



**POSITION:** Chief Executive Officer

**REPORTS TO:** Board of Directors

**LOCATION:** St. Louis, Missouri

#### **MISSION**

*Meds & Food for Kids (MFK) is dedicated to saving the lives of Haiti's malnourished children and other nutritionally vulnerable people. We accomplish our mission by meeting the essential nutritional needs of malnourished children, pregnant and nursing women and school children using Ready-to-Use Therapeutic Foods (RUTFs) produced in our factory in Cap-Haitien, Haiti.*

#### **VISION**

*Our vision is that one day, Haitian children will receive optimum nutrition from conception to adulthood.*

#### **ABOUT MFK**



Patricia B. Wolff, MD, began providing pediatric medical care at clinics in Haiti in the late 1980s. She repeatedly observed that the children she was treating were so chronically malnourished that they kept getting sick and needlessly dying. In 2001, she went to Malawi to visit and observe her Washington University School of Medicine colleague, Dr. Mark Manary, pioneering the development of ready-to-use therapeutic food (RUTF). The main ingredients in RUTF are peanuts mixed with powdered milk, oil, sugar, vitamins and minerals. The product did not require refrigeration; and can be stored for 24 months at room temperature. In 2003, Dr. Wolff founded Meds & Food for Kids in order to produce and provide this WHO gold standard treatment to malnourished children in Haiti.

Armed with only a hand grinder for peanuts and the other ingredients that she was able to secure from a Rotary International grant, Dr. Wolff and her small team of Haitian helpers began producing RUTF, locally called Medika Mamba, by hand in a church schoolroom. In

fall of 2003, she began using the mixture to treat about 10 children per month. The early results were astonishing: 85-90% of the children in the treatment protocol returned to good health in just 6-8 weeks. She realized that this product truly could revolutionize the treatment of malnourished children not only in Haiti but also around the world.



Working with local peanut farmers, MFK began to encourage greater production of this native crop. MFK provided hands-on learning and education to smallholder peanut farmers on a variety of topics such as increasing plant yields and soil management. They researched the economic, social and logistical challenges faced by farmers, vendors and peanut butter makers in the peanut value chain. MFK agriculture also has researched the status of Haitian women in the peanut value chain and engaged in mentorship to women's peanut butter producing groups, with the aim of reducing aflatoxin by sorting and testing.

After much growth and five moves, MFK became a member of Nutriset's PlumpyField network in 2010. In 2012, MFK opened a new state-of-the-art factory in Cap-Haitien with the capacity to produce enough Medika Mamba to treat 80,000 children per year. MFK completed a further expansion of its production facility in 2019, quadrupling its output, lowering costs per kilogram and making the factory more sustainable into the future. MFK hired and trained more local Haitian workers to produce and distribute this life-saving product not only in Haiti but also for export to 16 other countries on behalf of UNICEF Global and other international partners. MFK represents social enterprise at its best as a local economic development engine, which uses its earnings to hire local Haitians as factory workers and helps farmers improve their crop yield earnings, all to keep children alive and healthy.



## ORGANIZATIONAL DASHBOARD

MFK was incorporated in 2003 in the State of Missouri as a nonprofit organization located in St. Louis; it is registered as a 501(c)(3) in the United States and as a Non-Governmental

Organization in Haiti. The organization is governed by a Board of Directors, which currently consists of 13 members, all but one of whom resides in the Greater St. Louis area. There are two administrative offices: one in St. Louis with 6 FTE employees and one in Cap-Haitien, Haiti with 66 factory workers and 6 expat young professional fellows. In 2019, MFK operated with total annual revenues of \$4.5 million and net assets of \$10 million.



To date, MFK has treated nearly 312,000 children in Haiti and another 118,267 in 14 other countries, educated over 2,400 peanut farmers, fed in excess of 32,000 school children, and provided factory jobs for 66 Haitians. In 2011 Haiti's Ministry of Health formally adopted MFK's gold standard RUTFs into its national protocols for the treatment of childhood malnutrition, a great boost to offering all the country's malnourished children the life-saving therapy they deserve.

### OPPORTUNITY

MFK has successfully demonstrated an organic growth path over the past many years. Its entrepreneurial founder provided both the inspiration as well as grit to orchestrate a coalition of nutritional researchers, health educators, farm laborers, factory workers, exporters, importers and governmental officials in a country that has suffered from devastating natural disasters, poverty and economic despair. Persistent resolve and inventive problem solving are the traits on which its accomplishments and reputation have been earned.

