



**FOOD FOR  
THE HUNGRY**

## LEADERSHIP PROFILE

**VP, Public Development &  
Strategic Resources (PDSR)  
Food for the Hungry**

**Washington, D.C.**

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"Our approach is different. We address the root causes of poverty, not just the symptoms."

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# A Unique Opportunity

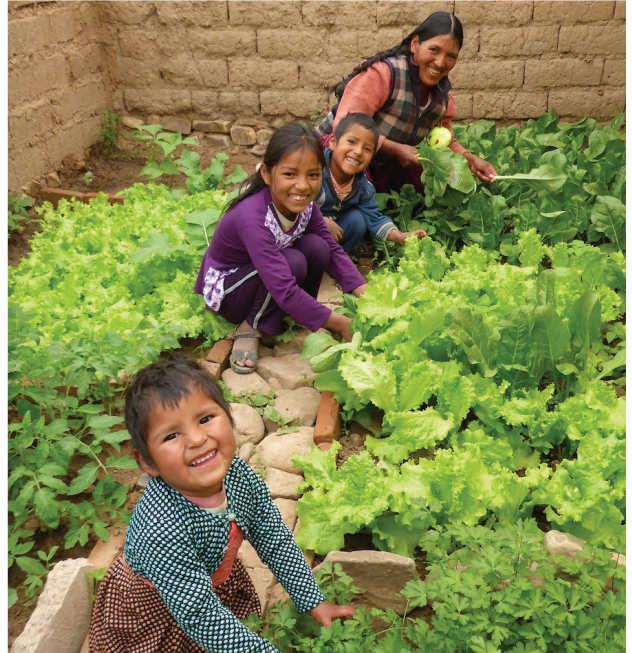
**Food for the Hungry (FH) believes that every imaginable problem has a solution, and that our contributions make a difference.** FH continues to re-imagine impactful solutions to respond to the devastation of poverty globally. FH serves millions of the world's most vulnerable people, helping them overcome poverty and injustice by collaborating with country offices to build resources, capacity, and resilience. **Food for the Hungry turns Adversity into Impact.**

**FH has harnessed the power of faith for more than 50 years.** Led by Chief Executive Officer [Mark Viso](#) and the FH Executive Leadership team, they are providing life-changing development programs, disaster relief, and advocacy. FH is voracious to build on past organizational impact, while strengthening the mission strategy and creating a substantial pipeline of institutional funding and resources to meet the increasing needs of the countries served. Institutional partners include governments including USAID and USDA, multilateral institutions, and other organizations who partner with FH through grants and other sources.

[Heartbeat](#) Christian values permeate throughout the organization. The board of directors and staff share this commitment to a global mission deeply rooted in the words of Jesus Christ.

Expanding and diversifying partnerships with institutional funders is a strategic priority for the organization. The \$191 million organization seeks to increase efficiency, create sustainable impact, cohesion, and build resources in support of the impact of programs in over 20 countries.

**The Vice President, PDSR** has a bold mandate: to architect, lead and implement a well-crafted matrixed business model to drive the FH institutional development strategy, presence,



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He upholds the cause of  
the oppressed and gives  
food to the hungry.

Psalms 147:6.



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The VP will ambitiously facilitate, plan, source, identify, and close public development opportunities with a focus on U.S. Government funding sources.



resources and to facilitate continued growth. FH aspires to expand and diversify its partnerships with the U.S. Government and multi-lateral organizations, including existing relationships within USAID. The VP will direct a re-imagined strategy that will continue to distinguish FH as a partner of choice. The VP will ambitiously facilitate, plan, source, identify, and close public development opportunities with a focus on U.S. Government funding sources.

Additionally, the VP will be fully engaged to cultivate new relationships and expand current public funders support of FH. **The VP will be called, with passion and humility, to envision and lead the next era of growth in FH institutional funding.**

**The pipeline of institutional support fuels the work of FH globally.** Food for the Hungry is growing investments through institutional business development as part of its strategic plan, with focus on the existing U.S. Government agencies, while continuing to show impact to expand funding within the other branches of government. **In partnership with the VP of Program Delivery, the VP PDSR will effectively collaborate to ensure goals are aligned with public funding opportunities and the requirements of the country offices.** The current budgeted goal for institutional development revenue is \$100 million.

Food for the Hungry is making a deep commitment to growing and diversifying institutional grants and contracts to impact exponentially more families and communities. The VP PDSR team will play a mission-critical role in making a difference for millions of children, families and communities.

# The Mandate

**The Vice President PDSR will be a savvy enterprise builder who is a future-forward leader capable of taking the FH institutional funding to the next level.**

The VP will be experienced and well-networked in the world of global institutional funding, with knowledge of the evolving international NGO world and its key funders. The VP will have a track record of increasing and diversifying international institutional resources, particularly with the U.S. Government, across a multitude of agencies such as USAID, USDA, and the U.S. State Department.

