

World Renew Policy Regarding Grants and Above Budget Projects

Enacted March 2015

DEFINITION OF TERMS

To understand what the term *above budget* means, it is important to first understand what the general program is. The *general program* is the funding that is allocated to each team by World Renew's Board for a fiscal year for planning purposes. Usually 92% of this amount is guaranteed or fixed, while the other 8% is considered "variable" and is not approved until February 15 (dependent on revenue targets). There are "additional/strategic priorities/discern funds" funds, too, that may or may not be approved depending on priorities and the organization's financial position. Each Ministry Team can decide how to allocate its general program between its country offices (except for bridgers, JESL, international interns, capital expense-vehicle depreciation and compensation/benefits). The contribution from DFATD (Department of Foreign Affairs, Trade and Development) is structured into the general program. Any program that is funded in part or in its entirety with the MT general program is considered part of the core program.

Extra funding that is beyond the general program is considered *above budget or over and above (O&A)*. Programs that are considered above budget are funded with gifts or grants that have been *designated* for a special purpose that goes beyond what is planned in the core program. Over and above projects can be initiated any time throughout the year and can have a duration of multiple years.

A *grant* is a financial gift or award from an institutional donor (such as a government agency, a foundation, a corporation, or an international charity) that is restricted for a project described in a proposal and that carries with it requirements for formal reporting to the donor.

A grant is not necessarily above budget (e.g. the DFATD Program Grant). And revenue that is above budget is not necessarily a grant. Designated gifts from individuals, church congregations, or groups of constituents are not considered grants even if a small proposal was presented in order to solicit the gift and even if it provided additional funding above the general program.

Grants Policy

World Renew's vision for transformed communities improving their own situations in sustainable ways is the driving force behind World Renew's programming and grant development. World Renew welcomes grants (large and small) from a variety of sources both within and outside North America (e.g. churches, governments, non-governmental organizations) that will contribute to the achievements of this vision. World Renew recognizes the fact that the communities' internal resources are the primary sources of transformation. Grants should be pursued in ways that complement local resources, reinforce the development of community organizations, and catalyze changes communities want at a larger scale.

The Grants Sub-Team (which is part of the Delta Team) is expected to work with the Ministry Teams to ensure the successful management of all non-disaster response grants, the DFATD Program Grant, and grants from the US Government. All grants for disaster response programming are managed by the Disaster Response Team, except those from USG agencies. Disaster response grants from the US

Government require close collaboration between the Grants Sub-Team and the Disaster Response Team and clear definition of roles and responsibilities.

POLICY OBJECTIVES

The purpose of this policy is to ensure that:

- a) Fund raising activities are well coordinated, and World Renew is well positioned to secure grants from diverse sources;
- b) Grants that are already secured are managed effectively and efficiently; and
- c) Adequate and timely resources are generated for World Renew's strategic priorities.

APPLYING FOR GRANTS

All grant opportunities will be announced to the whole organization. When there is a call for proposals or grant opportunity by such organizations such as CFGB, USAID and DFATD, this should be forwarded to all ministry team leaders (consulting with field staff and their country consultants) for their expression of interest in applying. Through healthy dialogue between Ministry Team Leaders (MTL) and Grants staff or DRT staff, there will be agreement on which partners and countries would be suitable for participating in the proposal. Should there be a difference of opinion, they can review this with Co-Directors for a final determination.

All Ministry Team field staff must obtain approval from their Ministry Team Leader and the Chief Financial Officer (CFO) prior to submitting any grant proposal or application to any institutional grant-making body. In addition to the following, approvals need to be secured:

- a) Foundations: CORE Team Leader
- b) Corporations: Grants Sub-Team Leader
- c) International Charities: Grants Sub-Team Leader
- d) Disasters (i.e. CFGB): International Disaster Response Team Leader

The complete draft proposal should be provided should be jointly reviewed to ensure that:

- a) there is adequate field capacity to execute the project;
- b) there are adequate resources (staff, funding, etc.) to complete the planned objectives;
- c) objectives align with the strategic priorities of World Renew, the MT, and the country team;
- d) the proposal meets the funding and proposal criteria of the donor, and;
- e) the proposal is well written and enhances the professional image of World Renew.

