

## FOODS RESOURCE BANK – 2018-2021 STRATEGIC PLAN

### FRB's Vision, Mission, and Values (from 2014 Strategic Plan)

- **Vision:** FRB envisions a day when all people around the world have enough to eat and the physical, financial and community resources to live hopeful, healthy, productive lives. FRB's constructive role in this transformation is to raise resources to support sustainable smallholder agricultural development, and to increase opportunities for all people to work together consciously toward a more just and equitable world for all.
- **Mission:** As a Christian response to hunger, FRB links the grassroots energy and commitment of agricultural communities around the world with the capability and desire of smallholder farmers in developing countries to grow lasting solutions to hunger.
- **Core values:** Born of a fundamental belief in the power of grassroots ownership, healthy relationships and sustainable agriculture as the basis for good development in the area of food security, we value: recognizing the divine in everyone and everything ~ exercising our faith with our sleeves rolled up, as modeled by farmers ~ willingly coming to share, to learn, and to be transformed ~ and respecting all people as we work alongside each other to make our world a just and better place.

### 2018 Strategic Plan

*FRB has significant opportunities to expand “within the core” (as defined below) and does not have a compelling rationale or distinct advantages to grow “beyond the core”. Therefore, FRB’s strategy should focus on growing “within the core”, through both traditional and creative new approaches. This plan is not suggesting that FRB should maintain the status quo, but rather that FRB’s greatest opportunities will be found through focused and creative efforts related to its core.*

- Growing Projects (GP) are the heart of FRB and offer significant room for expansion
  - Overall resource allocation toward GPs needs to increase (relative to other areas) – see Chart 1
  - Pursuing new GPs should be a major priority
    - Proactive development efforts should focus on “close” agriculture opportunities – those that are generally similar to existing GP’s (e.g., crop type, geography, direct connection)
    - Remain open to creative GPs on a reactive/opportunistic basis
    - Don’t be limited to a “church-centric” development approach – work with churches where fruitful and expand efforts through other avenues that can connect with local and entrepreneurial ag leader (e.g., associations, ag-related businesses)
    - Lead generation should leverage existing GPs as a primary resource; also through expanded partnerships (see below)
  - Invest in existing GPs at an increased level
    - Cost-benefit analysis favors existing GPs – investment is modest and reflects good stewardship (“low hanging fruit”) while downside of a lapse is high

- Existing GPs have growth potential, especially if given attention and new ideas, and can be a source of leads for new GPs
- Investment should include:
  - Support for recruiting new leaders (or expanding their leadership base) so that the next generation is identified and developed
  - Frequent, intentional appreciation and celebration
- Strategic use of overseas trips and visitors to cultivate potential leaders and re-energize GPs
- Volunteers drive FRB's success so we must prioritize their development and stewardship – engaging volunteers much more is key to sustainable expansion
  - Emphasis on new and existing GPs (above) does not have to rely on staff
  - FRB has an enthusiastic and highly committed base of volunteers – build a culture where volunteers say “I am FRB”
  - Volunteers are capable of doing more than they do today
  - Need to more clearly define different volunteer roles and then match with the skills and interests of volunteers
  - Some volunteers need tools, training, or other support from FRB – define this and provide it as appropriate
  - Other volunteers are highly independent and entrepreneurial – they need to be encouraged and turned loose, not overly managed
- Work through Implementing Organizations (IO) and their local partners
  - FRB should continue to focus on ag-related development programs that achieve sustainable food security
  - Need to have explicit conversations with each IO to define the relationship
    - What is the value to the IO and FRB and what are the expectations? FRB's contribution is more than funding, and includes representing IO in rural congregations and value added to overseas programming
    - Likely to lead to changes in how FRB and IOs relate on a case-by-case basis, and could lead some IOs to opt out or change to a different category of membership
  - FRB should continue to add value to local programs by:
    - Offering constructive feedback throughout the cycle of grant-making, program funding, and program evaluation
    - Strategically sharing best practices from programs and facilitating connections that cross IO boundaries
- Other fund-raising should be “supplemental and complementary” (explained below)
  - Leverage FRB's unique identity and market position – focus on those who have a connection with FRB's mission and/or constituents (“partner with us and our constituents”)
  - Not competing directly with IOs

- Adjust the new development plan to reflect this strategy
- Partnerships are a promising and emerging avenue that should be pursued more intentionally and aggressively
  - Focus on supplemental and complementary opportunities (as in development) – organizations that have a clear connection
  - Pursue partnerships where shared values and mutual benefits exist
  - Expected benefit to FRB (and filter for screening potential partners) – development of GPs, leads for GPs, or funding – partners who can provide a “hook” that will support starting new GPs are highly valued
- Other supporting elements for the strategic plan
  - Communication
    - Adjust the communication plans in light of the strategy, especially to support expanded emphasis on GPs and volunteers
    - Transformational impact (U.S. and overseas) needs to be communicated over and over again
    - Evaluate possibilities and benefits of rebranding and/or name change
  - Membership
    - Need to clearly define different types of membership and benefits/ expectations for each – explore other categories as needed
  - Governance
    - Board directors should reflect and support strategic plan – consider adding board members representing development expertise, corporate partnerships, younger farmers, etc.
    - Re-examine benefits, expectations, and purpose of committees
- What is beyond the core (and therefore explicitly excluded in this strategic plan)?
  - Focusing on non-GP funding streams as FRB’s primary emphasis (would lose FRB’s uniqueness)
  - Expanding types of development programs that are supported (beyond food security)
  - Becoming the program developer or managing local partners directly

**Chart 1**

If you had 100 additional “units” of resources available to support FRB’s mission, where would you invest them?		
	Average	Range
Existing GP’s	30	20 – 40
New GP development	35	20 – 50
<b>Combined GP total</b>	<b>65</b>	<b>60 - 70</b>
IOs and Overseas Programs	20	15 – 30
Other	15	10 – 20

## Notes:

- Answers are the average and range from 4 groups.
- Some groups see investment in existing GPs as the best way to develop new GPs.
- The 65% allocation to GPs is approximately double current allocation of staff time.
- “Other” includes resource development, new partnerships, communication.