



Foods Resource Bank – FRB
Strategic Planning & Implementation
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Table of Contents

<u>Section</u>	<u>Description</u>	<u>Pages</u>
1	Background and Process	3
2	Context	3
3	Executive Overview	3-5
4	Vision, Mission and Core Values	6
5	External and Internal Scan of the FRB Environment	6
6	Purpose and 3 Goals	6
7	Operational Plan 6-month, 1-year & 3-year priorities	7-11
8	FY2014-15 to FY2018-19 Budget	12
8	Qualitative Measures	13
9	Addenda	14
10	Glossary of Terms and Acronyms	16-18

Background & Process

This most recent version of FRB's strategic plan comes on the heels of two major decisions by FRB's board of directors.

1. The decision to change our governance and our organizational structure to include a broader membership and to better define what our implementing (member) organizations look like.
2. The affirmation of the 2010 strategic plan's overall direction, mission, goals, etc. in the context and understanding that some changes need to be made.

As you will note on the title page, the history of versions as well as committee and board review and approval dates are included.

It should also be noted that the structural changes approved by FRB's board were made possible by the original strategic plan language which recognized and encouraged FRB to constantly be looking toward making needed changes to maintain relevancy and effectiveness.

Context

We updated this plan in the context of seeing progress in regards to the number of hungry people around the world beginning to decrease. We also see and understand our involvement in that progress and are thankful both for the opportunity to be involved and grateful for the improvements we have been witness to.

We also recognize that our work is not done. As quickly as things are changing around the world we must also stand ready to grow, change, and adjust as needed. We celebrate our ability to grow and maintain our flexibility and we pray that further growth will also include that ability to adapt as needed to support those who are most marginalized in our world.

Executive Overview

At our summer board meeting in Kansas City, you approved our Long-Range Planning Working Group's recommendations for updating our 2006 Strategic Plan (SP) to take us through 2018. I present to you that revised document. Whether you are a long-time participant or relatively new to FRB, we look to you – your commitment, your ideas, your inspiration -- to help us continuously reinvent and reinvigorate FRB, using this revised SP as your guide!

Since our inception in 1999, **one million people are well on their way to food security** dedication and love of each individual in our network. One million people is a significant number of changed lives and we feel blessed that FRB has played such a unique and special role. As we celebrate our 15 years in operation, take a moment to absorb with me what it means that we have had a part in helping one million people to live healthier, more secure, more productive lives. What a profoundly humbling and joyous knowledge. We are deeply indebted to our founders, who had the foresight to focus on agriculture development and the dignity of all, and to include farmers and communities in the U.S. in our mission and ministry.

The Food and Agriculture Programme's (FAO) 2013 statistics indicate that, even as worldwide population increases, the number of poor and hungry people is decreasing, from 870 million in recent years to 842 million. So, real progress is happening, but there is always more to do. Based on collective experience, there are many who think that food security can be a reality for all people in the world within a generation, even for the more than 9 billion people expected by 2050. I know that FRB's mission and ministry will figure in that transformation.

I encourage each of you to review this updated SP and consider your evolving role in FRB's overall effort to ensure that everyone has enough to eat and the right nutrition for healthy living. Certainly our focus on empowering and equipping people to grow their own food in lasting ways will be pivotal if we are to achieve a world without hunger. And most certainly, our approach and activities will need to adjust constantly to an ever-changing landscape. This SP will remind us how we are to do that, and will guide us along the way.

As Ruth Farrell recently said, "FRB is a wonderful story to tell. Ag overseas is on everyone's radar screens now. The world really knows what's needed, and the time to impact ag in Africa is now. Maybe we helped bring that about. Working with Midwestern farmers has been successful. We just need to grow it. We have a great track record of doing something no one else has done."

Increasingly, companies, foundations, churches, communities, individuals and government officials all over the country are starting to recognize the importance of sustainable solutions to hunger rather than funding food aid or one-off interventions. Our smallholder ag development approach in the developing world creates a solid platform for more people from diverse backgrounds to join in bringing lasting change to our world.

