



STRATEGIC PLAN 2023-28

School Meals --- Transforming Lives



MISSION

Deliver Healthy Food to
Hungry Schoolchildren.


VISION

A World Where
All Children Thrive.

Strategic Planning Task Force: Vance Munoz, Kaffie McCullough, Gina Gabel,
Rebecca Arnold, Shelley King, Jack Perry, Lisa Skylar, and Priscilla Heffelfinger

OUR CORE Values





Without food,
children can't
learn.

Why Thrive?

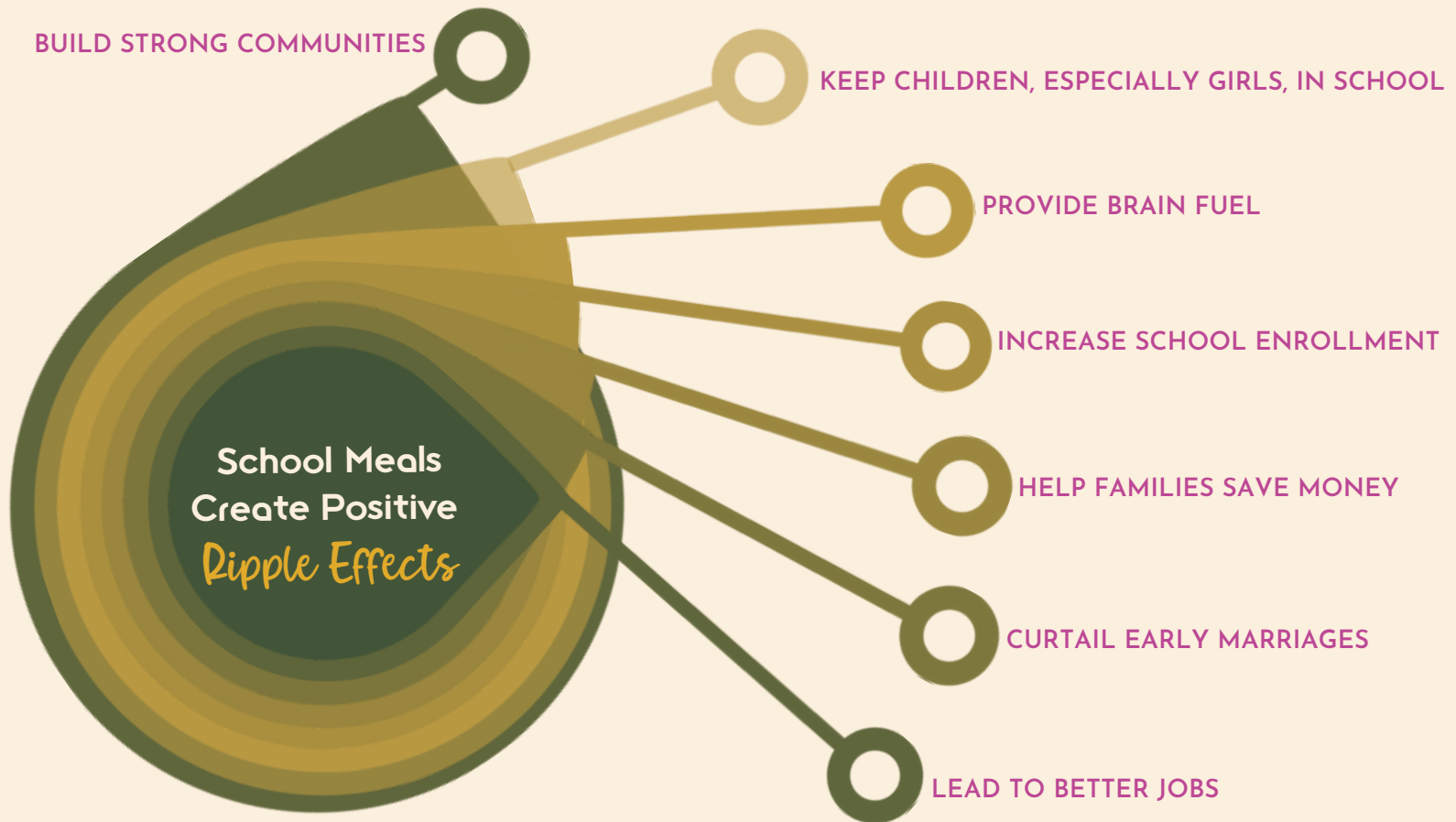
Food is Essential
for Success

With food,
children can
THRIVE

Without food,
children can't
grow.

