A WORD FROM OUR
PRESIDENT AND CEO

The Feed the Children Strategic Framework boldly looks to the future, taking the actions necessary to overcome childhood hunger and malnutrition and create a world filled with hope and possibility.

As we move through 2019-2023 with a clear purpose, we’ll hold fast to our values and invite corporate and community partners, donors, volunteers and employees to lock arms and help us champion a brighter tomorrow.

We cannot overstate our gratitude for what you will help make possible. We look forward to all we’ll do together in the coming years to help vulnerable children and struggling families.

— Travis Arnold, President and CEO
Our 2019-2023 Strategic Framework will guide the organization’s work to address childhood hunger throughout the next five years. It is based on lessons learned and includes initiatives we are committed to executing as well as new exploratory ideas, all developed within the context of the challenges facing the children and families we serve and the donors who support that work.

The plan contains an ambitious list of initiatives. Some aspects will be initiated immediately, while others will be introduced over time. The initiative list will be assessed each year, allowing us to adapt to new ideas and changing context.

Our model of cross-functional methods of working – jointly designing, funding, and implementing programs – will help us deliver results with lasting impact.
VISION
Create a world where no child goes to bed hungry.

MISSION
Provide hope and resources for those without life’s essentials.
CHALLENGE

Hunger and malnutrition look different around the world, but that doesn’t change the simple fact that children need nutritious food to help them grow healthy and strong.

Hunger is a major barrier to:

- a child’s cognitive and physical development
- a child’s ability to learn in school
- a child’s ability to fight disease
- a child’s self-esteem and self-confidence
- a child’s lifelong economic success
PROMISE TO DONORS
The President of the Company
You will be a catalyst in the fight against childhood hunger.

VALUE PROPOSITION
The President of the Company
We are a facilitator of positive change for children and their families to address hunger, partnering with businesses, individuals, volunteers and other humanitarian organizations.
IMPACT

We are dedicated to helping families and communities achieve stable lives and to reducing the need for help tomorrow while providing food and resources to help them today.

FOCUS

Food and nutritional security for at-risk and vulnerable children, their families and communities.

APPROACH

Methodologies used to serve children:

01 HUNGER RELIEF
Hunger relief in the U.S. working through community partners

02 CHILD-FOCUSED COMMUNITY DEVELOPMENT
Child-focused community development in countries around the world focusing on food & nutrition, health & water, education and livelihoods

03 TEACHER AND STUDENT SUPPORT
Supporting teachers and students with school supplies and books

04 DISASTER RESPONSE
Helping families and communities get back on their feet through disaster response
VALUES

Our values are founded on Christian principles and play a key role in our conduct and interaction with the people we serve, our donors and our partners:

**Defend Dignity**
We believe in treating each child and family in the communities where we work with value and worth.

**Champion Partnership**
We believe collaboration is the only way to end childhood hunger.

**Value Every Donor**
We respect our donors’ intentions and promote responsible stewardship of the resources they entrust to us.

**Preserve Integrity**
We commit to the highest standards of conduct and ethical practice.
GOALS

To stabilize the organization, invest in donor acquisition and accelerate progress in the race to end childhood hunger, we will:

• Build and strengthen our organizational relationships with community partners to demonstrate sustainable program impact for children, families and communities. Support 75% more mid-sized partners by changing the distribution ratio of gift-in-kind resources.

• Expand our emphasis on child-focused programming to 10% of our total resources.

• Increase our percentage of food donations by 8%.

• Reduce the prevalence of chronic and acute undernutrition in the international communities where we work to 12%.

• Inspire 36% more significantly-sized corporate partners to support our vision and mission through product and service donations, financial gifts and promoting the visibility of shared values.

• Drive stronger, more diversified funding sources and increase overall revenue by 21%.
Poverty and lack of opportunity continue to endanger the lives and futures of children around the world. Our objective with this priority is to balance short-term and long-term initiatives that will bring positive change to children and their families.

Enhance the capacity, growth and sustainability of our community partner network.

Community partners are our hands and feet in the fight against hunger in the United States. Our goal is to strengthen this network, working collaboratively to build capacity and deepen relationships with individual partners.

Target identified at-risk groups and specific needs with short-term support and long-term sustainable change.

In addition to hunger relief, develop tools and resources to support resilience building and nutrition education for groups that may include:

- poverty-affected households with children
- single-parent households with children
- children being raised by grandparents or other caregivers
- homeless families with children
- military families with children
- outside-of-school meals for children

Increase access to food for children.

Increase our percentage of food donations and continue our focus on providing mission-related gift-in-kind (GIK) essentials to assist families facing food insecurity so they do not have to make spending trade-offs that perpetuate instability.
Increase nutrition education for children and their parents or caregivers.

Internationally, Feed the Children works with mothers and caregivers to provide training and education to equip them with the tools and knowledge they need to improve and maintain their children’s nutrition. In the United States we will develop and promote educational resources and activities to facilitate healthier food choices and preparation.

