



2024-2029 Strategic Plan





President's Letter

At Feed the Children, we are dedicated to helping hungry kids gain access to the food and resources they need to flourish and thrive. We have been committed to ending childhood hunger since 1979. **The vision of a world where no child goes to bed hungry motivates us every day.**

Sadly, the needs of families are growing daily as food insecurity rates continue to rise in the United States and abroad. Globally, approximately 45% of deaths among children under five years of age are linked to undernutrition (World Health Organization). In our own backyard, the USDA reports that 1 in 5 children was food insecure for at least some time in 2022. Further, the **cost of groceries has increased by nearly 17%** in the last two years and average **rent costs were reported to rise by 8.6%** between 2022 and 2023, forcing families to make tough choices as they struggled to afford enough food. Along with reduced federal SNAP benefits, these extra pressures have put families even closer to the edge.

Over the last 40+ years, Feed the Children has served hundreds of millions of food-insecure individuals. But we must do more. As we prepare to mark our 50-year milestone anniversary in 2029, Feed the Children will implement our new five-year strategic plan – both in the U.S. and internationally. As we turn 50, we can proudly say that children who are food insecure today will grow into self-sufficient, thriving adults whose own children can have a lifetime of food security tomorrow.

We cannot endeavor in this work alone. The global hunger crisis is far too challenging. It will take all of us working together – our donors, volunteers, community partners, peers, government agencies, and thought partners – to create a world where no child goes to bed hungry. I invite you to join us on our journey. The children are counting on us.

A handwritten signature in black ink that reads "Travis W. Arnold".

Travis Arnold
President and Chief Executive Officer

As Feed the Children Turns 50

Our Vision

Create a world where no child goes to bed hungry

This strategic plan deepens our resolve to fulfill this enduring aspiration. It injects a renewed sense of urgency into our efforts, recognizing the dual necessity of immediate and long-term interventions. Feed the Children is dedicated to not only meeting immediate family needs, but also to developing sustainable programs that pave the way for future generations. We aim to nurture today's children to grow into self-reliant adults, creating a legacy so that their own children can be free from the shadow of food insecurity.

Our Mission

We are committed to ending childhood hunger. In the U.S. and around the world, we provide children and families with the food and essentials kids need to grow and thrive.

Our mission remains at the heart of everything we do and exemplifies our unique role in ending child hunger. More than just food, we deliver a spectrum of life's essentials. In the U.S., these include personal care items, school supplies, and vital household necessities. Internationally, our focus extends to health, nutrition, and education – providing vitamins, medicine, access to clean water, educational materials, and household-centered services. This strategic plan underscores our dedication to our mission, outlining a comprehensive approach to address food insecurity, malnutrition, and poverty. We aim to scale our impact and bring transformative change to the communities we serve.



As Feed the Children approaches **a monumental 50th year in 2029**, we are set to significantly amplify our impact on childhood hunger through strategic, evidence-based programming that addresses immediate needs and pursues sustainable pathways to eliminate food insecurity.

In the United States

Our expertise in gift-in-kind procurement and logistics will **drive remarkable growth by 2029**.

provide

50 Million+
meals

increase food procurement

+75%

expand acquisition of essentials to

\$400M
yearly, a 50% increase

These ambitious goals include honing our gift-in-kind initiatives to align closely with the needs of our community partners and beneficiaries. By integrating their voices into our process, we strive to source resources that yield the greatest impact and to design programs that meaningfully tackle food insecurity.

- 1. Enhanced Programming:** Continuously improving and designing programs that generate measurable impact in the areas of greatest need.
- 2. A Culture of Innovation:** Cultivating a dynamic environment that harnesses learning, scales our impact, and optimizes efficiencies, honoring our donors' generosity.
- 3. A Sustainable, Best-in-Class Organization:** Establishing a robust operational model underpinned by a trusted reputation and strong global brand.



