C.R.U.S.E.
Food For The Poor’s guiding principles

Collaboration improves the way we effectively work together as an organization.

Right Things Right
Doing the right thing the right way – every time – maximizes our effectiveness.

Urgency
Our goal to make a difference in more lives more quickly gives a sense of urgency to our work.

Stewardship
We responsibly plan and manage donor resources.

Engagement
The more we engage the better we can touch the lives of those we serve.

Food For The Poor’s ambitious 2024-2026 strategic plan is encapsulated in the theme of “SHARPEN.” This three-year vision focuses on refining our approach and enhancing our programs, drawing on our rich 40-plus-year history as a committed Christian relief and development organization.

The “SHARPEN” theme symbolizes precision and preparedness, guiding our trajectory toward greater efficiency and efficacy in fulfilling our mission.

The theme was inspired by Proverbs 27:17 in the Bible: “Iron sharpens iron, and one person sharpens the wits of another.” “SHARPEN” reflects our belief in the power of collaboration and mutual growth. It emphasizes the importance of our partnerships, from donors to local implementing organizations, in enhancing our endeavors. Recognizing the need for continuous improvement, this strategic plan encourages the revitalization of our tools and programs to maintain their relevance and effectiveness.

Key to our strategy is the dual focus on program enhancement and resource development. We aim to integrate effective frameworks, build robust programs, and foster an outcomes-driven approach, deeply rooted in our Christian identity. Simultaneously, we will refine our resource development by adopting a data-driven mindset, fostering a goal-oriented culture, and committing to operational excellence. Our five main goals encompass maximizing fundraising efficiency, shifting toward building lives rather than building things, sharpening program delivery, elevating accountability for stronger stewardship, and enhancing capacity and capabilities.

As we move into 2024-2026, Food For The Poor is set to invest in innovation, development, and human capital. We aim to refine our programs, optimize collective impact, and extend God’s love to the marginalized, offering pathways out of poverty and into a life of fullness.

This plan is not just about growth; it’s about improving before expanding, ensuring sustainable development and transformative results.

SHARPENING FOR IMPACT: An Overview of Food For The Poor’s 2024-2026 Strategic Plan

Dear Friend in Christ,

When Food For The Poor began more than 40 years ago, our goal was to help combat poverty— one family at a time. Over the decades, your generosity has empowered us to scale new heights and extend our reach to even more families in need. By the grace of God, an openness to learning, and with your support we are committed to continuously improving our programs. For that reason, we invested in capacity building, partnered with innovative like-minded organizations, and drafted a three-year strategic plan to sharpen our programs and become even more efficient, and effective.

We firmly believe in the invaluable contributions of our partners, from donors and churches to solution providers and local implementing organizations in the regions where we work.

With sustainable community development projects, we prioritize a nuanced and tailored intervention rather than a fixed model, respecting the multifaceted nature of each community and its challenges and embracing a shared journey of learning and growing to holistically transform lives.

I want to express my heartfelt gratitude for the incredible impact your time, talent, and treasure have made throughout the year.

Your support has been instrumental in bringing about positive and life-changing transformations, and we are truly inspired by your commitment to our mission.

It is because of you that we can tackle the work to be done with optimism and hope.

On the Cover: Fernanda sorts out locally grown beans as part of an Acceso farming program in Haiti.

United in God’s work,

Ed Raine
President/CEO
Purposeful Projects: Collaborating to Serve

Food For The Poor recognizes that as the world continues to change, the needs across Latin America and the Caribbean continue to increase. Our partnerships present unique opportunities to combine innovative efforts and produce new solutions to complex problems.

LIGHT A SINGLE CANDLE FOUNDATION

Goal: Continue to advance programming that drives community transformation and fosters sustainable community development as part of a robust 20-year partnership.

Highlight: Provided support, resources, and additional initiatives that expanded the scale of essential program activities.

“We do know that from our witness of this work that [the collaboration with Food For The Poor] does make a big difference. It does transform people.”
—Pat Tracy, Light a Single Candle Foundation Director/President

Honduras

COLOMBIA

Produce Deliveries and Farm Training for Youths

Goal: Feed children with locally grown produce and offer training in farming techniques to women and youths.

Highlight: Provided weekly delivery of locally grown produce to children and simultaneously generated income for workers and farmers within the food system. Acceso negotiated fair pricing on behalf of the farmers who sold their produce to local supermarkets. Empowered 170 women and youths through intensive agricultural training to actively contribute to the development of their communities.

HAITI

Reinforcements for Farming Communities

Goal: Strengthen rural farming communities in El Salvador by providing farmers with tools (inputs and training) and connecting them to formal markets and improved sources of income.

Highlights: 216 farmers are enrolled in training and 1,800 farmers are being supported in neighboring communities.