Support program quality, monitoring and evaluation for sustainable program impact, learning and donor stewardship.

It is not just about delivering good work, but also expanding the base of knowledge and continuously improving the quality of our work and the work of our partners. Feed the Children seeks to apply evidence-based strategies and methodologies that will allow us to quantify and/or qualify measurable results and impact.

Strengthen our disaster response capabilities and increase focus on assisting children.

Develop a reputation as a leading agency in humanitarian preparedness and response with a technical and operational focus on children in emergencies.

Complete Residential Care Transition

Complete transition of two residential care facilities in Kenya and Honduras to de-institutionalize children under Feed the Children’s legal care and/or transfer care of remaining at-risk children to a qualified institutional caregiver.
Success depends on efficient and effective management. Coupled with the development of diverse sources of income, this will help us make the right strategic choices to ensure our programs are impactful.

Drive stronger, diversified funding sources.

Improve our private and public fundraising efforts to ensure our ability to fulfill our mission in an increasingly competitive environment:

- invest in high-value donors, including leadership gifts and recurring-gift donors
- grow digital and social media engagement and revenue
- strengthen international country offices to build local partnerships and diversify funding sources

Increase organizational capacity to support the strategic plan.

We will continually improve organizational efficiency and effectiveness:

- right-size our global footprint and governance model
- streamline our administrative, program delivery and resource development operations
- continue to invest in safe and secure knowledge and information systems and utilize business intelligence tools and reporting technologies

Build a learning culture.

- invest in people, building on their strengths. Employees are our most valuable assets, and it is only through their knowledge, energy and commitment that Feed the Children will achieve our vision of a world in which no child goes to bed hungry.
- support active participation of Feed the Children staff in mission-related conferences, forums and symposiums so we can share our methodologies, results and success stories with our peers, partners and the donor community
- maintain our Board of Directors’ support of each strategic goal

Empower employees to act as brand ambassadors.

- expand our reach by encouraging and supporting staff and volunteers to promote our brand and create a process where referrals are fed into a structured cultivation plan
Deliver world-class donor stewardship.

Continual improvement and optimization of our donors’ experience will help us become more efficient and effective stewards of donor funds. This will include communicating social impact, reporting measurable results and providing timely gift acknowledgments to create a positive donor experience.

Everything we do depends on our partnerships. The private sector plays a critical role in improving the lives of children. Over the next five years, we will deepen our engagement and strengthen our ability to leverage the power of corporations, individual donors and volunteers to benefit children.

Create innovative partnerships:

• influence corporate donors of both gift-in-kind and financial resources to leverage resources and organizational assets in the fight against childhood hunger
• build unique and integrated cause-marketing campaigns that engage consumers and elevate our brand and mission
• develop technology partnerships
• collaborate with other nonprofits to achieve greater impact (e.g., shared services, joint programming, advocacy, etc.)
• provide opportunities for leadership giving for philanthropists to expand our support of children
• cultivate knowledge partnerships for program impact
• lead change with manufacturers to produce goods to support philanthropic and shared goals
Our ability to deliver results for children and their families is dependent on our ability to win support for our cause.

**Become a story-driven organization.**

- support “feel good” and “show me the impact” messaging
- create results-oriented stories to appeal to new donor markets
- encourage donors, local partners and volunteers to spread the word by sharing their experiences

**Build relationships with influencers to boost brand awareness — from traditional celebrity ambassadorships to social media influencers.**

Engage with celebrities and influencers to stimulate consumer engagement, lend credibility to our brand and create a sense of relevancy.

**Strengthen our role in public policy dialogue, communications and outreach.**

Support policies and actions taken by public administration authorities and coalitions that positively affect children.
Harnessing innovation is a critical skill needed to succeed in today's rapidly changing world. The objective of this priority is to nurture a culture of innovation and develop an ongoing pipeline of new giving opportunities, operational improvements and other ways to strengthen the organization to support our mission.

Feed the Children will actively explore opportunities to:

- create an affiliate model to further engage community partners.
- optimize the distribution centers as centers to expand workplace giving, public relations, volunteer engagement and major gift development.
- grow a national volunteer network.
- create a local Feed the Children chapter network.
- encourage children to be agents of change (local, school-based and national for small- to large-scale impacts). Youth bring drive, optimism, creativity and energy that can help transform lives and communities.
- consider mergers and acquisitions with smaller organizations that complement our programs and provide targeted growth opportunities.
IN CLOSING

Feed the Children stands ready to help – near and far. From an international child who needs a nourishing meal and school supplies, to grandparents who are raising their grandchildren on a fixed income, or a U.S. military family trying to make ends meet while a parent is deployed, we are unwavering in our dedication to helping our neighbors and building caring communities.

As we embark on the next five years in our history, we are inspired, and we remain committed to doing our part to create a world where no child goes to bed hungry.

– Rick England, Chairman, Board of Directors