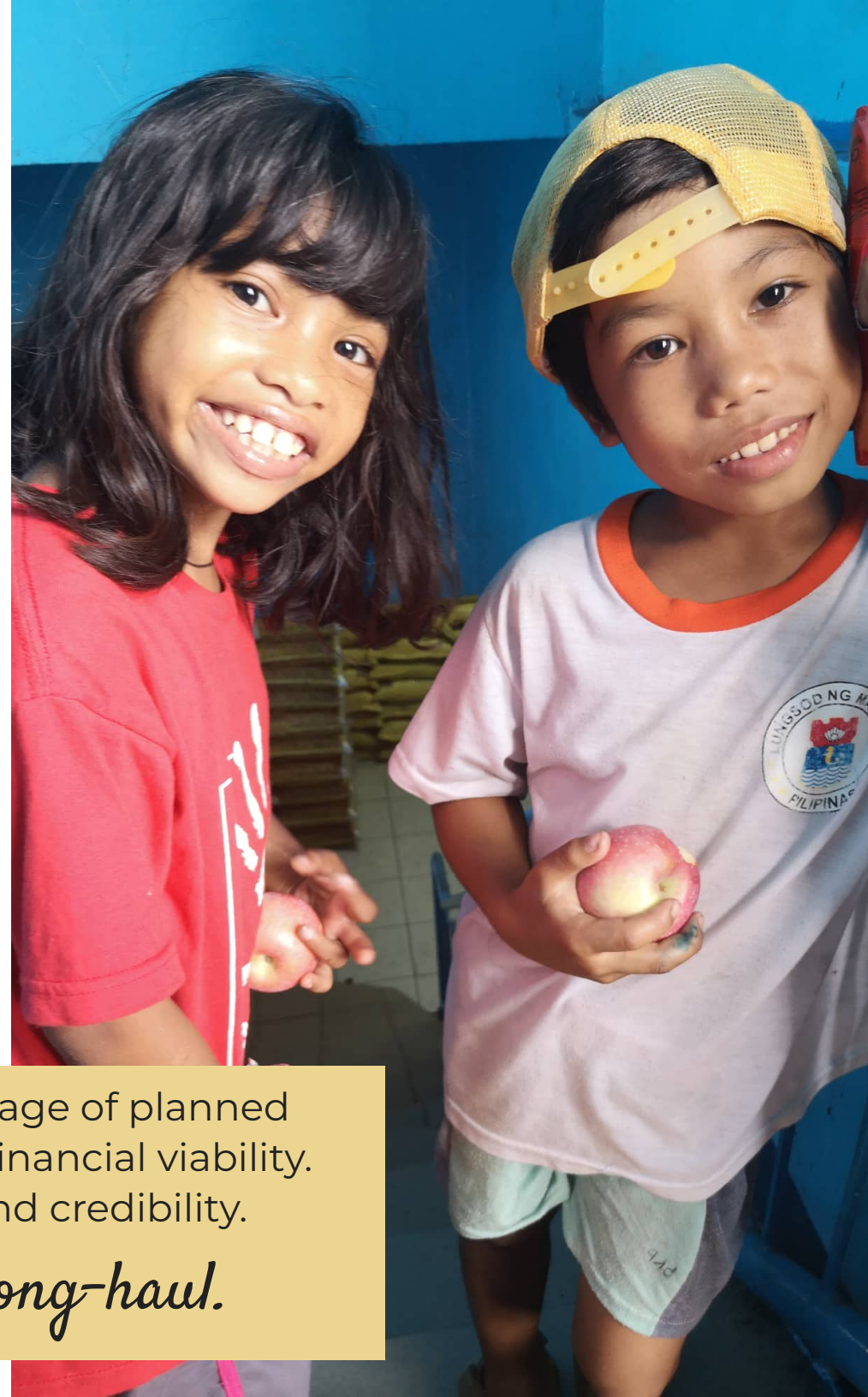
During the 5-year strategic plan, we have targeted to build an endowment fund.

With an endowment fund only the interest from the fund can be spent, not the principal that anchors the endowment. Usually, only a portion of the interest or earnings from the endowment (typically 5%) can be spent annually to make sure that the original funds grow over time.

An endowment is expected to be at least 2x an organization's annual budget. It will require a formal campaign plan and designated leadership to spearhead it successfully.

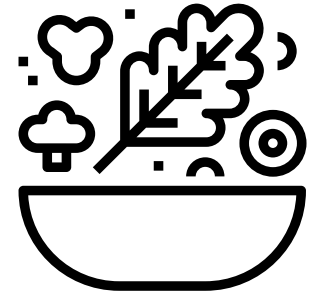
A well-managed endowment sends a message of planned long-term stability, fiscal responsibility, and financial viability. It enhances the organization's prestige and credibility.

It shows we are here for the long-haul.



APPENDIX

BOARD, ADVISORY COUNCIL AND TEAM SURVEY RESULTS



The term “growth” can be ambiguous. How big is big? Where and When? These survey results fine-tuned the term growth (summary below).