EL SALVADOR

ACCESO

Our partnership with Acceso, a nonprofit that provides smallholder farmers access to formal market opportunities and sustainable sources of income, was highly productive in 2023. Acceso empowers farmers through training and support and helps to feed local children and families with food produced by farmers in their training programs.

A Training Ground for New Farmers

Goal: Establish a community training farm to cultivate crops for local consumption and for sale in markets.

Highlight: A new farm is up and running to improve the income potential of 100 farmers in the region and contribute to the food security of the local community.

WORLD FOOD PROGRAMME

Goal: Provide nutritious food and improve the educational prospects of 420,000 children.

Highlight: Our partnership that began in 2023 is focused on assisting 550 small-scale farmers to boost yields and support a school meal program.

Haiti

El Salvador

ACCESO

Our partnership with Acceso, a nonprofit that provides smallholder farmers access to formal market opportunities and sustainable sources of income, was highly productive in 2023. Acceso empowers farmers through training and support and helps to feed local children and families with food produced by farmers in their training programs.

A Training Ground for New Farmers

Goal: Establish a community training farm to cultivate crops for local consumption and for sale in markets.

Highlight: A new farm is up and running to improve the income potential of 100 farmers in the region and contribute to the food security of the local community.

WORLD FOOD PROGRAMME

Goal: Provide nutritious food and improve the educational prospects of 420,000 children.

Highlight: Our partnership that began in 2023 is focused on assisting 550 small-scale farmers to boost yields and support a school meal program.
In the continuing effort to combat hunger, Food For The Poor volunteers gather each week to pack Family Food Kits that are sent to the countries where we help in Latin America and the Caribbean.

Each kit, which provides enough food for an average family of four for one week, contains parboiled rice, corn meal, pasta, canned tuna, canned beans, and canned fruit and vegetables.

Dedicated volunteers write inspirational notes that are lovingly included in each kit, providing messages of hope to recipients to let them know how much they are thought of and cared for.

Key to the success of this initiative is the support of corporate groups. Companies such as Royal Caribbean, American Express, Perigon, Insperity, The Keyes Company, Sam’s Club, Texas Roadhouse, Blue Realty, and Community Capital Management actively participated by sending teams to the Food For The Poor headquarters in Coconut Creek, Florida, to pack kits.

At year’s end, an average of 65 volunteers a week had packed more than 17,600 Family Food Kits, providing more than 70,500 meals.

... encourage one another, be of one mind, live in peace. And the God of love and peace will be with you.” (2 Corinthians 13:11, niv)
Relief Gives a Lifeline to Flood Victims in Haiti

Thousands of people were displaced, and crops were ruined in the central region of Haiti in June. By positioning disaster relief kits in advance of storms, Food For The Poor responded quickly with emergency relief after torrential rains unleashed widespread flooding and turned streets into raging rivers in Port-au-Prince and several other areas of the country.

Between June and September 2023, Food For The Poor shipped 18 containers of relief supplies to Haiti that included:

- **FAMILY FOOD KITS** to feed a total of 56,000 people.
- **DISASTER HYGIENE KITS** to meet the needs of 10,000 people.
- **PREPOSITIONED DISASTER KITS** to support 500 people, each kit containing:
  - Children’s activities
  - Flashlights (hand-crank)
  - Oral rehydration salts
  - Water purification sachets
  - Feminine care products
  - Diapers
  - Tote bags and large plastic sacks
- **MEDICAL EMERGENCY KITS** from partner Global Medic with enough supplies for about 14,000 people for three months.

2023 HIGHLIGHTS

6
New Water System Makes a Splash in Mexico

Food For The Poor further expanded its mission to provide solutions to poverty-stricken families by launching a new project that adds Mexico to the list of countries where we help in Latin America and the Caribbean.

Food For The Poor and the Christian ministry Water Mission are currently collaborating to provide 10 communities in the southern Mexican state of Chiapas with access to water and sanitation over the next five years.

Work has already begun in El Fortín and El Puentes Margaritas where 2,971 residents will benefit from access to a customized system for water treatment and distribution to meet their water needs.

Collaboration Helps Quake Survivors in Turkey and Syria

Immediately following the earthquakes in Turkey and Syria, Food For The Poor teamed up with longtime partner Water Mission to provide access to water and improve hygiene for displaced people.

Generous Food For The Poor donors contributed funds for the installation of three water treatment systems. Each system has the capacity to provide 10,000 gallons of treated water per day, supplying the daily water needs of 5,000 people.

In response to the earthquakes, we swiftly initiated a fundraising campaign in collaboration with our radio partners to extend assistance.
Meet Elizabeth Pérez, Our New Ambassador for Hispanic Outreach

Elizabeth Pérez, an Emmy Award-winning sports journalist and TV presenter, has lent her voice to Food For The Poor’s new initiative aimed at fostering stronger connections with Spanish-speaking communities to help children living in poverty in Latin America and the Caribbean.