Regardless of who initiates the idea for the project (the donor/s, the community, World Renew staff), the World Renew Consultant should remain centrally involved with the local people and other stakeholders during the design of the project to ensure that it serves the needs of the community and matches the interests of the donor.

If any party denies approval after evaluating whether there is adequate staff capacity and good alignment with World Renew's mission and priorities and whether the project design reflects good community development principles and processes, the Co-Directors will make the final decision to accept or reject the proposal.

Field capacity is not a criterion for approving applications for disaster response grants, since DRT staff and International Relief Managers provide additional capacity for managing disaster response programs

and reporting to donors.

GRANTS TRACKING SYSTEM

World Renew maintains centralized records of all the grants that the organization receives, including grants for disaster response projects. Basic information on each grant is recorded in World Renew's Grants Tracking System on Quickbase. This information is to be kept up-to-date throughout the year and will be updated at least quarterly by the Grants Sub-Team. Whenever a field office or CORE Team signs a grant agreement, notification should be sent immediately to the Grants Sub-Team Leader along with a copy of the signed agreement and the proposal (including planned results and budget). The Disaster Response Team provides information on new disaster response grants on a monthly basis so that the tracking system can be updated.

REPORTING TO GRANT MAKERS

Existing reporting mechanisms should be used as much as possible to avoid duplication of reporting work. For example, World Renew has arranged with Foods Resource Bank to use reports generated from the Newdea system in cases where the information available in Newdea is adequate to meet the terms of the agreement.

In cases where existing Newdea reports do not satisfy the grant reporting requirements, the field office that is implementing the grant is responsible for preparing a report that meets the donor's requirements. Before formal reports are submitted to institutional grant makers, they should first be reviewed by a designated member of the Grants Sub-Team or by another individual from within the Ministry Team who has been assigned this task with the consent of the Ministry Team Leader and the Grants Sub-Team Leader. The purpose of the secondary review is to ensure high quality reporting. In some circumstances where the demand for written reports is particularly high, the Grants Sub-Team may provide additional writing and editing support to the field as they prepare reports for donors.

Reports for foundations will be reviewed by the CORE Team Leader prior to submitting to the donor and forwarded to the Grants Sub-Team Leader for information.

The Disaster Response Team is responsible for reporting to Canadian Foodgrains Bank and to other donors that provide grants for responding to specific disasters (e.g. DFATD-International Humanitarian Assistance (IHA)). The Grants Sub-Team does not provide a secondary review of these reports.

Interns involved in grant reporting should always receive coaching from their supervisors on the field since they are on-the-job learners. Supervisors are expected to review reports written by interns before they are sent to the secondary reviewer.

EVALUATIONS

Whenever a grant proposal is written, it should contain an evaluation plan for the project. The budget should include funds to cover the cost of evaluation(s). An "external" evaluator, i.e. an evaluator outside of World Renew and the implementing partner(s), should be used whenever possible. This information should be shared with the Evaluation Program Manager so that evaluations can be included on World Renew's organization-wide evaluation calendar and so that staff is supported as needed in assuring evaluations are done in a timely and professional manner. All evaluation reports should be sent to the

Evaluation Program Manager and designated member of the Grants Sub-Team once they are completed.

SUPPORT PROVIDED BY THE GRANTS SUB-TEAM

To increase the capacity of World Renew staff and partners to secure and manage grants, the Grants Sub-Team offers the following services to support field staff:

- Identify potential funding sources
- Inform MT field staff of funding opportunities as they arise
- Provide resources for proposal writing, such as a basic proposal template, budget template, boilerplate text, a proposal checklist, and sample proposals
- Assist with writing portions of proposals, as negotiated with the field
- Review and provide feedback on draft proposals and budgets
- Provide technical advice on program design as requested, drawing on team expertise in the areas of maternal and child health, malaria, HIV and AIDS, food security and sustainable agriculture, and climate change adaptation and environmental management
- Liaising with grant makers in the U.S. and Canada
- Train field staff and/or partner staff on effective grant seeking and proposal writing
- Assist with reviewing, editing, and (in some cases) writing annual and semi-annual reports to donors
- Assist with development of annual work plans and detailed implementation plans, where those are required by the donor

Annex 2 provides more information on the various members of the Grants Sub-Team, their roles and areas of expertise, and their contact information.