The VP is charged with developing and leading FH institutional growth strategies across the organization. Together with the VP of Program Delivery and the Executive Leadership Team, the VP will put in place the structures, processes, teams, and accountabilities essential to winning and implementing grants and contracts. The VP reports to the Chief Operating Officer, leads the Public Business Development Team.

## **The Vice President of Public Development Strategic Resources will:**

- 1. Architect and lead FH institutional strategy and growth.** The VP will be an ambidextrous leader, capable of building strong synergist internal teams while identifying and cultivating external relationships. Internally, the VP will lead public funding vision and planning, creating essential structures and processes and fostering cross-functional FH teamwork. Through clear strategies and communications, collaboration and shared success, the VP will mobilize FH to reimagine public business development, and to transform in ways that generate exciting results. Externally, the VP will be a thought leader, influencer, and relationship builder across the community of global institutional funders.



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The VP will live the shared Heartbeat values and lead with vision, trust, transparency and collaboration.

**2. Be an inspiring leader of Public Development Strategic Resources.** The VP will be an optimistic visionary leader who is well networked, visible and respected in international funding circles. As the front facing leader for institutional funding for FH, the VP will be a thoughtful persuasive communicator and collaborator. The VP will design a model that creates a consistent pipeline of institutional funding resources to keep pace with the re-imagined program strategy at FH. **In concert with VP Program Delivery, Country Offices, and the entire program team, the VP PDSR will be an active listener who is able to translate the opportunities and goals of the individuals served by FH into fundable grant awards.**

**3. Grow and diversify institutional resources.** The VP will have a track record of growing international grants and contracts, with results that include 7- and 8-figure partnerships. The VP will build a multi-year strategic approach and pipeline grounded in FH quality, values and implementation. The VP will make FH a partner of choice for a growing set of U.S. Government, bilateral and multi-lateral funders, leveraging current and new FH strengths. FH will continue to be distinguished as a leader among international NGOs based on trusted relationships, efficient and consistent processes and program delivery, impact data and donor-focused reporting.

**4. Manage people, innovation and matrix the Business Model.** The VP will be an inspiring business manager and team builder who will lead and develop a team that embraces innovation and change, works well across the organization, and seizes and creates new opportunities with a sense of urgency and momentum. The VP will live the shared [Heartbeat](#) values and lead with vision, trust, transparency and collaboration. The VP and



team will elevate cross-FH understanding of the benefits and requirements of institutional partnerships, and will inspire alignment, synergies and winning collaborations that advance FH's mission. To inspire and develop their team, the VP will be an effective and clear communicator, committed to acquiring and developing the skills and assets needed to catapult FH as an innovator, pioneer, and leader in the public international development space.

## 5. Be a force for transformation and the future.

The VP will join FH at a time of organizational change coupled with promise and evolution. The VP will be a catalyst for positive cultural and organizational change. The VP will be deeply passionate about the future of international NGO contributions and roles and will put FH at the forefront of a rapidly changing funding environment in which there are significant risks and opportunities. The VP will lead innovation and transformation, positioning FH to thrive in a changing world. By offering new creative energy the VP will play a significant role in the future of FH, and in its ability to help enhance the lives of the people and communities the organization serves.

## Personal Characteristics

**The VP will have personal characteristics that include:**

- **Spiritual wellbeing:** Demonstrated personal Christian commitment to serving those who are challenged by poverty and marginalization, in full alignment with Food for the Hungry's Christian foundation and beliefs as expressed in our [Heartbeat](#).
- **Strong Business Acumen:** Demonstrated experience using an empirical approach in leadership positions. Using critical thinking skills



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Personal characteristics of the VP include respecting and celebrating diversity, promoting and building a diverse team, facilitating an inclusive, cross-cultural environment.

to matrix solutions to develop organizational strategy.

- **Ambitious thinker:** Discontent with status quo, consistently envisioning a future-forward strategy.
- **Bridge Builder:** Able to relate to, understand, appreciate and effectively communicate with people from different cultures, diverse backgrounds and perspectives. Able to relate to donors with confidence. Enjoys connecting with people, a leader who is energized to be accessible.
- **Communication:** Effective oral and written communication and presentation skills. A persuasive communicator, who can listen.
- **Integrity:** A principled leader who facilitates candor, honesty, transparency and sensitivity. A compelling, energizing and influential personality that engenders trust.
- **Wellbeing:** Experience developing and supporting individual and departmental wellbeing and positive employee engagement.
- **Ambidextrous leader:** Substantial proven ability in successfully managing and leading organizational development and change, including culture change. Adaptive leadership skills, personal resilience and flexibility.
- **Diversity, equity and inclusion:** Respecting and celebrating diversity, promoting and building a diverse team, facilitating an inclusive, cross-cultural environment.
- **Tenacity:** Embodied by the assertion and confidence of a sales professional, tempered with the grace and tact of a business leader.