Pérez was moved by what she witnessed when she traveled with Food For The Poor to Guatemala. “It was so touching and emotional to meet all these children and families, sometimes forgotten, sadly living in extreme poverty,” said Pérez, who was born in Cuba and moved to Venezuela during her childhood.

Thanks to organizations like Food For The Poor, “they have a chance to get a helping hand to survive and thrive,” she said. “They have hope.”

Comm errors led to the following:
In 2023, our new spokesperson was introduced through ad campaigns and appearances on Spanish-language TV networks including Estrella, Univision, and Telemundo.

An understanding of the challenges faced by people living in poverty plays a huge part in her work for the organization, she said.

“I know what it is to be without anything, lacking the most basic needs ... living in a difficult situation and in a difficult time,” she said.

◆

Food For The Poor launched several exciting Spanish-language radio fundraising initiatives aimed at galvanizing support and fostering a spirit of unity in 2023. Here are a few examples of new ventures:

Pastors as Partners: We kicked off the year by making powerful connections with pastors in Dallas, where community leaders, influencers, and passionate individuals came together to discuss solutions.

On the Radio: Our presence on the airwaves has continued to expand, thanks to our radio station’s increasing engagement with Spanish-speaking supporters in the Dallas area. Show segments featuring our work and compelling interviews have turbocharged efforts to reach a wider audience and raise awareness about our mission.

Giving Tuesday: The generous support received on Giving Tuesday, the global day of charity in November, allowed us to expand our reach and impact.

The Power of Podcasts – Going Bilingual: A podcast in development, offered in English and Spanish, will serve as an additional platform to share stories, insights, and discussions that resonate with Food For The Poor’s supporters. Look for this new feature as we work toward taking more steps to tap into podcasting as a resource for community empowerment and engagement.
Families in a coastal village in Honduras were living in fear. For a community dependent on the cultivation of crops including corn, grain, beans, and rice, severe weather was a constant threat. Flooding after storms was increasingly putting their livelihoods and the stability of homes in serious jeopardy. Chronic pollution from river runoff including toxic medical waste was another local danger.

Leaving Las Barras – an area deemed uninhabitable because the threadbare homes were no match for heavy winds, rain, and rising waters – was the only solution to ensure the community’s survival. But moving would have been an impossible dream without assistance. Because of the generosity of our donors, 76 families are safe and sound after being relocated to sturdy new homes in the Los Achiotes sustainable community development, a new project built through a Food For The Poor collaboration with implementing partner CEPUDO.

Completion of the first phase of development in Los Achiotes allowed these families to finally say goodbye to their old vulnerable homes. The project stands as a beacon of self-sustainability that gives residents hope for a prosperous future. Together, we can continue to provide life-changing assistance in 2024.

They carried pipes while climbing a steep mountain in Ecuador. They carried high hopes, too. And in 2023, almost 300 residents of the community of Visote-Nueva Esperanza got what they were hoping for: dependable drinking water.

Thanks to our dedicated donors, families in the community, and partnership with the Legado Foundation and others, a new water project now serves the community located more than 10,000 feet above sea level in the Andes Mountains.

The project required installing the pipes, constructing a chlorine system and tanks, and training residents of the community to set fees based on usage rates. Food For The Poor monitored the project, evaluating to assess progress and make adjustments as necessary.

Esperanza in the community’s name means “hope” in Spanish. For these families, that word has never held more significance than when they finally realized their dream of having water readily accessible.
Generating Opportunities for Enterprising Youths

Food For The Poor is committed to uplifting families and communities by helping young people to gain livelihoods and play an active role in transforming their communities.

A project called “Generating Opportunities For Enterprising Youths” is one of the efforts related to this priority. The goal is harnessing the brainpower and energy of youth. The project, created with trusted partner Entreculturas, will provide educational and income-generating opportunities for more than 2,900 at-risk youth in Guatemala, El Salvador, and Honduras.

This project follows a three-fold plan to attend to the unmet needs of young people in the three countries:

- Foster economic opportunities.
- Facilitate educational pathways.
- Promote the development of a generation of youths committed to social transformation.

The benefits are expected to extend to 11,000 community members. Those participating in the community project are already experiencing a growing sense of belonging.

“For I know the plans I have for you,’ declares the Lord, ‘plans to prosper you and not to harm you, plans to give you hope and a future.’”