Around the World

Feed the Children is committed to serving children who experience severe food-insecurity in communities affected by poverty around the world. Working in eight countries across three continents to combat the rising global hunger crisis, **over the next several years we aim to:**

- increase **access to nutrient-rich foods** through feeding and community-building programs as well as climate-smart gardens.
- expand use of optimal **health, nutrition, and hygiene practices.**
- improve access to safe drinking **water and sanitation infrastructure.**
- advance **livelihood development** through Village Savings and Loan programs.
- increase **maternal-child health education** and outcomes.

Childhood hunger is a complex issue. Understanding cultural and community contexts is vital to successful program development and impact, whether in the U.S. or internationally. **Our strategy will strengthen and enhance operations by:**

- creating **partnerships** with local organizations, government agencies, and communities to increase sustainable impact while affirming the dignity and agency of individuals and families.
- building an agile **team of development experts** to enhance our programs and scale new innovations.
- leveraging technology efficiently to **maximize monitoring and evaluation capabilities** in reporting our global impact.
- recognizing the strength of our brand to strive for **consistency across borders** and leverage its power for thought-leadership, growth, and impact.





The Childhood Hunger Crisis

333 Million+

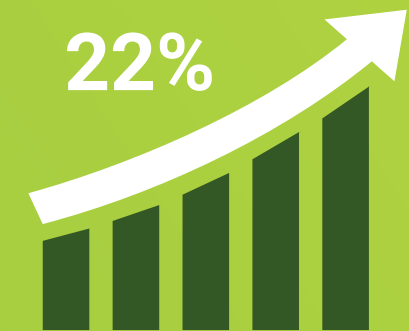
people often do not know where their next meal will come from — nearly 200 million more people than before COVID-19. (World Food Programme)



1 in 5 children in the U.S. is food insecure. (USDA)



1 in 3 people worldwide experience moderate to severe food insecurity. (UN)



Globally, 22% (more than 1 in 5, almost 1 in 4) of all children under five years old were stunted in 2020. (UNICEF)



22 million+ households in the U.S. rely on SNAP (Supplemental Nutrition Assistance Program) benefits to make ends meet. (11/23– USDA; azureedge.us)

The Childhood Hunger Crisis



1 Billion

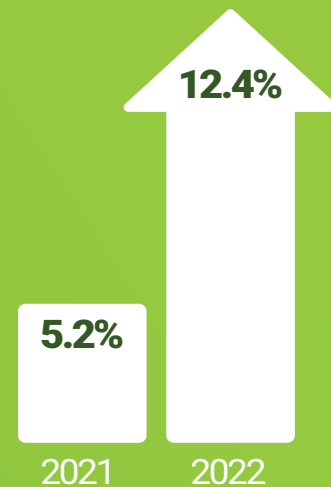
children live in poverty with 333 million living in extreme poverty. (UNICEF)

The average monthly household SNAP benefit in fiscal year 2023 was \$406.32 – just over \$13 per day. (USDA)

just over
\$13
per day



Historically in the U.S., 3 in 4 public school meals have been served for free or at a reduced rate. (USDA)



Child poverty rates in the U.S. have more than doubled from 5.2% in 2021 to 12.4% in 2022. (census.gov)

Hundreds of millions of people live in extreme poverty, and children are disproportionately affected. Childhood hunger and malnutrition look different around the world. In fact, sometimes food insecurity can be invisible, with children and their families experiencing hunger right next door. No matter the circumstances, the fundamental truth is that children need food to grow healthy and strong. **Hunger is a major barrier to:**

- a child’s physical and cognitive 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.



Our Approach

Feed the Children aims to address the childhood hunger crisis through a holistic approach targeting **both immediate and longer-term programmatic interventions**. Our goal is to implement evidence-based, community-centric programs that deliver the greatest impact by keeping our ultimate beneficiaries' needs at the heart of our work.

While many of our programmatic pillars apply both in the U.S. and internationally, our programs account for the cultural contexts and needs of the communities where we work so we can listen attentively to those we serve as we pursue our efforts.