As we have noted, there are numerous ways for people to become involved, and our new FRB membership structure is an option for those organizations that see the wisdom of joining our global efforts. **It is up to each of us already involved in FRB to inform others and invite them to be part of the solution.**

As we move forward, I invite you all to share with FRB staff and management your ideas for:

- **Developing new growing projects and resources**
- **Building our sustainable funding base**
- **Broadening our network** of members and supporters who are committed to our mission and core values.
- **Sharing our programming knowledge with others through overseas program leadership support** with innovative approaches to sustainability, learning opportunities such as webinars, and exchange visits to enhance program development.

We have so much to be grateful for as FRB board, volunteers and staff. We are in the midst of important, life-changing work that, on an annual basis, positively impacts hundreds of thousands of lives around the world. Simply put, growing lasting solutions to hunger is our ministry at FRB. There are still many who yearn for the opportunity to participate in this global effort, so our work must also include showing them how and inviting them to join us.

As we go out into the world, we see so many opportunities to engage people in the sort of transformational work that we do through agricultural development projects in the US and programs overseas. Our focus on development activities has opened our eyes and helped us become a learning organization, and we are in a position to encourage others to learn, grow and

transform with us. This updated SP captures the essence of what has made FRB great, recognizes that we need to infuse FRB with some new resources and energy, and supports us in the role we have accepted in this complex world: catalysts for change.

Through the articulation of FRB's fundamental focus, mission and goals in the strategic planning process we discovered a balanced approach which articulates our priorities for the future. We will work to catalyze needed change in our world by training and encouraging leaders, by inviting others to support FRB financially and by engaging people through new and traditional communication channels to grow lasting solutions to hunger. As always, we affirm our commitment to accountability and balanced governance to ensure the long-term transparency of FRB.

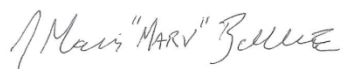
Our new membership structure and our growing cadre of field development volunteers will be a compliment to existing staff, board and volunteer resources to ensure we are able to: engage more young people, increase our funding base, communicate our message, think and act strategically on a worldwide basis with a grassroots view, and continue to broaden our growing projects ministry and overseas program approach on agriculture and community development.

FRB will be different because it will be more deliberate about its ability to bring about transformation in individuals, communities and organizations, its ability to raise financial resources and engage people in ministry simultaneously, its ability to share learning openly, thus providing leadership to others about the importance of learning, its ability to speak plainly and honestly about the many challenging and complex issues of our time, especially those that cause, exacerbate and perpetuate world hunger.

It is up to each of us to discover how we will live into the FRB strategic plan. The further effort you invest will be returned to you in ways you cannot imagine.

We invite you to consider a new way to commit to FRB in an effort to further our work and bring about transformation in our world.

With our best regards to you,

A handwritten signature in cursive script that reads "Marv 'MARV' Baldwin".

Marv Baldwin – President and CEO
-On Behalf of the Long-Range Planning Working Group

Vision:

Added during the August 1, 2014 board meeting.

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 Statement:

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.

External and Internal Scan of the FRB Environment:

To be revisited by the Long-Range Planning Working Group in 2016 & 2017. A possible approach might include:

To be based on scenario planning by asking the base question: What sort of environment might we find ourselves operating in?

And considering the following key drivers as areas to consider.

Environmental:

Political:

Demographic:

Social:

Technological:

Economic:

Organizational Purpose:

FRB serves as a catalyst for change by building a vibrant and transformative food security- focused network that:

Creates transformative experiences

- Creates entrepreneurial leaders
- Builds lasting connections
- Shares resources

FRB's US growing projects and overseas programs are the heart and soul of FRB. Our work to live into our purpose will be to build on the valuable core and the vast experience of so many that has made FRB a special organization over the last 15 years. Much learning has occurred, and that learning is a valuable FRB resource that should be widely shared in various ways. FRB will help others implement better programming, respectfully and enthusiastically support a wide variety of people around the world, and widely support programming which makes a lasting difference in the lives of the people we serve.

