

Evidence-based international development at scale



Thrive Networks is
an international NGO
pioneering evidence-
based programs and
technologies in **health**,
water and sanitation,
and **education**
for underserved
populations in Asia
and Africa.



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Dear Friends,

For all of us at Thrive Networks, 2015 was an exciting and pivotal year. More than 345,000 people living in poverty benefited from our groundbreaking health, water and sanitation, and education programs, and we were able to translate the excellence of these programs into important new grants. We also further refined our strategic direction, bringing our emphasis on evidence-based programming to the fore while making important organizational changes that support our current and future programs.

In 2013, Thrive Networks embarked on a plan to broaden our impact and partner together with other world-class organizations to better serve communities in need. Over the following two years, we were able to merge a focused set of nonprofit organizations into the Thrive family, adding innovative new opportunities and programs to our portfolio. Finally, in July 2015, we completed our merger with Embrace, adding its award-winning Embrace Warmer device and educational programs to our already outstanding newborn health program.



While mergers present significant opportunities, the key to realizing anticipated benefits is always in the successful integration of partner organizations. Thrive Networks understands these success factors, and in 2015, while integrating with Embrace, we recognized that it was time to focus all of our resources on executing our existing plans and programs rather than continuing to add new ones. In refining our focus, we also arrived at the difficult decision to discontinue two programs—Hands to Hearts International, an early childhood development initiative, and Reach Global, a group focused on education and microfranchising—in order to prioritize key programs in our three core program areas.

With a clear focus and strong additions to our senior management team in vital areas including water and sanitation, health and development, we were well positioned to embark on this effort in 2015 and to accelerate it into 2016 and beyond.

In 2016, Thrive Networks remains laser-focused on delivering evidence-based programs and technologies. Our water program has implemented the installation of over 161,000 household latrines in Vietnam and Cambodia and will continue to deliver best-of-class solutions, primarily in Southeast Asia, that include a school-based deworming and hygiene improvement initiative in Vietnam. We are also pleased to report that our Blue Planet Network program will administer a water-system rehabilitation and service expansion grant program with global reach.

Thrive Networks' health program is now centered on improving hospital-based newborn care in India, the Philippines, and Uganda, while maintaining ongoing programs in Vietnam, Benin, Myanmar and Afghanistan. Our education program will provide service learning opportunities and scholarships to increase 3,400 young people's educational attainment, knowledge, and skills in Vietnam.

In every program area and geography, Thrive Networks is distinguished by its commitment to conducting rigorous evaluations and publishing research that demonstrates the value of Thrive solutions and their resulting outcomes. Critically, our leadership team has the training and real-world experience that allows us demonstrate efficacy and then deliver it at scale.

In 2016, Thrive Networks' programs will directly reach more than 890,000 people living in underserved communities in Asia and Africa. We will continue to employ an excellent staff of some 110 personnel in our seven offices in Vietnam, Cambodia, Laos, the Philippines, India, Uganda and the United States. Additionally, we will continue to work closely with partners in other countries, including Afghanistan, Benin, and Myanmar. We remain truly global and are recommitting our investment into up-to-date systems to ensure this is a resilient, sustainable business proposition.

We are passionately committed to improving the health and well-being of underserved communities around the world and are excited about what lies ahead. On behalf of our team and partners around the world, thank you for your support of Thrive Networks.

Sincerely,

Melinda Griffith
Interim Chief Executive Officer



Carrie Eglinton Manner
Board Chair, Thrive Networks



What We Do



Innovate

Develop innovative technologies and programs.



Implement

Execute new programs using these innovations.



Evaluate

Carefully measure the outcomes of these programs.



Scale

Scale successful programs.



Disseminate

Document and disseminate successes—and highlight obstacles—to key stakeholders, including governments, local partners, academic institutions and donors.



Thrive Water

Thrive Networks installed its first drinking water well in Vietnam's Quang Nam province over two decades ago. In the years since, our programs have grown to include not only water supply systems but also the delivery of improved sanitation and the achievement of sound hygiene behaviors.