Program Impact Areas and Supporting Strategies



Hunger Relief

Addressing food insecurity through sustainable agricultural practices, distribution networks, and community-based solutions.



Nutrition and Health

Promoting health and nutrition education, access to essential healthcare services, and addressing malnutrition for healthier communities.



Water, Sanitation, and Hygiene (WASH)

Ensuring access to clean water and sanitation facilities, promoting hygiene practices, and improving overall community health.



Education

Collaborating to increase educational attainment by ensuring children are hungry for knowledge and not hungry for food.



Disaster Relief

Providing swift and effective responses to natural and man-made disasters, offering immediate relief and supporting long-term recovery efforts.



Livelihoods

Empowering individuals and communities with skills training, income-generating opportunities, and sustainable livelihood programs.



Innovation

Developing and testing new solutions to child hunger that are community-driven and scalable.



Volunteers

Drive impact by harnessing dedicated volunteers in each country to amplify our impact and foster community-driven change.

Goals & Priorities - U.S.

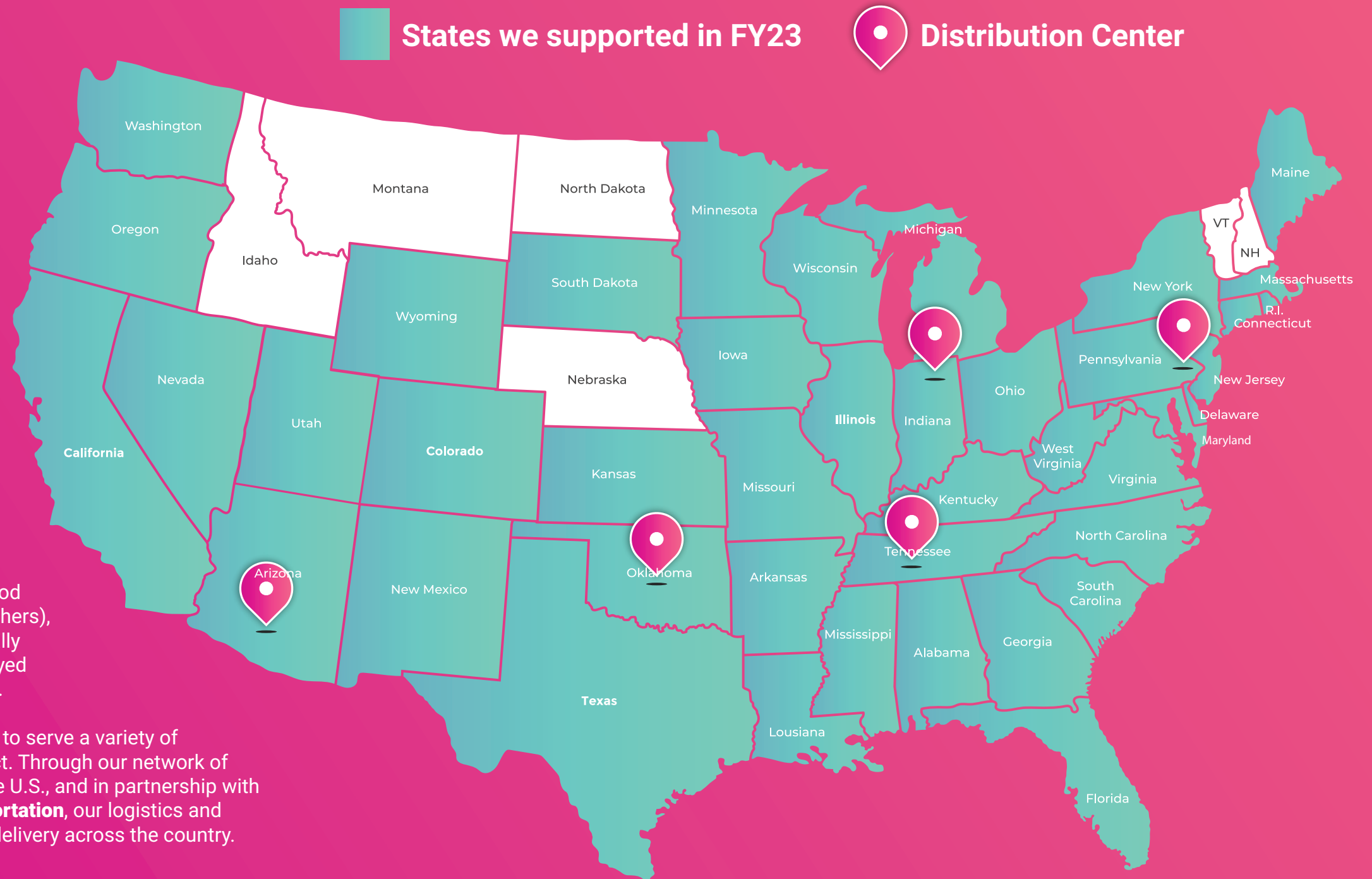
In 2022 there were **13M children in the U.S. who were food insecure**, meaning they lacked consistent access to enough food for a healthy, active lifestyle (USDA).