(Jeremiah 29:11, niv)
2023 FINANCIAL STATEMENTS

Statement of Activities

SUPPORT AND REVENUE:
Contributions - Cash $118,377,886
Contributions - Donated Goods $332,663,215
Contributions - Pledges $2,071,931
Other Income $826,653
Total Support and Revenue $453,939,685

EXPENSES:
Program - Education $6,531,653
Program - Health Care $232,569,518
Program - Basic Needs $107,178,421
Program - Community Support & Development $36,940,706
Program - Intra-Program Costs $34,522,090
Fundraising $36,835,850
Administration $13,466,017
Total Expenses $468,044,255
Change in Net Assets $-14,104,570

Statement of Financial Position

ASSETS:
Cash & Cash Equivalents $16,608,157
Contributions Receivable $1,320,087
Property & Equipment $10,987,089
Goods-in-Transit $2,626,259
Other Assets $12,057,951
Total Assets $43,599,543

LIABILITIES:
Accounts Payable $3,163,609
Accrued Liabilities $7,610,617
Total Liabilities $10,774,226

NET ASSETS:
Unrestricted $18,515,457
Restricted $14,309,860
Total Net Assets $32,825,317

Total Liabilities & Net Assets $43,599,543

2,528 tractor-trailers worth $360 million

Belize $3,535,126
Colombia $890,902
Dominican Republic $17,424,273
El Salvador $7,777,357
Grenada $5,331,445
Guatemala $145,503,486
Guyana $70,855,912
Haiti $352,814
Honduras $25,626,984
Panama $1,800,847
Peru $331,518
St. Lucia $1,555,070
Trinidad & Tobago $6,108,016
United States $352,814

REVENUES
Donated Goods 73.2%
Cash, Pledges, and Other Income 26.8%

EXPENSES
Program Services* 89.2%
Fundraising 7.9%
Management 2.9%

Year ended December 31, 2023. Subject to final audit. *Includes donated goods, cash grants, and cash purchases.

Board of Directors
P. Todd Kennedy, Esq.
Tax and Estate Planning Attorney
Chairman
William G. Benson
Certified Public Accountant
Vice Chairman, Treasurer
Linda Coello
Founder and President of CEPUDO, Honduras
The Right Reverend Leopold Frade, D.D.
3rd Bishop of Southeast Florida, Res.
Gail Hamaty-Bird, Esq.
EVP/General Counsel/Secretary
Robin G. Mahfood, CD
Retired CEO of Food For The Poor
Rhonda Maingot
Missionary, Living Water Community
Cardinal Oscar Andrés Rodríguez Maradiaga, S.D.B.
Archbishop of Tegucigalpa, Honduras
Most Reverend Burchell McPherson
Bishop of Montego Bay, Jamaica
Dr. Lynne G. Nazarallah, Ed.D.
Professor of Counseling
Edward Raine
President/CEO
The Very Reverend Monsignor
Honorable Gregory Ramkissoon, OJ
Vicar-General, Archdiocese of Kingston, Jamaica

Officers
Edward Raine
President/CEO
Mark Khouri
EVP/Chief Operating Officer
Dennis North
EVP/Chief Administrative Officer/Chief Financial Officer (retired in June 2023)
Jeff Alexander
EVP/Chief Administrative Officer/Chief Financial Officer (assumed role in June 2023)
William G. Benson
Treasurer
Gail Hamaty-Bird
EVP/General Counsel/Secretary

Los Achiotes Sustainable Community Development in Honduras

Board of Directors
P. Todd Kennedy, Esq.
Tax and Estate Planning Attorney
Chairman
William G. Benson
Certified Public Accountant
Vice Chairman, Treasurer
Linda Coello
Founder and President of CEPUDO, Honduras
The Right Reverend Leopold Frade, D.D.
3rd Bishop of Southeast Florida, Res.
Gail Hamaty-Bird, Esq.
EVP/General Counsel/Secretary
Robin G. Mahfood, CD
Retired CEO of Food For The Poor
Rhonda Maingot
Missionary, Living Water Community
Cardinal Oscar Andrés Rodríguez Maradiaga, S.D.B.
Archbishop of Tegucigalpa, Honduras
Most Reverend Burchell McPherson
Bishop of Montego Bay, Jamaica
Dr. Lynne G. Nazarallah, Ed.D.
Professor of Counseling
Edward Raine
President/CEO
The Very Reverend Monsignor
Honorable Gregory Ramkissoon, OJ
Vicar-General, Archdiocese of Kingston, Jamaica

Officers
Edward Raine
President/CEO
Mark Khouri
EVP/Chief Operating Officer
Dennis North
EVP/Chief Administrative Officer/Chief Financial Officer (retired in June 2023)
Jeff Alexander
EVP/Chief Administrative Officer/Chief Financial Officer (assumed role in June 2023)
William G. Benson
Treasurer
Gail Hamaty-Bird
EVP/General Counsel/Secretary
“You have been a refuge for the poor, a refuge for the needy in their distress, a shelter from the storm and a shade from the heat.” (Isaiah 25:4, NIV)