MICKEY LELAND
INTERNATIONAL
HUNGER FELLOWSHIP

2020
Application
Guide
Thank you for your interest in the Mickey Leland International Hunger Fellowship. In this guide, you’ll read more about how the Leland Fellowship works, how to tell if this opportunity is right for you, and how to prepare to apply. If you believe that hunger and poverty can be eradicated by 2030, and you are ready to spend the next two years working to become an effective agent of change for global food and nutrition security, this guide is for you.

The Leland Fellowship is a program of the Congressional Hunger Center, a bipartisan nonprofit organization whose mission is to develop, inspire, and connect leaders in the movement to end hunger, and to advocate for public policies that create a food-secure world.

Over the past twenty years, more than a hundred fellows have completed the Leland Fellowship, gaining critical professional experience and learning powerful lessons about leadership and how to create change in the movement for global food security. Leland Fellows have supported host organizations ranging from major international NGOs and intergovernmental agencies to small, locally-operated nonprofits and foundations.

Again, thank you for your interest. We look forward to reviewing your application.

Emily Byers
Director
Mickey Leland International Hunger Fellowship Program
Leland Fellows gain experience and professional skills working with **host organizations** in development or humanitarian placements around the world. Each class of Leland Fellows forms a **learning cohort**, sharing knowledge and insight and growing together throughout the two year program. And the Hunger Center’s dynamic **leadership development curriculum** centers the skills required to create change in the international development and humanitarian sectors. Through the unique two placement structure, fellows learn to see what works in international development—and what doesn’t—and how to make the system more efficient, more effective, and more just.

The Mickey Leland International Hunger Fellowship is a two-year opportunity to advance global food and nutrition security through learning and hands-on work.

“This fellowship is for people who are interested in actually changing the international development system. The unique structure of the fellowship experience allows you to both obtain useful work experience and spend time thinking about problems and solutions with other people who are interested in the same issues.”

Aubrey Bauck (’17-’19)
WHERE WILL I WORK?

As a Leland Fellow, you will be placed with a host organization—an NGO, agency, foundation, or private sector entity that works to build food and nutrition security.

Host organizations—host orgs for short—are key partners in your fellowship experience: they are the site of each fellow’s on-the-job learning, which contributes directly to the hosts’ mission and capacity. Host orgs are selected through a competitive application process and work together with the Hunger Center to support your professional and leadership growth. We place each fellow with a host org by aligning the host’s needs with the fellow’s skills and experience.

Fellows work in two separate offices of their host org, often a field office and a regional or headquarters office. We call these two contexts placements. By working at different placements, fellows encounter a wide range of colleagues and gain valuable insight into organizational dynamics. Fellows also get an unparalleled breadth of experience with the development sector and the systems that govern it, which is key to discovering how you can have the greatest impact in ending hunger.

As a prospective fellow you can choose to apply for the development track or a humanitarian track. Development track placements focus on building long-term food security or combatting chronic undernutrition. Humanitarian placements focus on assessing and treating acute undernutrition in areas facing short-term or protracted, complex crises. Each cohort contains fellows from both tracks.

MORE ON HOST ORGS

Host orgs are critical to the fellowship, so it’s important to know how they work.

The agreement you sign that defines your fellowship is with the Hunger Center, not your host org. (Separately, the Hunger Center signs an agreement with each host organization.)

Hosts orgs must also provide fellows with:

- Substantive scope of work
- Active supervision
- Office space, equipment, and resources to complete scope of work
- Travel to and from placement locations
- Direction, assistance, and all costs associated with securing proper visa/work permit for placement locations outside the U.S.
- First response in the case of a medical, political or security emergency

Finally, being placed with a host org does not constitute employment there. More on that later.
Fellows' work with their host orgs reflects a wide variety of approaches to promoting food and nutrition security.

Past fellowship placements have focused on:

- Agricultural development and livelihoods
- Agriculture and nutrition linkages
- Chronic undernutrition
- Climate-smart agriculture; natural resource management
- Gender equity
- Humanitarian nutrition (MAM, SAM, and IYCF)
- Market systems development, especially within agriculture
- Social inclusion
- Social protection and safety nets
- Water, sanitation and health

Past work plans have included:

- Advocacy
- Capacity-building
- Coalition-building
- Communications
- Impact assessment
- Knowledge management
- Monitoring and evaluation
- Original research, quantitative and qualitative
- Policy analysis and design
- Project design
- Project management
- Secondary research
- Social and behavior change communication
- Strategy design
- Training design and delivery

▲ Fellows have worked at placements in 43 countries around the world.
What does that look like in practice? Here are just a few examples of Leland Fellows' work with their host orgs:

**Michelle DeFreese** (‘15-‘17) was placed with the Innovative Agricultural Research Initiative (iAGRI) and the Association of Public Land Grant Universities in Morogoro, Tanzania, and Washington, D.C. In her first year she worked to increase the ability of the local Sokoine Agricultural University to support Tanzanian smallholder farmers with new technology. In her second year she developed position papers and conducted policy research, and promoted opportunities for U.S. universities to partner with higher education institutions in developing countries. Read more about Michelle's work here.