"Doctor Pat", as she is known in Haiti, publicly announced her intention to step down from the CEO position at MFK when the Board finds a suitable successor. Dr. Wolff has been delegating and sharing responsibilities, knowledge and skills for several years in Haiti and in the U.S. to prepare for this transition. She will remain involved with the organization, but will be shifting her focus to elective yet important activities that had not been prioritized due to a lack of bandwidth within MFK. The Board has been working with her over the past couple of years in anticipation of this transition. In the process, several key priorities and organizational needs have been identified:

1. As a social enterprise, MFK produces three core products: Medika Mamba, nutritional rehabilitation for cases of severe acute malnutrition; Mamba Djanm, nutritional rehabilitation for moderate malnutrition and supplement for pregnant and nursing mothers; and Vita Mamba, a nutritional supplement to aid in the prevention of malnutrition in school-age children and youth. In addition to distributing these products in Haiti, MFK sells them in a competitive global marketplace where pricing is everything. Continued improvement in cost controls and factory efficiency will be required.



2. Expanding and diversifying the Board of Directors will be needed in order to achieve continued growth of MFK. Over the next few years, MFK seeks to implement a plan to increase the number and diverse talents of directors. Recruiting directors with fundraising capabilities as well as with expertise in the food industry, exporting business, developing nations, public health and finance will be critical.

3. Solicitations of both grants and gifts as well as in-kind product donations will need to increase significantly. This will require a plan to expand gift solicitation strategies to a national and international level including individuals, foundations, corporations and social equity organizations. In-kind donations from companies involved in food production, packaging, shipping and procurement will help reduce direct operating costs.

4. Expanded staff development and training in Haiti will be a key factor in MFK's ability to reach its growth objectives.

5. Over the next few years, MFK will invest more intensively in the most receptive farmers to further increase the available supply of low aflatoxin Haitian peanuts. Aflatoxins are poisonous carcinogens regularly found in staple commodities, like peanuts, that are improperly stored. In children, aflatoxin can cause immune suppression, and poor growth. In adults, aflatoxin is the world's foremost cause of liver cancer.



6. MFK is also working on the development of a nutritional supplement to support lactating mothers to prevent malnutrition in the first 1,000 days of a child's life. These important research and development activities will need to expand.

7. Capital spending in the factory, including raising funds for and installing a multimillion-dollar solar project, will be important to improving economic sustainability.

8. Maintaining internationally recognized third party certifications is essential.

## **POSITION SUMMARY**

Reporting to and working closely with the Board of Directors, the Chief Executive Officer is responsible for leading the organization in fulfilling its mission, goals and objectives. The CEO shall develop and manage relationships in Haiti, in the U.S., and with relief agencies, such as UNICEF. Specific duties include creating and sustaining an effective organizational culture; developing a strategic direction for long-term growth; ensuring that human resource needs are met; managing the annual operating budget; soliciting private gifts and grants from donors; identifying sources of in-kind donations from various companies; creating communication strategies for effective public relations, marketing and sales; overseeing a factory; selling and donating products; assisting all board committees in their work and in the board's identification of potential new members; and all other duties consistent with or required of the Chief Executive Officer.

## CANDIDATE PROFILE

We seek a proven leader with a career background that includes working with organizations or companies whose mission, in whole or part, is to improve the lives of underserved and underdeveloped world populations. Candidates should have at least 10 years of overall business and/or nonprofit experience, with five or more years in senior leadership positions.

Although specific work experience in Haiti is not required, experience working in developing countries with a fragile rule of law will be highly desired. Candidates should have strong experience, as a board or staff member, in nonprofit or NGO governance. Candidates optimally will have demonstrated success in building and leading dynamic multicultural teams through transition and transformation, with a track record of delivering results in complex environments. While subject matter expertise is a positive, more important is the next leader's ability to identify and leverage the right resources and experts in key operational and programmatic areas, including nutrition, agriculture, manufacturing, global policy, legal, etc.



The ideal candidate will approach their work in an inspirational, visionary and empathic manner while bringing such attributes as business acumen, social entrepreneurship and doggedness. Leading with integrity, respect and transparency, the successful candidate will be adaptable and willing to pitch in with staff when needed. This person will be a strategic thinker with an approach to decision making that reflects the core values of MFK. The next CEO should be a responsive and accessible leader, capable

of strong listening and connecting with people at all levels of the organization. This person will have an authentic, trustworthy and direct style of communicating with a diverse group of stakeholders, regardless of their status, be they a Fortune 500 executive, a Haitian farm worker or a government official in Port-au-Prince.

Candidates should have a high level of confidence in their ability to successfully solicit major gifts and grants from individuals, foundations, corporations and social equity players. Experience in organizing and implementing in-kind donation strategies with companies, as the donor or the receiver, would be helpful. Candidates must have significant staff management experience with a focus on values-based leadership and professional development. We seek a leader with experience in public speaking in different venues and with diverse audiences. Excellent written and oral skills are required.



The next leader will demonstrate an ability to build and sustain positive relationships with stakeholder groups who support the mission of MFK.

NOTE: Candidates must be willing and able to travel to Haiti on a monthly basis. A bachelor's degree from an accredited academic institution is required; an advanced degree in business or a related field is preferred. The ideal candidate will have a proven ability to learn languages, as Haitian Creole is the language of our workers.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://ww2.kittlemansearch.com/Jobs>. For more information about Meds & Food for Kids, please visit <https://mfkhaiti.org/>.