By the end of 2015, Thrive Water had built, rehabilitated or expanded close to 170 rural water systems in Vietnam, serving nearly 400,000 individuals. Thrive has never been a water-system operator; instead, we transfer ownership of and operating responsibilities for assets to local or regional government authorities, or to water-user associations. In 2015, roughly 90% of water systems had sustained performance. At the same time, our careful analysis of where and why systems had problems remained an essential part of our value proposition. We found that when regional authorities contracted private enterprises to operate the systems, performance and customer satisfaction improved considerably. These findings drew the interest of the Vietnamese government and important bilateral donors, and we continued our efforts to translate results into practice and policy.

Sanitation remained an enormous part of our learning and success in 2015, and we continued to lead the testing of the output-based aid (OBA) approach for delivering improved sanitation to the rural poor. This is an outgrowth of our earlier work applying results-based financing to piped water-system expansion to the underserved. Our Community Hygiene Output-based Aid (CHOBA) program, funded by the Bill & Melinda Gates Foundation since late 2012, remained among the highest performing rural sanitation programs in the world. By the end of 2015, over 161,000 poor households had built latrines under the CHOBA program in Cambodia and Vietnam and received modest consumer rebates following a robust process of verification. An additional 40,000 near and non-poor rural households also built latrines as part of CHOBA's community-targeted OBA incentive, which challenged communities and villages to increase village-wide sanitation coverage in the interest of achieving important "herd effects" on health.

To further elevate the testing of this OBA approach to another level of making greater use of partner government system, with funding from the Australian Department of Foreign Affairs and Trade (DFAT), Thrive employed OBA to accelerate sanitation and piped water-supply coverage across Cambodia, Laos and Vietnam. Under this arrangement, Thrive has been working closely with government institutions to demonstrate OBA's value in driving accountability and cost efficiency.

By the end of 2015, over 161,000 poor households built latrines under the CHOBA program in Cambodia and Vietnam.

In 2015, Thrive partnered with Evidence Action's Deworm the World Initiative and the Vietnamese government to prepare for the launch of a program intended to demonstrate the health benefits of systematic mass deworming and complementary hygiene education of schoolchildren in Vietnam. The program, scheduled to run through the end of 2018, serves nearly 730,000 children—the entire schoolage population of four provinces in Vietnam. The program supports the Vietnamese government in the execution of multiple rounds of enhanced mass drug administrations (MDAs), including a training/distribution cascade that engages teachers, formalized M&E, and community sensitization. Under the research and learning component, the program will include a randomized trial of integrated deworming and hygiene education that will inform a potential scaled-up deployment of hygiene education with school deworming. Thrive in partnership with Evidence Action will advocate for a formalized, systematic approach to school deworming to be undertaken by the Government of Vietnam.

PROGRAM PARTNERS

Deworm the World Initiative, Evidence Action (United States)
GRET (France)
Institute for Sustainable Futures, University of Technology, Sydney (Australia)
Kiva.org (United States)
Mekong Research Development Institute (Vietnam)
Ministry of Education and Training (Vietnam)
Ministry of Health (Vietnam)
Ministry of Industry and Handicrafts (Cambodia)
Ministry of Rural Development (Cambodia)
National and Provincial Centres for Water Supply and Sanitation (Vietnam)
National Centre for Environmental Health and Water Supply (Laos)
National Institute of Malaria, Parasitology and Entomology (Vietnam)
Preventative Medical Centres (Vietnam)
Provincial and District Departments of Rural Development (Cambodia)
Vietnam Bank of Social Policy (Vietnam)
Vietnam Health Environment Management Agency (Vietnam)
Vietnam Women's Union (Vietnam)
World Bank Water and Sanitation Program (United States)



BLUE PLANET NETWORK

In 2015, Blue Planet Network member International Lifeline Fund (ILF) installed 75 clean-water points in Northern Uganda as part of the first phase of the H2O+ program, serving 62,000 beneficiaries. Following installation, ILF transferred assets to local authorities, who have formally committed to raise monthly maintenance and operation funds to support ongoing performance.