WHY THRIVE Matters

When children have daily access to nutritious food, they're able to emerge into their *full potential* and well-being becomes the norm.




OUR Results

Thrive's 10-Years of Feeding Schoolchildren

OVER
 **3**
million
School Meals
IN A
decade

434,201
SCHOOL MEALS
DELIVERED THIS
year


17 SCHOOLS ACROSS
BANGLADESH &
THE PHILIPPINES


2,388
CHILDREN FED
daily


MORE THAN
12,000
SCHOOL MEALS PROVIDED
weekly

OUR Story

A photograph of two young boys of South Asian descent. The boy in the foreground is smiling broadly, showing his teeth, and has his arms around the boy behind him. The boy in the background is also smiling and looking towards the camera. They are both wearing striped shirts. The background is slightly out of focus, showing what appears to be a wall and some foliage.

Thrive began as a tiny expat start-up; its tremendous growth has come from the faith and generous commitment of the local communities and international supporters.

We were founded by three moms who arrived in Bangladesh in 2012. They saw hungry children and knew they had to help, so they asked the schools in the urban slums what they needed most. The resounding response was food. The moms replied with a promise to deliver bananas to 250 schoolchildren once a week.

With the overwhelmingly positive community response Thrive received, we expanded our meals and the schools we serve.

Our promise continues to grow.

Onward TO FEED MORE HUNGRY SCHOOLCHILDREN

We are proud of the strong foundation we've built, but we know that there are many more schoolchildren who need our support.

WE HAVE
5,000

CHILDREN ON OUR IMMEDIATE WAIT-
LIST AND STILL *millions* OF CHILDREN
WHO GO TO SCHOOL HUNGRY.



To feed more children, we need to build our capacity and systems.

WE CREATED OUR STRATEGIC PLAN 2023-2028

TO SERVE AS OUR BLUEPRINT. TO HELP US UNCOVER WHAT WE ARE DOING WELL
AND WHAT WE WILL NEED TO IMPROVE TO MEET OUR GOAL OF FEEDING



10,000

SCHOOLCHILDREN DAILY MEALS

by **2028**

(a four-fold increase)

OUR SWOT ANALYSIS

(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

Our Strategic Plan is built from input from our board, council, team, and outside experts.

Our Strengths:

- Clear mission and direct impact
- Unique model focused on nutrition
- Optimistic attitude within the organization
- Reputation built on simplicity and transparency
- Community trust/engagement built over time
- Positive connections with donors, past volunteers
- ED holds passion for the work and aptitude for success

Our Weaknesses:

- Donor-funded/dependent
- Lack of strong global brand
- Immature org structure/systems/processes
- Simplistic financial accounting system
- No structured business planning process
- Lacking program/nutritional sophistication
- Lack measuring of goals
- ED without the structure of support
- No succession plan (ED quits)
- Country-based giving in BD (Lead donors in BD losing interest)
- Board structure (country role clarification)
- Board leadership (role gaps: President/Treasurer)

Our Opportunities:

- No lack of hungry schoolchildren
- One of a kind (nutritional focus & laser focus on school-age)
- Untapped corporate partners (\$/people)
- Increase "in kind" nutritional food sources
- Leverage global awareness
- Streamline operations-increase efficiency
- Easy entry fee to get involved
- Close-knit relationships with schools

Our Threats:

- Climate change impacting food production
- Geo-political unrest in the world
- Government regulations
- Regional/global pandemics
- Financial turmoil within a country

OUR FOUR GOALS TO ACHIEVE TARGETS

Our Strategic Plan outlines four goals to achieve our long-term impact targets of feeding **10,000** schoolchildren daily meals by **2028**.

GOAL

#1

ORGANIZATIONAL
EXCELLENCE & GOVERNANCE

GOAL

#2

OPERATIONAL EXCELLENCE

GOAL

#3

ACHIEVE FUNDRAISING GOALS

GOAL

#4

GLOBAL AWARENESS

GOAL #1

ORGANIZATIONAL EXCELLENCE & GOVERNANCE

OBJECTIVE

#1

IMPLEMENT A HIGHLY EFFECTIVE GOVERNANCE BOARD

STRATEGY #1

Implement Legalities: Bylaws,
Conflict of Interest Policy and
Ensure Compliance with All
National Rules and Regulations

STRATEGY #2

Transition to Governance
Board Structure with Board
Organizational Chart.