SUPPORT PROVIDED BY THE CORE TEAM LEADER

To work with fundraising and program staff to prospect, develop, and write compelling and successful proposals for foundations; manage related documents; and produce required reports.

- Identify potential foundations
- Liaising with foundations in the U.S. and Canada
- Inform MT field staff of funding opportunities as they arise
- Assist with writing portions of proposals, as negotiated with the field
- Review and provide feedback on draft proposals
- Connect with the Grants Sub Team Leader for technical advice

Annex 4 does CORE team wants to add staff information?

COMPLIANCE WITH TERMS OF GRANT AGREEMENTS

The Grants Sub-Team will work with field offices receiving grants to make sure that reporting deadlines are met, that funds are spent in accordance with designated purposes and according to relevant government regulations, and that in general there is compliance with all of the terms of the signed grant agreement. It should be understood by the field offices with grants that they cannot change their budgets or targets without prior written approval from the grant maker.

In fields where costs are co-financed by DFATD, the general program is designated for partners, programs, and results specified in the DFATD program agreement. This means that funds are not flexible, and planned results must be maintained for the duration of the five-year program. Any changes in budgets or planned results need to be approved in advance by the Team Leader and the DFATD Program/Grants

Officer. In addition, the annual budget must reflect general program budget/DFATD programming areas and be spent as planned. The match portion of the general program financed by World Renew must be covered with Canadian-sourced funds.

RELATIONSHIPS WITH DFATD AND USAID

Department of Foreign Affairs, Trade and Development (DFATD)

World Renew has had a positive, long-standing relationship with DFATD since the 1970s, and DFATD is usually one of World Renew's largest single donors. World Renew receives program funding from DFATD, which is designated for specific partners and specific countries as a component of the general program budget. World Renew field staff is encouraged to work proactively to strengthen the relationship with DFATD staff in the Canadian Embassy or High Commission by:

- Developing relationships with local DFATD officials through the local Canadian Embassy or High Commission.
- With the assistance of the Grants Program Manager for DFATD in Canada, attempting to access embassy controlled "Canada Fund for Local Initiatives."
- Ensuring that partners are aware of DFATD support of their work. On occasion, DFATD staff may request visits with our partners, so they should have sufficient knowledge of the DFATD relationship.
- Providing necessary support and information to the Grants Program Manager in Canada for the submission of grants proposals and reports to DFATD Partnership Branch.
- Staying aware of DFATD policies and priorities through communications from the Grants Program Manager in Canada.
- DRT grant submissions to DFATD-IHA also need to be discussed with the Embassy or High Commission.

United States Agency for International Development (USAID)

World Renew also receives funding from USAID. Establishing and maintaining a good relationship with USAID requires significant effort, both from the Grants Sub-Team and from staff in the field. Field staff is encouraged to work proactively to establish contacts within USAID Missions in the countries where they are working. Field staff is advised to familiarize themselves with the local Mission's "strategic framework" and priorities (available on the USAID website) and to approach local USAID staff with short concept papers that build on those priorities while introducing the work of World Renew. The Grants Sub-Team is expected to provide assistance to the field in this task. Here are reasons why relationships with Country Missions are important:

- Most USAID funding is controlled by the local Mission. Only a small amount is allocated from USAID Headquarters in Washington, DC.
- When applying for a grant from USAID Headquarters, it is usually necessary to have the support of the local Mission. Securing the approval of officials at the Mission is the responsibility of field staff.
- During disasters, USAID's Office of Foreign Disaster Assistance (OFDA) gives funding to those organizations that are already familiar to them. OFDA is known to be one of the easier places to access money within USAID once the relationship is established and your organization has made known its capacity to quickly mount an effective response to a disaster.
- In addition, building relationships at the Mission often results in new opportunities to network with staff from other international development organizations and to learn about their work.