**Sarah King** (‘17-‘19) was a humanitarian-track fellow, placed with Action Against Hunger (ACF) in Bahr el Ghazal, South Sudan, and New York City. In South Sudan, Sarah implemented a community-based management of acute malnutrition program and measured and evaluated its effectiveness. In her second year she worked with East African regional offices to develop advocacy goals and plans to achieve them. Read more about Sarah's work here.

**Tanner Roark** (‘17-‘19) was a development-track fellow placed with Project Concern International (PCI) in Southern Malawi and Washington, D.C. In Malawi he investigated the impacts of the Njira Project on agriculture, nutrition, and resilience. In his second year, he surveyed internal and external stakeholders to create a road map for PCI's policy engagement strategy. Read more about Tanner's work here.
WHAT TRAINING WILL I RECEIVE?

Your work experience with your host org will be paired with leadership and professional development training from the Congressional Hunger Center.

Our curriculum focuses on three areas that are essential for making sustainable change in the international development sector:

- **Content knowledge** on food and nutrition security
- The Hunger Center’s **Leadership Capabilities Model**
- **Identity, power, and privilege** in international development

▼ **Fellows from the 7th class ('13-'15) work through an exercise at a training in Washington, D.C.**

**KEYS TO LEADERSHIP**

When we talk about our **Leadership Capabilities Model**, we’re talking about three interlocking sets of skills that make people better leaders. These sets of skills are **develop self**, **lead with others**, and **create change**. All programs of the Congressional Hunger Center are based around these capabilities. You can read more about the theory behind the model and a detailed description of the skills [here at our website](#).

“The Leland Program’s combination of work placements and professional development opportunities makes it a uniquely valuable experience for young professionals working on food security and hunger programs.”

Dan Robinson ('17-'19)
Learning and professional development take many forms throughout the fellowship. Here are some of the ways that the Hunger Center invests in its Leland Fellows:

**Advising.** Core to the fellowship is a formal advising and coaching structure to help you navigate challenges and develop as a professional.

**Online Learning.** Between in-person trainings, you and your fellow fellows continue learning and sharing remotely.

**In-Person Trainings.** At set points throughout the fellowship all fellows convene for orientation, retreats, and trainings to expand your knowledge about international development sector and learn from each other’s experiences.

**Professional Development Funds.** All fellows can access funds to aid their professional development in areas outside their placement work plans. Fellows have used these funds to take skills courses and workshops, attend professional conferences, study relevant languages, and more.

▲ Fellows from the 3rd class (’05-’07) during a brainstorming activity.
The learning cohort is central to the fellowship experience.

Each class of fellows forms a community of practice, where you can share your personal and work experience during the program with a supportive network of peers. Fellows help each other question, troubleshoot, learn, and develop a deeper understanding of the sector and their place in it than they could on their own. The cohort is a place to ask difficult questions and work through the challenges of the answers. In this way, your fellowship experience is not limited to your work plan and host organization but includes those of your fellow fellows as well. Want to know more? Watch Leland Fellows describe the cohort experience in their own words here.

"The fellowship provides the space, structure, and the element of accountability necessary to be thoughtful and critical of your own role. The program inspired me to venture out of comfortable places (geographically, emotionally, intellectually), and think about leadership in new ways. I truly wish everyone could have this kind of opportunity and cohort to grow with."

Rachel Gilbert ('17-'19)

"Being a part of this cohort helps me take a step back, ask all the hard questions, and realign with our values of what really drives us to be here, and question our roles in international development. That questioning of ourselves makes me so proud to be a Leland fellow and a part of the cohort."

Faye Duan ('17-'19)
HOW MUCH ARE FELLOWS PAID?

The Hunger Center provides a financial package based on cost of living data for each placement location, determined by host organization estimates and third-party resources. One resource we use in calculating the package for placement years in the United States is the MIT Living Wage calculator. Financial packages are calculated for each fellowship cycle with the most up-to-date data available, so can change from class to class. Examples of past packages include:

- **Washington, D.C.:** $51,000/year
- **Lilongwe, Malawi:** $30,500/year
- **Hanoi, Vietnam:** $30,000/year
- **Huehuetenango, Guatemala:** $27,500/year.

Fellows are paid biweekly via direct deposit.

Your fellowship also includes travel and accommodation during in-person trainings and travel to your placement locations.

WHAT’S 1099 STATUS?