We strive to focus our efforts in the areas of greatest need and recognize that:

- the highest numbers of food-insecure populations live in **major population areas** – America’s largest cities.
- the highest rates of U.S. child food insecurity are in Louisiana, New Mexico, Arkansas, Oklahoma, and Mississippi (USDA).
- **rural areas** across the country have higher food insecurity rates, and these remote locations are harder to reach with deliveries of urgent food assistance.

Additionally, several **demographic groups** experience food insecurity at higher rates: single parents (especially mothers), grandparents raising children, college students (especially at community colleges), disabled populations, unemployed individuals, and female military veterans of working age.

Feed the Children is well-positioned to direct our efforts to serve a variety of disproportionately affected groups with significant impact. Through our network of **five distribution centers** located strategically across the U.S., and in partnership with our wholly owned subsidiary, **Feed the Children Transportation**, our logistics and transportation expertise allows us to scale our service delivery across the country.



Feed the Children believes that:

- **child hunger is a complex but solvable problem.**
- **the dignity and agency of families must be affirmed and communities must be engaged.**
- **access to federal nutrition programs is an essential part of the solution.**
- **we can provide a vital link between the private, nonprofit, and public sectors.**

Our programmatic approach is two-fold:

1

We will fulfill the immediate needs of food-insecure families by:

- **partnering with schools and community organizations** to increase access to food and essentials.
- providing crucial food and essential items through **one-time distribution events** for families. When provided with personal care and household essentials not covered by SNAP benefits, families can stretch their budgets further.
- **supporting areas impacted by disasters** to help families afford enough food while managing emergency expenses.
- **leveraging our transportation and logistics capacity** to serve other nonprofits and community partners for greater local impact.

2

We will develop long-term solutions with partners through:

- designing and testing **community-based solutions** and developing **scalable models** for providing new pathways to children's food security.
- increasing access for families to **federal nutrition programs** through partnerships.
- **exploring new national, regional, and local partnerships** to drive resources and services to families with children.



U.S. Program Impact Areas & Supporting Strategies

Hunger Relief

Education



Connecting Resources to Communities

Moving forward, our goal is to scale 50M+ meals and 75% more donations of food and essentials.



Resource Rallies

Our community events support children and families, rallying distribution of food and essential items, volunteers, and awareness of food insecurity.



Backpack-N-Go

Backpacks are filled with food and resources by volunteers and then distributed to children, providing the essential items children need to thrive.



Food & Essentials Hubs

Students, families, and teachers in underserved school districts gain centralized access to food and other resources.



Summer Feed & Read

This program provides nutritious meals and learning opportunities to children when school meals are not available during the summer.

U.S. Program Impact Areas & Supporting Strategies

Innovation



The Feed Initiative

New pilot programs designed to impact childhood hunger are tested in communities experiencing increased food insecurity.