Responsibility for managing overall relations with DFATD Partnership Branch and USAID rests with the

Grants Sub-Team. Field staff should seek support from the Grants Sub-Team in building relationships at the country level and should keep the Grants Sub-Team informed of communication with the Canadian Embassy/High Commission or USAID Mission.

Above Budget Guidelines

CHANGING TRENDS IN WORLD RENEW'S FUNDING

The majority of World Renew Field Offices use some form of above budget (or over and above) funding to support their programs in-country. Many have chosen to do this as a way to expand their program budgets beyond what is allocated through the general program. Some have taken on above budget funding in response to interest from constituents in North America who are seeking to establish a deeper connection to World Renew's development work around the world.

Whenever a donor—such as an individual, a group of constituents, or a church congregation—wants to make a gift to World Renew, we should first steer them toward making a gift to the General Fund or toward supporting a general program cost (e.g. a specific country budget or supporting a specific staff person or partner program). If supporting the general program of the organization is not appealing and the donor would rather have a closer connection to a special above budget project, then field staff should proceed to discuss an option for an above budget program.

Annex 3 provides more information on the statistical data.

WHY DO ABOVE BUDGET PROGRAMS REQUIRE APPROVAL?

All general programs go through a review and approval process, and above budget programs do too. The approval step creates an opportunity to assess whether the project reflects good community development principles and processes, whether there are adequate human resources and organizational capacities to do the project, and whether there is alignment of project goals with the organizational mission of World Renew.

CRITERIA FOR APPROVAL

All above budget programs—whether they are funded by a major donor, a church congregation, a charitable foundation, a government agency, a partner agency, network, or collaboration—must be approved by the Ministry Team Leader before funds for the program are received and work on the program begins. All above budget programs must meet the following basic criteria:

1. The program must contribute to the achievement of World Renew's global ends statement: "Communities around the world whose well-being (Shalom) has been jeopardized by poverty, injustice, or disaster, are engaged in transformative practices that improve their situations in sustainable ways." There are three major implications of this ends statement:
 - First, projects must be focused on making a positive impact for *communities*, not for NGOs, businesses, churches, or individuals, although strategies to strengthen these entities could be parts of the strategy for achieving the community-level impact.
 - Second, community members should play an active role in *improving their circumstances*. Outsiders should not do for the community members what they can do

for themselves. Outsiders should not decide for the community members what they can decide for themselves.

- Third, the positive changes achieved should be *sustainable* beyond the life of the project. This means that the project must be designed in a way that builds community capacity to sustain the impacts into the long-term. Strategies that foster dependency are unacceptable.

Staff is advised to read the Lessons Learned from Past Above Budget Projects, which is provided below in Annex 1. This one-page summary highlights some key principles for successful above budget projects. Visitors want to respond to needs that they encounter when they visit the field, and this sometimes results in (perhaps unintended) fund-raising for project ideas that may not meet these criteria. Program staff is encouraged to be proactive in helping visitors interpret what they experience and in discussing appropriate solutions.