EMBRACE

In July 2015, we welcomed the nonprofit Embrace into the Thrive Health family. Embrace was founded at Stanford University in 2008 when a team of graduate students developed a low-tech, cost-effective device called the Embrace Infant Warmer to treat newborns suffering from hypothermia. The Embrace Warmer joins Thrive Health's suite of equipment designed to provide appropriate, good-quality care for newborns in resource-limited settings. We are positioning the Embrace Warmer to fill a key gap in care during the transport of newborns between and within health facilities. We are also seeking to build the evidence base on the Embrace Warmer by conducting research on its use during transport as well as in humanitarian settings.





Thrive Health

In 2015, Thrive Health's newborn health program—formerly called Breath of Life—operated in 193 hospitals, trained 850 clinicians and treated approximately 55,000 newborns across nine countries.

In **Benin**, we partnered with USAID, the University of Ottawa and the University of Abomey-Calavi to train 50 clinicians and improve the newborn-care units in the country's two main referral hospitals. In **India**, we continued development of the new "Dolphin" CPAP, an improved device to treat respiratory distress, designed for the Indian market with funding from the Wellcome Trust. We also expanded our UNICEF-supported Embrace program in Bihar.

In **Myanmar**, we reached 50 hospitals and launched a nurse mentoring program to improve quality of care in partnership with Voluntary Services Overseas (VSO). In the **Philippines**, we expanded the newborn health program to 14 new hospitals and rolled out a successful jaundice prevention and management initiative across 34 additional facilities throughout the country. We also began operations

in **Uganda**, adopting the existing Embrace program and initiating a phototherapy pilot in 12 hospitals in preparation for expansion in 2016. **Vietnam** remains our primary country for research and development and, alongside our trusted partners, we piloted the Bilstick, an innovative diagnostic tool for jaundice detection.

"I was scared to come to the hospital because so many babies are sick when they come back or never come back at all. When I came, the doctor gave me information on what was wrong with my son and why he was going to be under the light. The nurse also showed me how to clean my hands and care for my son under the light. My son is getting better and I am not scared of the hospital anymore."

MS. AYE, mother of baby treated at Naypyitaw Bed 1000 Hospital, Myanmar

The Embrace program in **Afghanistan** continues to thrive through a local partner, and we launched a small program to establish neonatal intensive-care services in the main pediatric hospital in **Somaliland**. In **Timor-Leste**, we supported newborn-care services and safe transport for babies and mothers in remote clinics on the island of Atauro. Our neonatal work was recognized through the publication of a paper in *BMC Pediatrics* that demonstrated the effectiveness of our program.

Last year was a time for reflection and focus. **We refined Thrive Health's strategy and sharpened our scope of work, concentrating on newborn health.** As a result, in Vietnam we transferred our successful pediatric cardiology program to another agency and graduated the dental program. Moving forward, our priority countries include India, the Philippines, and Uganda, with ongoing programs in Afghanistan, Benin, Myanmar, and Vietnam. At the global level, we've made a commitment to the multi-stakeholder initiative *Every Woman, Every Child* to scale up our newborn-health work in East Africa over the next five years.

PROGRAM PARTNERS

Dr. Jose Fabella Memorial Hospital, Manila (Philippines)

Health, Education and Economic Development for Afghanistan (HEEDA) (Afghanistan)

Mandalay 550 bedded Children's Hospital (Myanmar)

MAS Children's Teaching Hospital (Somaliland)

Medical Technology Transfer and Services (MTTS) (Vietnam)

Philippines General Hospital (Philippines)

Uganda Catholic Medical Bureau (UCMB) (Uganda)

UNICEF State Office for Bihar (India)

University of Abomey-Calavi (Benin)

University of Medicine 1, Yangon (Myanmar)

University of Ottawa (Canada)

University of Trieste, Liver Research Center (Italy)

Voluntary Services Overseas (VSO) (Myanmar)





Thrive Education

"It was a much greater experience than I ever could have imagined it to be. It has completely changed my life."

MADDIE FROME, student athlete from the University of South Carolina

Thrive Education programs improve educational outcomes and enhance life skills for at-risk students living in poverty in Vietnam. Scholarships coupled with intensive tutoring and summer programs guide thousands of students through high school and college to enhance their life prospects.

