

MARK VISO

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Global Development Senior Executive

A forward thinking, innovative, growth oriented senior executive with demonstrated success leading sizable, complex, global organizations and driving transformational change. Thrives on the intersection of creating dynamic and competitive organization wide strategies with practical execution and results; balances dreaming with doing. Values learning, shared success, accountability, the power of culture, collaborative approaches, and innovation. Driven by finding sustainable solutions to complex challenges in service to others.

EXPERIENCE

Food for the Hungry, Phoenix, AZ
President and CEO

2020 – Present

Institute for Development Impact – I4DI, Washington, DC
President

2019 -2020

- ❖ Providing strategic and operational leadership to grow a unique technology driven international development business. Created business plan, performance targets, revised business model, and refined product and service offerings.
- ❖ Doubled the active portfolio value after only three months by securing two significant USG contracts and private corporate contract.

Pact, Inc, Washington, DC
President and CEO

2009 – 2019

- ❖ Chief Executive Officer and President of a global development non-governmental organization with over \$223 million in gross revenue, over 5,000 staff, operations in 40 countries, with four multi-million dollar subsidiaries.
- ❖ Drove strategic business transformation. Transformed Pact from an organization reliant on a single funder, with a pass through, sub-award grant manager business model with narrow margins, to a dynamic, innovative, and nimble organization with diversified revenue streams, clients, subsidiaries and businesses.
- ❖ Achieved strong financial performance, stability and growth. Increased gross revenue by over 60%. Increased net assets by over \$123 million. Achieved a new business win rate of over 79%. Increased secured funding by nearly 30%. Nine years of completely clean audits.
- ❖ CEO of Pact Global Micro-finance Fund, with a loan portfolio in excess of \$250 million, with over one million active clients, 98% of whom are women. Raised nearly \$190 million through equity investment from multiple social impact investors.
- ❖ Created and built Pact Ventures, a social impact for-profit subsidiary focused on linking philanthropists and investors with high quality, innovative and sustainable social enterprises.
- ❖ Entered new markets with diverse business models, including social impact investing, Pact UK, value chain optimization for extractive industries, renewable energy and social platform models.
- ❖ Created a culture of innovation, operationalized through a Transformation Lab that drives continuous innovation in core capabilities to unlock value today, while simultaneously explores new models, assets and paradigms to create sustained value in the future.
- ❖ In partnership with the Board, created an innovative governance framework that reframes those Pact serves as Shareholders, empowering them with an active and authoritative voice in the governance of a newly created parent organization, Pact Global, by instituting a Shareholder Council made up of those the organization seeks to impact.
- ❖ Positioned Pact as a strong and influential brand and voice at the global level: co-founder and executive committee of the Global Battery Alliance; five time presenter at World Economic Forum Annual Meeting (Davos); co-chair of WEF initiative on civil society response to the fourth industrial revolution; founded Locus, a partnership for integrated, local solutions. Increased

positive brand awareness from 9% to over 39%. Increased media presence with earned media and thought pieces and commentary (Forbes, Wall Street Journal, CNN, etc).

World Learning, Washington, DC

Senior Vice President, International Development

2007– 2009

- ❖ Senior executive leading World Learning's international development business unit and international portfolio, with a global staff of over 300 professionals. Turned around a languishing business unit by providing strategic direction, program focus, optimized business process and systems re-engineering. Establish performance metrics and targets, increasing accountability and alignment. Established first innovation lab, to design, pilot and monetize new business models and products.
- ❖ Officer of the corporation and member of the Executive Team. Co-led development of a corporate wide three year strategy and CEO level scorecard. Represented the organization globally and Washington, DC for all international development related fora and networks.
- ❖ Through a participatory process, introduced a multi-year strategy and Balanced Scorecard leading to greater alignment between strategy and action. Met or exceeded over 95% of targets ahead of schedule.
- ❖ Introduced web based portal for learning, knowledge exchange, document and information management, and professional collaboration.
- ❖ Increased gross and net revenue by over 22% in two years. Diversified funding streams to include foundations, international organizations and corporate and individual donors. Improved proposal capture rate from 37% to over 60% in two years. Increased grant pipeline from USAID and other US Government agencies by over 13% in one year.
- ❖ Member of Board of Directors for the Basic Education Coalition. Adjunct faculty at SIT Graduate Institute.