2. If there is constituency involvement in the project—whether through an individual donor, a group of donors, a church congregation, or a volunteer work team or Discovery Tour group—there should be a plan for how World Renew will facilitate dialogue and learning with the constituency about the principles of good community development, including appropriate pre-trip preparation and post trip integration of learning into one’s world and life view. World Renew wants its donors to understand the local context and the root causes of poverty and the lessons World Renew has learned over the years about how to “do no harm,” how to avoid creating dependency, and how to cultivate relationships with local groups that are reciprocal instead of paternalistic. World Renew wants its donors to be joyful and positive influencers in their home churches and communities about what they have experienced and learned.
3. There must be adequate staff capacity to manage the project, consult with the local partner/s that is/are implementing it, and report to the donor as necessary. This means that a full accounting of staff time that will be committed to the project must be included in the project description and budget. In addition, if additional staff resources are needed to ensure maintaining the excellence of all programs in the country, then funding for additional human resources should be included in the project budget and the proposal. It is the role of the Ministry Team Leader to assess whether there is adequate staff capacity and to ensure that staff resources are not diverted away from current plans and commitments
4. The budget for an above budget program should include as many field operating and compensation costs as are reasonable to include. If World Renew operating costs are not built into the budget of the project, then the budget should include a line item called “World Renew General Operating Support.” Avoid using words like “administration fees,” which are misinterpreted and negatively perceived by North American constituents. Ten percent of the revenue received for above budget projects will be applied toward World Renew’s general operating fund. The 10% will be recognized at the time of the gift rather than on a cumulative basis. Exempt from this 10% policy are above budget projects funded by institutional donors that have policies regarding indirect costs (e.g. USG, FRB) and projects whose budgets incorporate as many compensation and operating costs as they can. World Renew staff should communicate this policy to donors during the process of designing and budgeting for the project. Standard language to be used in communicating this policy follows:

“This project is additional to the World Renew board approved budget and activities for this

year. As in all our activities, World Renew is committed to providing the overall supervision and financial accountability systems necessary to ensure the effectiveness and integrity of the project. This requires staff time and resources both in the home office and on the field. To help cover this expense, World Renew has adopted a policy that 10% of all donations to "over and above" projects will contribute to General Operating Support."

5. Above budget programs that require the formation of a new partnership with a local implementing organization that does not currently have a formal partnership agreement are not encouraged. However, the final decision about whether to approve such a project will be determined on a case-by-case basis, with the understanding that partnerships must be approved by the CRCNA Board of Trustees.
6. When a country/partner is being considered for over and above funding, the most recent evaluations (partner, country, CFGB, DFATD, and external, internal and desk audits) will be reviewed by MTL to ensure all recommendations have been implemented or they are satisfactorily working on corrective action. MTL should inform the CFO and Home Office Finance to provide feedback on financial audits.

THE APPROVAL PROCESS

1. Regardless of who initiates the idea for the project (the donor/s, the community, World Renew staff), the World Renew Consultant should remain centrally involved with the local people and other stakeholders during the design and implementation of the project to ensure that it serves the needs of the community and matches the interests of the donor. World Renew staff is advised to maintain clear written communications with the donor/s throughout the process so that there is a record of decisions made to which everyone can look back in case questions arise later.
2. The World Renew Consultant must inform his/her Ministry Team Leader and CFO about the project early in the concept development stage. If a grant proposal is being developed for a foundation or government agency, the Grants Sub-Team must also be informed early in the process. This step allows for feedback early in the process so that project plans and proposals are more likely to be approved easily once they are finalized.
3. The plan for the above budget project should be presented to the MT Leader using the same format that is used for planning general program budget (unless the TL or the CORE Team has requested you to use another format). The Ministry Team Leader may give or deny approval after evaluating whether there is adequate staff capacity and good alignment with World Renew's mission and priorities and whether the project design reflects good community development principles and processes. [If funding for the above budget project is being sought from an institutional grant maker, approval must also be obtained from the Grants Sub-Team Leader before the proposal is submitted.] If the MT Leader approves the proposal he/she will send to the CORE Team Leader and CFO for final approval (for proposals under \$20,000).
NOTE: For proposals that are written in a language other than English and submitted to a local donor please provide a 1 page summary of the key elements in the document including project scope and budget in US dollars.
4. If the over-and-above budget in the proposal is *greater than \$20,000*, then approval is required from the Delta Team Leader, CORE Team Leader and the Chief Financial Officer. [This requirement does not apply to grants.] NOTE: Greater than \$20,000 is referring to the total

budget amount for the project, not just the amount requested from a World Renew donor. If multiple funders are supporting the project this information should be included in the proposal. The grand total of the budget If these individuals cannot come to an agreement on whether to approve the project, the Co-Directors will make the final decision to accept or reject the proposal.