COACH FOR COLLEGE

Coach for College is an evidence-based program designed to improve educational outcomes and enhance life skills for disadvantaged middle-school children in Vietnam. In 2015, the program brought together 56 student athletes from 16 universities across the United States and 61 Vietnamese university students to teach academics, sports, and life skills at seven summer camps in Vietnam. The camps, located in the Mekong Delta region and in Da Nang, benefited 800 middle-school youth from impoverished areas.

SPELL

The SPELL Scholarship program aims to reduce dropout rates among at-risk students in Vietnam. In 2015, Thrive Networks provided funding

for school fees, books, uniforms, and intensive academic tutoring support to 2,349 students. At the end of the 2014-2015 school year, 100% of ninth-grade students in this program were accepted into high school (compared to 86% in 2013-2014), 97% of twelfth-grade students graduated from high school (compared to the 93% national graduation rate) and 35% were admitted to universities (compared to 25% in 2014). Additionally, 60 SPELL students successfully completed a two-month long SPELL summer English program at an English center in Da Nang.

SPELL GOES TO COLLEGE

SPELL Goes to College gives high-performing students living in poverty in Vietnam four-year scholarships to attend university. In 2015, we decided to expand the program to Quang Tri, a province in the North Central Coast region of Vietnam, starting during the 2016-2017 school year, and we awarded college scholarships to 74 new students. In addition, we organized a series of volunteer activities to help the students give back to their community, along with soft-skills courses to help enhance students' professional development. In total, SPELL Goes to College benefited 230 students during the 2015-2016 school year.

Hands to Hearts International and Reach Global

In December 2015, we said goodbye to Hands to Hearts International (HHI), an early childhood development initiative, and Reach Global, a group that focuses on education and microfranchising. HHI's curriculum will continue to be implemented by partners in India and Haiti. All of HHI's early childhood development training materials and resources are available free of charge at handstoharts.org. Reach Global's longstanding partner in India, Reach India, continues to operate as an independent social enterprise that delivers education on health, livelihoods, and family finance to poor adolescent girls and women. To learn more, please visit reach-india.net.



PROGRAM PARTNERS

- Binh Dinh Study Promotion Association
- Boston College, Athletic Department
- Da Nang Study Promotion Association
- Duke University, Athletic Department
- Harvard University, Office of Career Services
- Hue Study Promotion Association
- Indiana University, Department of Intercollegiate Athletics
- Northwestern University Athletics
- Phu yen Study Promotion Association
- Princeton University, Princeton Varsity Club
- Quang Binh Study Promotion Association
- Quang Nam Study Promotion Association
- Quang Ngai Study Promotion Association
- Quang Tri Study Promotion Association
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- University of Iowa Athletics
- University of Louisville, Athletic Department
- University of Miami, Athletic Department
- University of Missouri, Mizzou Athletics
- University of North Carolina at Chapel Hill, Rams Club
- University of Pittsburgh, Department of Athletics
- University of South Carolina Athletics
- University of Wisconsin, Intercollegiate Athletics

Research



Our programs rely on carefully conducted research on and evaluations of the latest evidence-based interventions. Assessments of our own programs are routinely conducted by third parties or in partnership with universities. The assessments are often executed in the form of randomized trials, matched case-control studies and quasi-experimental research. Our commitment to evaluative rigor has led to academic institutes and medical device startups regularly approaching us to conduct trials of new technologies in low-resource settings. We actively consult the peer-reviewed literature and other sources to identify best practices for our program implementation and transmit our findings back to the broader community through academic publications, reports and other forms of documentation.

THRIVE WATER

Thrive Water's research on key WASH program design and implementation challenges supports policy discussions with development agencies, governments and partner implementing institutions.

Thrive Water's monitoring and evaluation system tracks the poverty status and latrine ownership of over 1 million households. We also track the performance of over 170 village water-supply systems that Thrive has built, expanded, or rehabilitated in Vietnam since the early 1990s.

In 2015, Thrive worked with the Institute for Sustainable Futures at the University of Technology Sydney (ISF/UTS) on a study analyzing the constraints and opportunities for water-supply enterprise development in Vietnam. We also teamed with the Mekong Development Research Institute (MDRI) in Vietnam to identify which incentives lead to significant increases in latrine coverage. Finally, we worked with the World Bank's Water and Sanitation Program to determine whether combining CHOBA's performance-based subsidies with sanitation marketing ("SanMark") can increase sanitation uptake among the rural poor. Thrive Water's findings will be presented in 2016.