FRB lays out three goals that will help us achieve our purpose as an organization:

Goal 1: Maximize the gifts and capacity of human resources

Goal 2: Develop a sustainable financial base that supports our mission

Goal 3: Strengthen our FRB structure

The intersection of the goals and purpose provides a useful planning matrix (see below):

	Goal 1: People (Mindset/Skillset)	Goal 2: Identifying Resources	Goal 3: Strengthening Structure
Transformative Experiences			
Creating Leadership			
Lasting Connections			
Sharing Resources			

GOAL DESCRIPTIONS

Goal 1: Maximize the gifts and capacity of human resources.

This goal preserves and builds on the best of FRB's past and present and empowers FRB's core to have an impact far greater than any financial statement might indicate. Of the 11 people involved at the 2nd SPWG meeting, 10 felt that Goal 1 was the most important to FRB and the people it serves.

Goal 1 recognizes the deep qualitative impact that we have had in the world of food security programming thus far, and aims to freely share our approach and learning so that anyone and everyone can use it to improve, long term, access to food, water, and justice worldwide.

Justice and long-term solutions are complex. Goal 1 creates space and time to allow for personal and organizational transformation to bring about needed changes in our world... changes that will allow material poor and hungry people to address their own needs.

FRB's most valuable resource is its people. Our human resources goal speaks to the talent, passion and experience present in FRB's people, and maximizes their effect by empowering them with the knowledge we share. It witnesses the power of people applying their God-given gifts in a way that they have been called to do. To paraphrase what St. Peter said to the lame man at The Beautiful Gate (Acts 3-6), we all have what we have, and that's what we can give.

With a deeper commitment toward growth and servant leadership in the area of food security, it will be critical that all FRB's people – staff, board, volunteers, and programming leaders worldwide – have a chance to develop their skills and abilities to propel FRB forward and reduce world hunger. Of particular importance will be drawing on or developing skills such as planning, effective communication (especially story-telling), listening, asking probing questions, networking, empowering, recognizing assets, developing resources, and debriefing.

Goal 2: Develop a sustainable financial base that supports our mission.

The greatest potential for FRB's financial growth lies in expanding the reach of the growing project model and in the ability to develop individual donors to share their resources with FRB to help fulfill its mission.

There is a great deal of current attention to the needs of agricultural development worldwide and, given the success of the many programs FRB has supported, it is an opportune time to build relationships with individuals passionate about reducing world hunger and poverty through their financial support of agriculture development.

It is also important to increase private giving to FRB to preserve our independent voice. In the complexity of worldwide agricultural development, the voice of the grassroots, the marginalized and the poor can be forgotten. FRB needs to be sure those voices and needs do not become muted by tying our financial future to one or two big donors.

We have always considered these four key areas in developing the appropriate amount of resources to support our numerous programs overseas and keep the core capacity of FRB going.

1. Growing Projects
2. Individual Gifts
3. Corporate and Foundation Grants and Gifts
4. Government Grants

We must continue to explore ways to make the most of our organizational culture and **stepping up efforts around individual gifts**, thus empowering our organization to further diversify the ways we can raise funding from new sources. FRB's growing projects and implementing organizations have been at the core of FRB both from a visionary and a financial standpoint over the years. Recently, denominational pressures and agricultural market and weather events have highlighted **our need to identify additional funding sources** to create better financial balance over the long term.

Goal 3: Strengthen our FRB structure.

This goal speaks to the third piece of FRB’s core – good governance built on transparency, our cumulative learning, and the involvement of FRB members and implementing organizations (IOs). Recent board action has conferred membership on all FRB growing projects, and opened the way for other food security organizations with constituencies to apply to become IOs of FRB and receive funding for their overseas programs. Because there continue to be concerns about financial and organizational stability during this difficult economic time and the generational shift that is occurring in growing project communities, becoming “wildly invitational” to others – individuals, projects, overseas communities, implementing organizations, businesses, foundations and corporations – to join our work will serve to strengthen FRB.

Potential new members abound! It is up to each of us already involved in FRB to inform others and invite them to be part of the solution to overcoming the complexities of world hunger.