Per Public Law 110-246, Leland Fellows are **not** employees of the Congressional Hunger Center **nor** their host organizations; instead, fellows are classified as **1099 contractors**. As a contractor, you will be subject to self-employment taxes and need to procure health coverage for yourself. If you have not worked as a contractor and managed self-employment taxes before, we **strongly recommend** doing some research on your responsibilities under the law before you submit your fellowship application. We suggest starting with this information from the Internal Revenue Service.

▲ From top: Maryse Holly (’11-’13) tours a peanut processing plant in Cap-Haitien, Haiti; Carlos Centeno (’09-’11) examines a map with WFP colleague in Guatemala; Chung Lai (’03-’05) at her placement with Land O’ Lakes International Development Division in rural Bangladesh.
WHAT ARE THE KEY PROGRAM DATES?

May-June 2021
Selected candidates receive formal offer of fellowship placement.

June—August 2021
Leland Program onboarding; final scope of work defined; fellows work with host organizations to secure necessary visas and make travel arrangements for the first-year placement location.

March 2022
Mid-year training (Location TBA; previous trainings held in Nairobi, Kenya)

September 2021
Orientation training at Hunger Center offices, Washington, D.C.

October 2021
First-year placements begin.

August 2022
Conclusion of first-year placement.

September 2022
Return to Hunger Center offices for debrief and second year training.

October 2022
Second-Year placements begin.

March 2023
Mid-year training (Location TBA; previous trainings held in rural Maryland, U.S.A.)

August 2023
Conclusion of fellowship

Clockwise from top: Michael Wang and Bryan Pride (’19-’21) at orientation; Gabriela Prudencio (’09-’11) examines tempeh production in Indonesia; fellows from the 8th Class (’15-’17) meet with Hunger Center Founder Ambassador Tony Hall at a farewell lunch; Daniele Nyirandutiye (’07-’09; front) rides a camel in Mali; fellows from the 9th Class (’17-’19) at mid-year training in Nairobi.
Most fellows continue working to advance global food security, finding employment with NGOs, governmental agencies, intergovernmental bodies, and private sector entities.

Wherever they go after the fellowship, alums know how to be effective agents for change: to analyze situations, to discover where the centers of power lie, and to find out what levers can be used to influence outcomes.

A survey of the most recent 9th class of fellows shows that—

100% Better understand what should be changed in the international development system.

92% Better understand the potential leverage points for making those changes.

100% Would do the fellowship again if they could go back in time.

“The fellowship is an invaluable catalyst for young professionals working to cultivate careers that fight to end hunger worldwide. I continue to maintain close relationships with my fellow fellows and with the Hunger Center. These relationships go beyond a professional network—they form a truly lifelong community of individuals committed to ending global hunger.”

Giselle Aris ('11-'13)
How Do I Apply?

The next class of Leland Fellows will serve from fall 2021 to summer 2023. Applications for the upcoming class will be accepted from October 16, 2020 to January 11, 2021.

The Congressional Hunger Center seeks talented applicants from every sector and background who are dedicated to fighting hunger and poverty on a global scale. We know that a diversity of perspectives from different communities, cultures and lived experiences is critical to solving the complex challenge of hunger. Accordingly, individuals from diverse racial and ethnic backgrounds as well as those with lived experience of food insecurity are especially encouraged to apply to the Leland Fellowship.

In the following pages you’ll get a better sense whether the fellowship opportunity is a good fit for you, and what you can expect from the application process.
IS THE LELAND FELLOWSHIP RIGHT FOR ME?

Answer the following questions to see if this opportunity is a good fit for what you’re looking for....

- Do you believe the international development and humanitarian sectors are, by and large, functioning as they should, and require no major changes?
- Do you think governments and communities in developing nations should defer to the expertise of developed nations and international NGOs in their planning and programming?
- Are you only interested in gaining experience working in developing countries? Is what happens at a headquarters office uninteresting to you?
- Do you like to be on the front lines of project implementation? Does public policy not really interest you?
- Do you have a very specific research or location interest? Is it critical that a fellowship placement align with these interests?
- Do you learn best in situations where you can be left alone to come to your own conclusions? Do you dislike learning in groups?
- Are you looking for an experience where much of your day-to-day experience is managed for you by Hunger Center staff or your supervisor at your host organization?
- Do you crave predictability? Once you make a plan, do you want to stick to it, no matter what?
- Do you expect you will be guaranteed a job placement with your host organization by the time the fellowship is complete?
- Do you want to try out this program for a year and see how it goes before you commit to doing a second year?
- Is it important to you that you be compensated as an expat?
- Do you think taking the time to explore the role that identity, power, and privilege play in traditional development models isn’t necessary for doing effective work?
- Is it important to you that your housing be provided? Do you not want to have to find your own housing in a new place?

▲ From top: Christine Hadekel ('11-'13, right) prepares a food demo with Concern Worldwide in Zambia; Dessa Shuckerow ('13-'15, 2nd from left) helps WFP with a food distribution in Cambodia; fellows from the 7th class ('13-'15) attend a conference at IFPRI.