THRIVE HEALTH

Thrive Health is undertaking research in Myanmar, the Philippines and Vietnam to improve our programs and contribute to the evidence base on newborn health.

In 2015, Thrive Health staff co-authored four peer-reviewed papers. Of note, *BMC Pediatrics* published a study from four hospitals in Myanmar demonstrating that, after the introduction of our newborn health program, there was a 69% reduction in blood transfusions for babies born within the hospital and a 33% reduction for those born outside the hospital. Reduction in blood transfusions reflects early and effective treatment of jaundice. This highlights the impact of our program model in low-resource settings.

PEER-REVIEWED PUBLICATIONS

Arnolda, G., et al. (2015). Evaluation of a simple intervention to reduce exchange transfusion rates among inborn and outborn neonates in Myanmar, comparing pre and post-intervention rates. *BMC Pediatrics*, 15 (216).

Arnolda, G., et al. (2015). Risk factors for acute bilirubin encephalopathy on admission to two Myanmar national paediatric hospitals. *Maternal Health, Neonatology, and Perinatology*, 1 (22).

Trevisanuto, D., et al. (2015). Neonatal resuscitation in Vietnam: a national survey of a middle-income country. *Acta Paediatrica*, 104 (6), 255-262.

Trevisanuto, D., et al. (2015). Supreme laryngeal mask airway versus face mask during neonatal resuscitation: a randomized controlled trial. *Journal of Pediatrics*, 167 (2), 286-291.

THRIVE EDUCATION

Thrive Education research centers around the effectiveness of the Coach for College program in changing students' educational expectations for and conceptions of their educational futures.

Coach for College founder Parker Goyer has used the findings of psychological research to inform the program's design and curriculum. In addition to serving as the director of the program since 2008, she has also sought to evaluate the program through graduate work. Parker completed a doctorate in education in May 2014 at Harvard University via a Presidential Scholarship. Her dissertation was a comprehensive analysis of the program's effect on Vietnamese youth, using data gathered from a randomized controlled trial conducted in summer 2013.

In 2015, as a Visiting Scholar at Stanford University, Parker focused her research on using social psychological interventions to close achievement gaps and remove psychological barriers for stigmatized groups. The results of the research will be used to improve and refine the Coach for College program. The goal is to provide maximum benefit for everyone involved but particularly for the middle-school students it is designed to aid.

Thrive Networks Around the World

WHERE WE WORKED IN 2015



Afghanistan

Thrive Health supported local partners as they managed the Embrace program in five hospitals in Kabul.



Benin

Thrive Health worked in four hospitals—including the country's two main referral hospitals—in partnership with the University of Ottawa, the University of Abomey-Calavi, and USAID.



Cambodia

Thrive Water executed two programs: the Gates-funded CHOBA program for accelerating rural sanitation coverage, and the DFAT-funded WASHOBA program that seeks to demonstrate the potential of a performance-based subsidy for increasing both sanitation and water-supply delivery.



India

Thrive Health continued development of the new "Dolphin" CPAP, an improved device for treating respiratory distress, and expanded the UNICEF-supported Embrace program in the state of Bihar. Thrive Health was active in 43 hospitals in India.



Laos

Thrive Water's WASHOBA program improved sanitation coverage among the rural poor in Laos. It delivered improved sanitation services to 2,200 individuals and conducted feasibility studies for the provision of household water connections to 16,000 beneficiaries, in collaboration with the NGO GRET.



Myanmar

Thrive Health reached 50 hospitals throughout Myanmar and launched a nurse-mentoring program to improve quality of care in partnership with the NGO Voluntary Services Overseas.



Philippines

Thrive Health worked in 73 hospitals throughout the country, in partnership with the Department of Health.



Somaliland

Thrive Health launched a small program to establish neonatal intensive-care services in the main pediatric hospital in Somaliland.