World Vision US, Washington, DC

Vice President, International Programs Operations

2003 - 2007

- ❖ Responsible for overseeing World Vision US's international program portfolio, including grant acquisition and management; resource allocation and grant making; program strategy and performance; technical assistance; and financial management. Supervised over 110 program and finance staff in DC and globally. Responsible for managing a relief and development program portfolio in excess of \$600 million, in over 50 countries, made up of bi-lateral, US Government, and foundations and corporate and individual funding.
- ❖ Developed and instituted an investment portfolio approach to WVUS's support of field programs, transforming a laissez faire management approach into one based on investment criteria, innovation and diversification.
- ❖ Exceeded public sector revenue targets every year, growing public sector revenue by over 159% in three years to nearly \$300 million annually.
- ❖ Championed a program performance and accountability framework for design, monitoring and evaluation instituted across all World Vision International programs. Championed the creation and roll out of World Vision International's LEAP Framework, Transformational Development Framework and Indicators, helping institutionalize all three as the standard for World Vision across the globe.
- ❖ Introduced an online, web based document management, knowledge sharing, geo-spatial reference, and collaborative work space used in over 50 countries supported by World Vision US.
- ❖ Successfully re-engineered the World Vision financial program reserves system, resulting in more effective targeting, enhanced transparency, clearer decision rights, and increased accountability.
- ❖ Represented World Vision US with various key constituents such as testifying with US Congress, agencies in the US Administration (i.e DOL, USAID), international partners, other NGO's, and professional bodies.
- ❖ Member of the Board of Directors for the Millennium Water Alliance. Chair of the Coalition for Food Aid. Supported the World Vision US President at World Vision Board of Directors meetings.

World Vision International, Monrovia, CA**Regional Director Program Quality, MEERO****2002 - 2003**

- ❖ Led, supported and ensured overall relief and development programmatic direction and quality in the Middle East / Eastern European Region. Reviewed and guided National Office formulation of Operations Plans, program designs, and in implementing the Transformational Development framework.
- ❖ Helped lead the development of World Vision's Transformational Development Framework, Transformational Development Indicators, and program quality / design, implementation, monitoring and evaluation standard framework and reference tool ("LEAP"). Led in the training and roll out of all three to over 150 practitioners and management staff.
- ❖ Coordinated the Regional strategy and implementation plan process. Assisted with intra-regional resource allocation prioritization.

National Director, Bosnia**1999 - 2002**

- ❖ Provided overall leadership and management for a large relief and development organization with a program budget over \$25 million, 300 staff, and a broad range of multilateral, bilateral and private donors (European Commission, USG, World Bank, church groups and individual donors).
- ❖ Increased annual funding despite contracting donor environment and heightened competition. Diversified and expanded donor base and resource type, including increased private funding.
- ❖ Transitioned WV's \$7.5 million micro-credit program - Ekonomski Kreditna Institucija (EKI) - into an independent, locally registered micro-finance institution.
- ❖ Member of Executive Committee and Chair of the NGO Council. Chair of Managing Consortium for ICVA-BiH; transitioned ICVA into a local, full membership organization with a governing board. Chair of the NGO / World Bank PRSP Consultative group. Consultative member of World Bank and CIDA country strategy assessment. NGO representative to South Eastern Europe Stability Pact of EU, World Bank, NATO and UN.

Director, Operations, Vietnam**1997 - 1999**

- ❖ Provided programmatic leadership, strategy and management for a diverse, multifaceted program with over 55 projects including relief, nutrition, primary health care, food security and agriculture, HIV/Aids, water and sanitation, education, Children in Especially Difficult Circumstances (CEDC), public health, and large integrated community based development programs.
- ❖ Increased program budget by over 20% in one year. Attracted new donors and diversified funding base.

National Director, Azerbaijan**1996 - 1997**

- ❖ Provided leadership and management in a highly complex environment with overall responsibility for 155 employees and an annual budget of \$7 million. Program components included public building rehabilitation; micro-credit/micro enterprise development; food and non-food distribution to over 110,000 Internally Displaced Persons; sanitation and hygiene; Gifts in Kind; agriculture.

Operations Manager / Program Officer, Azerbaijan**1994 - 1996****EDUCATION****George Washington University****International Affairs****1987****University of California, Santa Barbara****International Relations****1986**Honors: Graduated *Magna Cum Laude*; Lewis Phelps International Relations Scholar**American University in Cairo****1985 - 1986**

University of California Education Abroad Program

EXECUTIVE EDUCATION

Stanford Graduate School of Business
Corporate Entrepreneur Leaders Program

Stanford Graduate School of Business
Executive Leadership Program for Nonprofit Leaders

Harvard Business School
Humanitarian Executive Leadership Program

BOARD EXPERIENCE

International Council of Voluntary Agencies (ICVA) – Chair
Ekonomski Kreditna Institucija (EKI) – Founding Chair
Society for International Development (SID) – Chair, Strategy Committee
Millennium Water Alliance – Member
Coalition for Food Aid – Chair
Locus – Founding Chair
Five Talents – Member; Chair Strategy Committee
Global Battery Alliance – Founding Member and Executive Committee
World Economic Forum Civil Society Advisory Committee
Pact United Kingdom – Founding Chair
Pact Global and subsidiaries: Pact Institute; Pact Global Microfinance fund; Pact Ventures, Pact Institute