What is Thrive’s BIG, Audacious Goal

Overall opinion: Think big, REAL big -- global responder to childhood hunger, be an organization that is considered an expert in the field and is sought after replication model.

Quote: “Every school-aged child has access to education and nutritious food. (you said go big!)”

#ofKidsFed

General sentiment: “We should feed as many children as we can in the most efficient way.”
With a range of responses from 13,000 to 6 million a day, all with the caveat with sustainability as the driver.

Replication Model

Resounding YES, but first let’s get our work fine-tuned (funding, food supply, distribution, quality assurance)

Quote: “Why not? A model that works must be shared for the betterment of society in general.”

Geographic Expansion

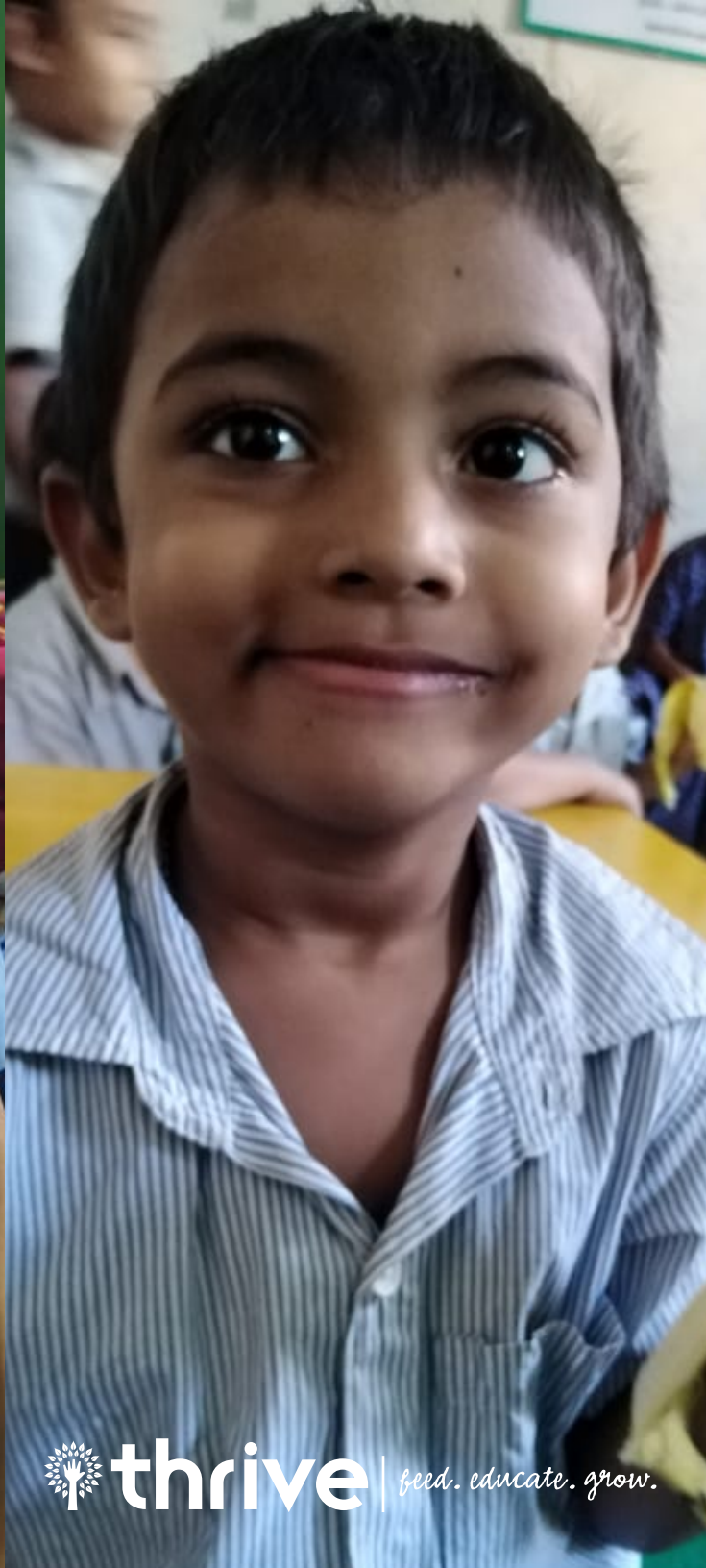
Nearly all said yes, but some thought we should focus on Bangladesh first.

Quote: “Where there is interest, and people on the ground to drive the expansion; focus first on scaling up in Bangladesh. Better to go deep than wide, while we develop the model and infrastructure for scale-up.”

Merge with other Organization

A mix of feelings, with the general sentiment being yes/maybe, with the caveat being to ensure Thrive keeps true to itself and its mission.

Quote: “Possibly. This is a tough one, because we’ve poured our hearts into it. In the end it’s more about the kids than it is about us! If merging will feed more kids, we need to consider it. That would be an AMAZING legacy to leave.





thrive

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Thrive is a 501(c)3 Nonprofit Organization and a Bangladesh Registered Trust with an international board and advisory council.



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