Increasingly, companies, foundations, churches, communities, individuals and government officials all over the country are starting to recognize the importance of sustainable solutions to hunger rather than funding food aid or one-off interventions. Our smallholder ag development approach in the developing world creates a solid platform for more people from diverse backgrounds to join in bringing lasting change to our world. As we have noted, there are numerous ways for people to become involved, and our new FRB membership structure is an option for those organizations that see the wisdom of joining our global efforts.

The focus of this goal is to help FRB improve continuously, with input from all FRB committees and Working Groups (Executive, Governance, Finance, Food Security Programming, Member Support and Resource Development Committees; and Long-Range Planning and Volunteer Development Working Groups), management, board, staff, IOs and membership. Adjustments may be needed in FRB’s Strategic plan, process development, focus and governance as internal and external forces dictate, and it is the constant involvement of all stakeholders that will indicate when and how these adjustments will be made.

Operational Plan: 6-month, 1-year & 3-year priorities

Goal 1: Maximize gifts and capacity of human resources				
	6 months	1 year	3 years	Notes
Overseas Program IO and Partner Staff Development	Finalize 18 month travel schedule and plan P2P visits.	Plan for future learning meeting events, content, etc. 9 OP leaders travel to visit other programs. 100 OP leaders attend 3-5 learning meetings.	OP IO and Partner staff utilize FRB staff and resources to develop learning meetings and visits.	
Volunteer Development	10 Field volunteers identified, meetings held to discuss the FV role.	FV training developed and implemented alongside staff meeting schedule. 1 Field Volunteer trained to lead OP trips and 1 FV trained to lead DC trips.	30 Field volunteers identified, trained and supported. 3 FVs trained for OP trips & 3 FVs trained to lead DC trips.	

	Initial field volunteer training developed and rolled out.	10 Volunteers to F2F in E Africa 25 HOTH Travelers	40 Volunteers to F2F in E. Africa 75 HOTH Travelers	
Staff Development	Develop 1 and 3 year work plans. Develop weekly activity report process to maximize impact and provide focus. Establish staff meeting schedule for next 3 years.	Field staff leadership training implemented. Specialty training planned as appropriate by role. Add 1 new FTE in RD or Vol. Dev. Plan for 2-3 overseas trips for OP staff, 1 for other field staff. 3-4 volunteers per trip. 1-2 OP leaders per trip.	Provide advanced leadership training and specialty training in overseas programming, growing project development, volunteer development, communications & fundraising Add 3 new FTE's: RD specialist, volunteer development specialist and admin support.	
Board Development	GC to identify FRB needs and obtain member nominations for BOD and committees. GC to rework new Board Director Training and implement at 2015 Winter Board Meeting Establish expectations for IOs in FRB	Members become more engaged in decision processes at FRB.	Establish travel funds to ensure diversity at board meetings & functions from across stakeholder groups.	

Goal 2: Develop a sustainable financial base that supports our mission.

	6 months	1 year	3 years	Notes
Growing Projects	Rollout capacity, contingency, matching program asking for help to id new prospects Engage with new FVs to develop 5 new GPs.	Identify 20 new prospects who can give an annual gift of \$5k or more. Begin 30 new commercial growing projects and 5 garden or local growing projects.	Identify 100 new prospects who can give \$5k annually to FRB.	
IOs	Add 1 new IO	Add 2 new IOs	Add 4 new IOs	
Members	Add 7 new members from various sectors.	Add 35 new members	Add 100 new members	

Individuals	Rollout ask to those donors and potential donors not tied to ag.	Work with Staff, Board and Volunteer team to broaden & develop individual donor base.		
Time for Giving Gifts	Identify 3 new legacy givers.	Identify and develop 10 legacy givers.	Identify and develop 30 legacy givers	
Corporations & Foundations	Identify and solicit Ag oriented companies to join JDF in supporting our FV development initiative. Invite gifts to capacity, contingency and matching - CCM.			

Goal 3: Strengthen our FRB structure.