Disaster Relief



Support Communities Across the Country

Food, personal care items and household essentials are distributed to communities impacted by natural and man-made disasters.

Volunteer Engagement



Engaging Champions in the Fight Against Hunger

Volunteers build food and essentials boxes at Feed the Children distribution centers and support programming across the country.

GOALS & PRIORITIES – INTERNATIONAL

In 2021, nearly 30 percent of the world’s population – a staggering 2.3 billion people globally – faced moderate to severe food insecurity (UNICEF). Feed the Children addresses this immense challenge through a **community-based approach**, actively supporting children across eight countries on three continents: Africa, Asia, and Central America.

Beyond providing immediate relief, our strategy embraces sustainable empowerment through **holistic, long-term solutions that address the underlying causes of food insecurity**. Our programmatic activities are shaped by families’ and households’ needs in the communities we serve.

Establishing **inclusive and impactful international partnerships** is central to our global operations. Collaborating closely with community members and sector partners stands as fundamental to achieving meaningful impact. Our operational model is designed to deliver aid and build distinctive business capabilities that draw new partners and donors, amplifying our efforts to scale our impact.



International Program Impact Areas & Supporting Strategies

Hunger Relief



Household-centered services and community child-care centers address food insecurity, malnutrition, and poverty in supportive environments for children.

Nutrition & Health



Essential health supplements like deworming medicine and vitamin A are administered to children.

Education



Community child-care development centers and schools foster supportive environments for children.

Water, Sanitation & Hygiene



Access to safe drinking water as well as hygiene and sanitation educational programs raise communities' health standards.

International Program Impact Areas & Supporting Strategies

Disaster Relief



Food, personal care items, and household essentials are distributed to disaster-impacted communities.

Livelihood Development



Village Savings and Loan groups foster financial skills, and garden programming expands nutritional security.

Volunteer Engagement



Building backpacks for children expands access to food, school supplies, and essential items.

Our household-centered programming is central to our success. This approach places children at the heart of every intervention, ensuring our efforts align closely with their needs and potential.

OUR VALUES

We are driven by a shared sense of **Purpose**.

At Feed the Children, our commitment to the mission is at the heart of what we do and fuels our collective impact in the communities we serve.

We cannot achieve our bold vision without our talented **People**.

We are passionate about fostering a best-in-class workforce that is engaged, respected, and empowered to deliver results.

We believe in **Curiosity** and continued learning.

Success requires a culture of discovery, curiosity, and continued learning to expand our knowledge, seek new perspectives, and challenge the status quo.

We believe **Collaboration** is the only way to end childhood hunger.

We cannot succeed alone. It will take all of us – our staff, donors, partners, and volunteers – working together to accomplish our ambitious goals.

We **Dream** big.

When we work together, we collectively reimagine what is possible. We dream big to solve complex problems and create deep impact in communities around the world.

We **Value** every donor.

We respect our donors' intentions and promote responsible stewardship of the resources they entrust to us.

ON BEHALF OF THE BOARD OF DIRECTORS

As Feed the Children embarks on its new five-year strategic plan, the Board of Directors is excited and energized by the opportunities ahead. While we are tremendously proud of the decades of impact Feed the Children has made in the fight against childhood hunger, we recognize that there are countless families who still need our help.

We firmly believe that the organization is poised for its best chapter yet – one of delivering continued momentum, growth, and impact both in the U.S. and around the world. At a time when global hunger statistics may seem daunting, Feed the Children and its Board of Directors are more committed than ever to rising to the challenge and realizing our vision of creating a world where no child goes to bed hungry. The time has come to take the best of the last 40+ years and innovate for the future to help address the hunger crisis families experience.

On behalf of the Board of Directors, we hope you are inspired to join us as we march towards our 50-year anniversary milestone. While there is much work to do, there will be much to celebrate when we realize the impact we can have together.

Mike Hogan
Chairman, Board of Directors