Timor-Leste

Thrive Health supported newborn-care services and safe transport for babies and mothers in remote clinics on the island of Atauro.



Uganda

Thrive Health integrated with the Embrace program in Uganda and launched a jaundice program in 12 hospitals.



Vietnam

Thrive Networks, known as East Meets West Foundation in Vietnam, implemented an impressive array of programs—from water, sanitation and hygiene initiatives to Coach for College and the SPELL scholarship program to research on newborn health.

Legend

Thrive Health

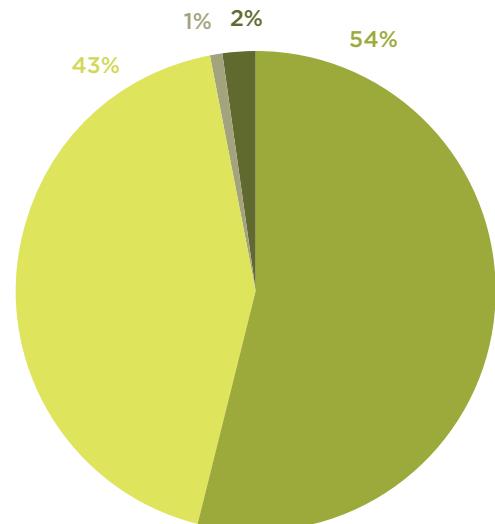
Thrive Water

Thrive Water, Health and Education

Financials



In 2015, Thrive Networks earned Charity Navigator's seventh consecutive four-star rating for sound fiscal management and commitment to accountability and transparency. Only 2% of the charities rated have received at least seven consecutive four-star evaluations.



REVENUE

Grant Revenue	\$4,555,558
Individuals	\$3,664,638
Contract Services	\$82,108
Donations in Kind	\$175,228
Total Revenue*	\$8,498,950

* Total revenue does not include \$4.8M that was recognized as revenue in years 2012- 2014 and that was applied against expenses incurred in 2015. Combined revenue totals \$13,298,950.

All figures in U.S. dollars. Year ended December 31, 2015. For full audited financials, go to thrivenetworks.org/about-us/financials.

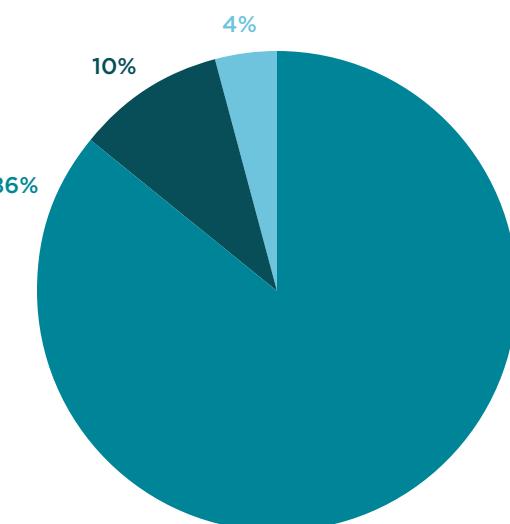
EXPENSES

Program Services	\$11,425,221
Management and General	\$1,314,771
Fundraising	\$540,482
Total Expenses	\$13,280,474

All figures in U.S. dollars. Year ended December 31, 2015. For full audited financials, go to thrivenetworks.org/about-us/financials.

Major Donors

Thrive Networks acknowledges the individual and institutional donors who help make our work possible. We are deeply grateful for your commitment to improving the health and well-being of underserved communities in Asia and Africa through evidence-based programs and technologies.



\$1,000,000 AND OVER

Australian Department of Foreign Affairs & Trade

Bill & Melinda Gates Foundation

\$500,000-\$999,999

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* Embrace donor



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Sarah Chynoweth, PhD

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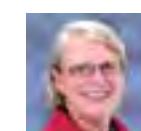
Loan Duong

Vietnam Country Director
Southeast Asia Regional Director, WASH



Parker Goyer, PhD

Executive Director, Coach for College



Melinda Griffith

Interim Chief Executive Officer



Luciano Moccia

International Director, Newborn Health Program



Burt Thompson

Chief Financial Officer



Alejandra Villalobos

Chief Development and Communications Officer



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