	6 Months	1 year	3 Years	Notes
Systems	Finalize Communications Plan including new DVD in 2015 Write initial Advancement Plan Begin case for FRB's innovation incubator approach to supporting programming.	Bid Audit Roll out innovative incubator approach to large donors including Gates, USAID, HGBuffett, etc. Finalize initial advancement plan and rollout by 2015 annual meeting.	Explore new IT solutions and implement new system.	
Meetings & Gatherings	Ongoing development of staff, volunteer and board meeting schedules	Work as possible to develop more "themed" events and meetings to allow people often separated by distance to more easily connect to the content and conversation. Re-envision gatherings and consider a World Café setting. Plan annual gathering/s.	Review staff, volunteer & board needs based on changing environmental influences and constraints	
Board	Set board and committee schedules	Board Committee charters updated annually	Review need for new committees or the need to combine or do away with other committees and working groups.	

FRB Budget FY2014-15 – FY2018-19

Projected Revenues

	2013-14	2013-14%	2014-15	2015-16	2016-17	2017-18	2018-19	2018-19%
Growing Projects	2.7	70.61%	2.7	3.05	3.3	3.7	4.2	70.47%
Growing Projects to Operations	0.11	2.88%	0.11	0.135	0.14	0.15	0.16	2.68%
Individual donors	0.159	4.16%	0.2	0.25	0.315	0.365	0.425	7.13%
IO & Member dues	0.5	13.08%	0.525	0.425	0.45	0.5	0.55	9.23%
Organizational gifts	0.249	6.51%	0.255	0.275	0.3	0.325	0.35	5.87%
Interest & endowment distribution	0.006	0.16%	0.016	0.05	0.06	0.07	0.08	1.34%
Projected total	3.724		3.806	4.185	4.565	5.11	5.765	

FRB's "Time for giving"

Annual gifts			0.1	0.1	0.1	0.1	0.1	
Cumulative			0.1	0.2	0.3	0.4	0.5	
Distribution to FRB			0.01	0.02	0.03	0.04	0.05	

Projected Expenditures

	2013-14	2013-14%	2014-15	2015-16	2016-17	2017-18	2018-19	2018-19%
Overseas programming	2.9	74.07%	2.7	2.7	3.05	3.3	3.7	73.63%
Overseas programming support	0.225	5.75%	0.225	0.225	0.235	0.245	0.265	5.27%
US GP ministry (program)	0.4	10.22%	0.4	0.44	0.5	0.525	0.55	10.95%
Fundraising	0.09	2.30%	0.1	0.125	0.15	0.16	0.17	3.38%
Administration	0.3	7.66%	0.3	0.3	0.31	0.32	0.34	6.77%
Projected total	3.915		3.725	3.79	4.245	4.55	5.025	
Projected +/- in net assets			-0.001	0.016	-0.06	0.015	0.085	
Net assets fiscal year end in \$M	3.23		3.229	3.245	3.185	3.2	3.285	

FRB Dashboard to 2014

Qualitative Measures of Progress

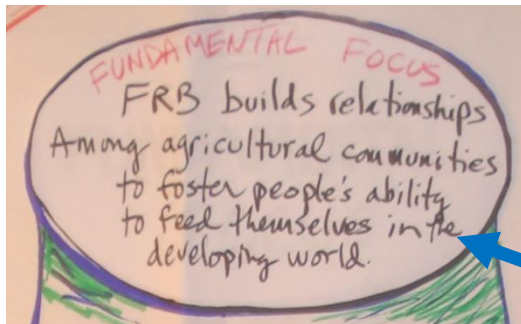
We recognize the importance the transformation we see taking place around us and in us. We recognize that the list below addresses some important yet difficult to measure outcomes and objectives. As we continue to learn and grow we will strive to further recognize the importance of these qualitative measures and attempt as we are able to better articulate them in terms more people can understand and embrace.