- **Organizational skills:** Ability to plan and coordinate the efficient flow of projects and processes. Ability to develop effective strategies, structures and processes, and to engage others in creating effective approaches.

**Today, FH is a \$191 million organization working in more than 20 countries assisting 2,879 communities to become resilient and self-sufficient.** In 2021, FH directly impacted over ten million people through its multifaceted food and nutrition, water and sanitation, livelihood and education programs, as well as humanitarian response to emergencies. Because 98.99% of FH staff members work in their country of origin, FH was able to pivot and continue its work throughout the pandemic.

**Guided and differentiated by its Heartbeat, FH follows the example of Jesus, who saw the value and dignity of every person.** "God created humankind in His own image, set apart from the rest of God's creation. This is the foundation of the intrinsic value of every human life irrespective of sex, race, age, abilities or social condition. As image bearers, humans reflect God in their capacity to create and innovate. FH believes that poverty is the result of broken relationships - our relationship with God, self, others, and the rest of creation. To end poverty requires more than just providing raw resources. The FH approach is holistic, seeking to end ALL forms of human poverty.

Therefore, FH partners with, and advocates for, the poor and marginalized without regard to race, creed or nationality. The FH [Heartbeat](#) encompasses the purpose of "responding to human suffering and graduating communities from extreme poverty."

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Food for the Hungry works through a resilience approach that supports positive relationships and connections between communities, markets, governments, systems and institutions to raise the overall resilience of vulnerable people and groups across systems.

## The Organization

The world has made great advances in reducing poverty over the past few decades, but it is becoming more difficult to reach the most vulnerable in the hardest places, which have become the center of the global development crisis. In response, Food for the Hungry works through a resilience approach that supports positive relationships and connections between communities, markets, governments, systems and institutions to raise the overall resilience of vulnerable people and groups across systems. Under FH's new program model, named **Resilience and Flourishing through Systems Transformation (RFST)**, the organization is building resilience capacity by transforming the systems needed for children, families, and communities to flourish.

The RFST program model recognizes that new approaches are required to address root causes and structural problems. By adopting a systems practice, RFST will enable FH to dig into the root causes of poverty and inequality, and better define interconnections in complex and fragile contexts. Through its signature design methodology, RFST will allow FH to better map the systemic factors of poverty and inequality, identify leverage points, and co-create sustainable solutions with the people FH serves to transform systems and offer communities the agency and resources needed to be resilient and flourish.

### ***The three key messages of RFST are:***

- At the heart of the program model are the **people served** and intention to respond to God's call "so that the poor have hope, and injustice shuts its mouth."
- RFST **redefines** power. It requires a shift in our focus from "loving our solutions (project mindset)" to "loving problems" and loving our shareholders."

- People We Serve (PWS) will hold FH accountable for **creating, delivering, and capturing** the value. RFST will measure **value exchange**. PWS have the power to define the value that should be accrued and how and whether FH efforts have worth and use Social Return on Investment (SROI) to measure social, technical, and economic value.

**FH's RFST new program model approach puts a major emphasis on strengthening social capital (bonding, bridging and linking) as the driver of resilience and the core element of resilience processes and outcomes.**

FH currently has programs in 20 countries worldwide with 99% of staff working in their country of origin:

- **Latin America and the Caribbean:** Bolivia, Dominican Republic, Guatemala, Haiti, Nicaragua, and Peru
- **Asia: Bangladesh,** Cambodia, Indonesia, Philippines, Middle East, and Vietnam
- **Africa:** Burundi, Democratic Republic of the Congo, Ethiopia, Kenya, Mozambique, Rwanda, and Uganda

One of the most significant learnings for FH is the importance of humility, especially with those the organization is called to serve. To that end, FH program models emphasize “walking with” those in the communities FH serves and linking arms with partners. The central organizational focus is on the Country Offices and the teams doing the work, the entire FH machine is designed to support, elevate and make the goals and outcomes of their work feasible and funded.

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# The Relationships

The Vice President Public Development Strategic Resources reports to the FH Chief Operating Officer. Direct reports currently include 15 public business development professionals.

## The Location

Although Food for the Hungry's headquarters is in Phoenix, Arizona, this position will be based in its satellite office in Washington, D.C. The preference for this position to be based in Washington lies in the metropolitan area's proximity to U.S. Government agencies, industry networks, and events in the international development sector. Must have the ability to travel up to 25% of the time, domestically and internationally, and to work in fragile contexts, countries and/or locations, is essential.

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**Food for the Hungry is an equal opportunity employer, and a diverse slate of compelling candidates is being sought.**

For potential consideration  
or to suggest a prospect, please email  
**[FH@BoardWalkConsulting.com](mailto:FH@BoardWalkConsulting.com)**  
or call **Cynthia Moreland, Kathy Bremer**, or  
**Patti Kish** at 404-BoardWalk (404-262-7392).

For the current status of this and other searches,  
please visit **[www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)**

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