OBJECTIVE

#2

LEVERAGE AND EXPAND OUR COMMUNITY-BASED
MODEL ATTRIBUTES: *Commitment, Connections,
and Cultural-Know-How*

STRATEGY #1

Formalize and Empower
Country Boards.

STRATEGY #2

Identify and Invest in In-
Country Stakeholders.

GOAL

#2

OPERATIONAL EXCELLENCE

OBJECTIVE

#1

BUILD OPERATIONAL EXCELLENCE TO SUPPORT
CURRENT FOOTPRINT AND FUTURE EXPANSION

STRATEGY #1

Ensure 95%+ On-Time, Quality
Delivery to All Schools

#2

Implement Operations Teams,
Monitoring Tools, Systems and
Reporting.

#4

Establish a 5-Yr Growth Model
Focused on BD, PH, and
Potential Expansion in SE Asia.

#3

Ensure Organizational
Contingency Plans are in Place .

#5

Commit to 3%+ YOY Operational
Productivity.

OBJECTIVE

#2

COMMIT TO NUTRITIONAL STANDARDS

STRATEGY #1

Deliver 50% of a Child's Daily
Nutrition Needs Every School
Day.

#2

Determine Country-specific
Appetites and Nutritional
Deficiencies.

#3

Enlist Country-specific
Nutritional Experts.

OBJECTIVE

#3

ACHIEVE ROBUST FINANCIAL STANDARDS

STRATEGY #1

Return on Investment (ROI) of
30%+ YOY.

STRATEGY #2

Implement Financial
Teams, Tools, Systems, and
Reporting.

GOAL
#3

ACHIEVE FUNDRAISING
GOALS

OBJECTIVE

#1

MEET OR EXCEED OUR FINANCIAL COMMITMENTS YOY.

STRATEGY **#1**

Achieve 30% YOY Annual
Revenue Growth.

STRATEGY **#2**

Develop a Comprehensive
Fundraising Strategy with
Diversified Funding Streams.

STRATEGY **#3**

Implement Annual Business
Plan and Budget YOY.

STRATEGY **#4**

Implement Fundraising Team,
Tools, Systems, and Reporting.

GOAL

#4

GLOBAL AWARENESS

OBJECTIVE

#1

BUILD GLOBAL BRAND AWARENESS THAT DRIVES A 20%+ INCREASE IN ENGAGEMENT YOY.

STRATEGY #1

Create a Comprehensive Marketing Strategy.

STRATEGY #2

Implement Marketing Teams, Tools, Systems and Reporting.

STRATEGIC PLAN STEPS FOR IMPLEMENTATION

Board review &
revise (if needed)



Board approval



Finalize Strat Plan
with details



Establish Y23
Business Plan



Revise Y23
Budget (if needed)





OUR BOARD & TEAM

Executive Committee

Gina Gabel, Interim President

Amna Rahman, Vice President, Bangladesh

Cristina Imperial Carl Vice President, Philippines

Rebecca Arnold, Secretary

Bangladesh Trust

Amna Rahman, Chairman

Arsalan Ali, Vice Chairman

Sadia Moyeen, Senior Advisor

Board

Arsalan Ali

Kanwal Bhagat

Priscilla Heffelfinger

Sadia Moyeen

Vance Munoz

Jack Perry

Debbie Pfeifer

Lisa Skylar

Advisory Council

Mishal Karim, Senior Advisor

Zulfikar Ali

Rose Blanchard

Monica de Ocampo-Casperino

Louie Gabel

Leni Hester

Shelley King

Joe Labriola

Amanda Pierce

Farhan Rahman

Archana Raj

Dana Zarzycki

Team

Priscilla Heffelfinger, Co-founder, Executive Director

Sharmin Akhi, Operations Manager, Bangladesh

Janelle Carlos, Operations Manager, Philippines

Special Thanks

Sarah Duncan, Kathy Fry, Emma Shettler, and David West

DHONNOBAD!
MARAMING SALAMAT!
THANK YOU!



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