- The poor are heard
- The poor have a place at the table
- Transformation opportunities for the poor
- Others see the importance of inviting the poor to the table
- Job and livelihood creation for the poor and unemployed - dignity
- Encourage others toward funding activities that are difficult to fund
- More people empowered to solve their own problems
- More people view themselves as having influence and power to better direct their own lives and perhaps reach out to others
- More donors and those in positions of power see their role as encouraging and empowering people to solve their own problems rather than solving problems for others.
- Relationships are deepened both individually and communally.
- Communities are emboldened to take risks and say “no” if necessary to outside help.
- Communities are better able to vet new ideas and paths so they are able to discern and thus embrace sustainable solutions for their situations.
- Grassroots leadership, innovation, and activities are celebrated and held up
- FRB’s grassroots, community led approach brings in financial resources from consulting gigs.
- Agricultural “rock stars” emerge which encourages others to re-look at ag as the exciting venture it is.
- FRB affects a general shift in donor thinking and through its members and various partners helps usher in a day of broader understanding about lasting development activities and approaches.
- FRB model embraced and well known

Addendum 1:

Fundamental Focus:

The fundamental focus was described to us by Gary as the “thing we would continue to do even if it were illegal.” In a sense it is an internal and abbreviated statement of core effort that will help all of us deeply involved in the work of FRB to stay on task and better work together. The SPWG came up with our passion quite easily, had a difficult time expressing our core competence and had no trouble at all identifying our resource engine.



FRB builds relationships among agricultural communities to foster people's ability to feed themselves, in the developing world.

Based on the following intersection:
Passion – people's ability to feed themselves
Core competence – creating community
(based on farmer values around program response)
“sharing our story”
Resource engine – (faith based) growing project participation



Addendum 2:

Scenario Planning - Envisioning the future...

Scenario planning is a tool that helps organizations think about, plan, and act on, various future scenarios.

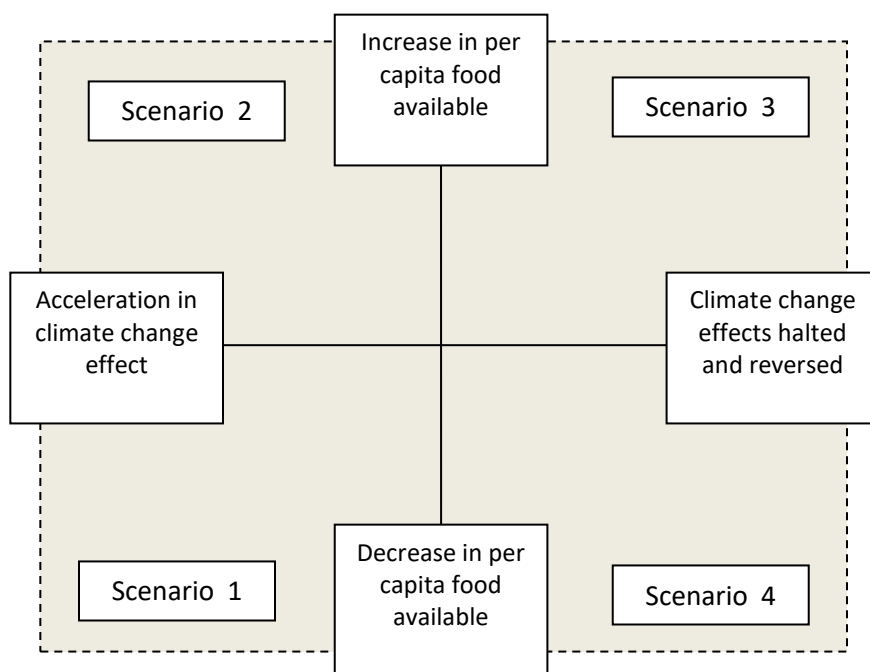
The purpose of this exercise is to anticipate **a world in which we might find ourselves operating.**

After brainstorming a list of potential variables that are beyond FRB's control, the variables chosen for this exercise are climate change and food availability.

By building a 2X2 matrix with these two variables, four proposed scenarios are considered which will help us think about how FRB might respond given the scenarios. This is a work of

educated guesses only and is at its best indefensible. The hope is that we might use this as a tool to think about various potential future scenarios and help anticipate a world in which we may find ourselves living. This process is used to help groups think more broadly during planning processes so they can create more robust plans based on a variety of potential outcomes.