HOW DID YOU DO?

If you answered "yes" to any of the questions above, the Leland Fellowship is probably not the opportunity you are looking for. If you answered "no" to all of the above, read on to learn more about the application process.
Successful candidates demonstrate potential to become the leaders we need. We are looking for those who affirm with a resounding “yes” each of the following statements:

- I am passionate about food and nutrition security, and I believe adequate food and nutrition are basic human rights.
- I am confident in my ability to live long-term in a developing country (and a developed country).
- I’ve displayed flexibility and ability to adapt in past experiences.
- I see difficult situations as opportunities for growth, and find ways to move forward in the face of challenges and uncertainty.
- I can communicate and work well with people from a variety of cultural backgrounds, both within and outside of my own country.
- I believe that good programming and good policy are both critical to making change at scale. I believe understanding both is critical to making sustainable change.
- I am up for the challenge of two different placement experiences in two years.
- I can work well independently and take ownership of my time and tasks.
- I want to explore the role that identity, privilege, and power play in international development.
- I want to think critically about the international development sector and how I can work toward making it better.
- I have an educational background or work experience relevant to international development, food security and/or nutrition.*
- I can imagine many ways in which I would grow and learn from the fellowship experience, even if it’s not always comfortable.
- I want to grow and learn as part of an active cohort community.
- I am a U.S. citizen or permanent legal resident.

* Most fellows come into the program with a graduate degree, though a bachelor’s degree with 1-2 years of work or volunteer experience is also adequate. Additionally, some placements may require specific skills such as language proficiency, a particular graduate degree or coursework, or other specific technical skills; see page six for a list of most relevant skills and content areas.
WHAT DOES THE APPLICATION PROCESS LOOK LIKE?

September-December 2020
Host organizations apply to host a fellow.

October 16, 2020-January 11, 2021
Fellowship applications are accepted at our website.
At this time we will host several webinars to answer questions from prospective fellows. Make sure to sign up for our mailing list for updates!

January 2021
Program panel reviews applications.
Applicants are assessed on fit for the fellowship and knowledge and skills to match with specific placements.

February 2021
First-round candidates contacted for online group interviews.
Candidates discuss a set of readings and devise joint recommendations.

March 2021
Semi-finalists selected for individual interviews with program panel.
These interviews further assess fit for the program and specific placements.

April-May 2021
Program staff match finalists and host organizations.
Finalists and host organizations talk directly to review the proposed scope of work, and both parties give a final thumbs-up or thumbs down on the match.
If all parties are in agreement, candidates receive a formal fellowship offer.
NEXT STEPS FOR PROSPECTIVE APPLICANTS

If you want to become a Mickey Leland International Hunger Fellow, stay connected with the Hunger Center—

SIGN UP FOR OUR NEWSLETTER

For all the latest news from the Hunger Center, including updates on application deadlines and stories of fellows and their work, make sure to join our mailing list!

FOLLOW US ON SOCIAL MEDIA

We’re on Twitter, Instagram, Facebook, and LinkedIn—follow us and say hello!

STILL HAVE QUESTIONS?

If you’ve got questions about the fellowship or the application process that this guide doesn’t answer, contact Program & Operations Associate Layla Amarir at lamarir@hungercenter.org.

► Curan Bonham (’09-’11, left) surveys red chili peppers with Bioversity International in India.
The Mickey Leland International Hunger Fellows Program serves as a living legacy to Rep. Mickey Leland, a Member of Congress who emerged as a passionate leader in the fight to eradicate hunger in the United States and around the world. Leland, a Democrat, was first elected to represent the 18th District of Texas in 1978. During his time in Congress, he chaired the House Select Committee on Hunger and the Congressional Black Caucus and was an outspoken advocate for increasing U.S. aid to Africa.

Leland died at the age of 44 in a plane crash visiting humanitarian sites in Ethiopia. While his untimely death robbed the world of a true leader and advocate in the fight against hunger and poverty, his passion and dedicated efforts serve as inspiration and foundation for the Congressional Hunger Center’s anti-hunger work.

Hunger is a multifaceted and far-reaching problem—and the movement to end it should be, too.

We believe that governments, nonprofits, educational institutions, corporations, philanthropy, and individuals all have a role to play, and a variety of approaches and strategies are required to solve the problem.

Any lasting solution to hunger must be led by people with first-hand expertise.

We invest in the leadership of people who have experienced hunger and poverty and people of color—who are disproportionately affected by hunger—as designers, implementers, and evaluators of anti-hunger programs and projects.

Breakdowns in understanding and differences in perspective on the root causes of the problem stand in the way of scalable solutions.

We focus on bridging the gap between community-based work and public policy, highlighting the ways that each can inform and strengthen the other.

Read more about our approach.