For these scenarios, 2020 is used as the target year. Further, it is assumed that the population of the world will be approximately 7.6 billion people in 2020 up from 7.1 billion today.



Environmental • Political • Demographic • Social • Technological • Economic

Addendum 3:

Glossary of Terms

- Asset-based** – looking for gifts and abilities to leverage rather than problems to solve
- Appreciative inquiry** – approach to asking questions that recognizes gifts and abilities
- “A place at the table”** – a term often used to describe our desire that our actions include people and organizations into the group that we have formed. Inclusiveness.
- CCM** – Capacity & Contingency Matching (refer to Goal 2), a placeholder name. Under The Next 1 Million initiative (launched August 2015), renamed Weather & Markets Contingency Fund, FRB Growth Fund, and Growing Project Matching Fund.
- CMS** – Content Management System for a website
- CRM** – Client or Customer Relationship Management - database of information
- Capacity** – The knowledge, abilities, skills and behavior of individuals or communities to mobilize their resources in order to achieve their goals in a sustainable way.
- FTE** – Full-Time Equivalent employee
- Food security** – described by the Food and Agriculture Organization as existing "when all

people, at all times, have access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life." Important components of food security include:

- **Availability:** Sufficient quantities of appropriate and necessary foods are available to all people at all times.
- **Access:** Individuals have the capacity and opportunity to access food to adequately meet their daily dietary needs.
- **Utilization:** Individuals are consuming adequate quantities of nutritionally balanced food in ways that allow them to achieve good health.
- **Environment:** Individuals practice responsible stewardship of physical and knowledge resources in meeting food security.
- **Resiliency:** Capacity of individuals, households, and communities to cope with risks and/or vulnerabilities.

Generational plan – a plan which covers 25+ years

Generational shift – observed changes in culture behavior, norms, approach, thought process, etc. from one generation to the next

Grassroots – local or community-led

Growing projects (GPs) – community-led initiatives to raise money for FRB's overseas food security programs, and awareness of the complexities of world hunger among neighbors, church communities and our elected officials

Friends of FRB – Individuals, organizations, businesses or foundations which join because FRB's network and information can be useful to them.

Hybrid – an individual or organization capable of multiple approaches toward work, planning and problem solving

Implementing Organizations (IOs) – formerly known as Member Organizations

Internationally diverse – a group of people or organizations that has 2 or more countries represented

Linkages – informal yet significant bonds between people or organizations that allow for more efficiency, transparency, community or some other desirable characteristic

Major gift – gift from an individual greater than \$25,000 in a given year

Membership model – FRB's business model which includes multiple member organizations which help provide the framework for FRB. Members are ~~explained~~ defined in FRB's bylaws.

Member organizations – organizations which have official voting status with FRB

Member organizations, Implementing (IOs) – organizations which have official voting status with FRB, a constituency to raise resources for their food security programs overseas, and which receive FRB's funding.

Mobilize – getting oneself or others active towards a goal

"Push" initiative – utilizing new communication outlets to send pertinent information to key stakeholders at certain times

Networks – see linkages

New initiatives – be creative!

New technology – technology unfamiliar or uncomfortable to those over 40

Overseas programming – food security programs in the developing world, implemented and carried out by FRB's implementing organizations (IOs) and their in-country NGO partners in designated communities

Poor (materially) – lacking material things such as food, water, shelter, clothing, money, etc.

Poor (spiritually) – lacking spiritual confidence. On one end of the spectrum, humility is good; on the other end, depression and inactivity is damaging

Servant leadership – leading through influence, looking beyond oneself to try to understand what may be best for others and then helping others discover what is actually best for them.

Smallholder farmers – farmers who have a small plot which they are able to farm themselves – usually less than 5 acres

Stakeholder – one who has a key role in FRB – board directors, staff, GP participants, overseas program leaders, partner organizations.

Support organizations – Organizations which are not voting members of FRB but support FRB's mission and ministry in a variety of ways, including financially and information sharing

Young people – those who are under 40 or those who “think young”

Youth – those under the age of 18