5. Once all the necessary approvals have been obtained, the Ministry Team Leader forwards the plan and budget to the CORE Team Leader and CFO and informs them of the need to make arrangements for project donations to be received. At this point, World Renew can accept funding from the donor. **Funding should never be accepted before the proposal has been approved internally.** The CORE Team Leader requests a fund code, attaching the planning document, and copying the CORE team member responsible for the donor relationship. The CORE team member ensures that the project is included in the over and above budget giving reports. Home Office Finance will also add the new project to the Above Budget Tracking System on Quickbase.
6. Once approved, the project plan and budget should be entered into Newdea. If you need advice or assistance with entering a plan for a new project that begins mid-year, please contact Delta-Program Assistant. Remember that it is not always necessary to enter a whole new IBA (results chain) for a new program. If the above budget project is a new additional component in an ongoing program that already is entered in Newdea, you may only need to add an activity to the IBA. The budget for the new above budget program can be added to an existing partner budget as a new line item. It may be helpful to refer to the most recent World Renew Planning Guide for additional instructions and advice.
7. Quarterly reporting should be entered into Newdea in the usual manner. Additional reporting is often requested, for example, a semi-annual narrative. Specific reporting expectations should be made clear at the time the project is approved.
8. The project may be renewed year-to-year through the regular cycle of planning and budgeting as long as there is approval by the MT Leader and funding continues to be available. When it is time for the program to come to an end, the program is no longer entered into the plans and budgets in Newdea.

TRACKING ABOVE BUDGET REVENUES AND EXPENSES

On Quickbase there is a database called the "Above Budget Tracking System." This system tracks the financial data for most approved above budget programs. The information in this database is updated by Home Office Finance on a monthly basis, allowing field staff to see contributions from the US and Canada received year-to-date, funds carried over from the prior year, funds spent year-to-date, and remaining funds that are available.

Financial Services updates contributions received in the US and Canada with information in the Causeview system. Field staff provides Finance with data on spending through their monthly field reports in Newdea. After Quickbase is updated, staff is automatically notified via email. Field staff is responsible for verifying the accuracy of information posted to the World Renew Above Budget Tracking system. Any corrections must be communicated to Home Office Finance in a timely manner.

Field staff should not overspend available funds. Any spending in advance of donations received must first have Team Leader, CFO, and Grants Sub-Team Leader (if applicable) approval. If a project is

overspent at the end of the fiscal year and the project has ended with no additional revenue expected to be received then the country responsible for the project will be charged the overage.

Unless there is an exemption agreed to with the Chief Financial Officer, 10% of the revenue received for above budget projects will be applied toward World Renew's general operating fund. The 10% will be recognized at the time of the gift rather than on a cumulative basis.

At the close of the fiscal year, any unspent funds are automatically carried over to the new fiscal year.

ANNEX 1 – Lessons Learned from Past Above Budget Programs

After nearly a decade of experimentation of constituency involvement and above budget projects, World Renew has learned some valuable lessons about which kinds of projects foster sustainable community development and which do not.

- Donors who come on tours can help with communicating to churches. It is possible to have constituency involvement while also building community capacity and local ownership of a project.
- If a constituent or Partners Worldwide member wants to give a business loan to an individual entrepreneur, World Renew will not serve as the financial pass through or the loan collector. Loans of this type have had little success in contributing to community transformation. Often there are poor rates of repayment, and this type of loan requires an enormous amount of World Renew staff time. A group formation strategy and mobilization of local savings is a prerequisite for a truly beneficial credit program.
- There are frequently situations in which North American churches or Christian schools have personal contact with nationals and want to fund their schools. These relationships have potential for fostering dependent relationships. World Renew needs to avoid situations in which its role is reduced to only providing accountability for finances rather than providing consultation on good community development practice.
- Seek community ownership rather than North Americans providing services to local recipients. Constituents are more effective when they are guided to consult with the local partners rather than making unilateral decisions.
- We should be realistic about the amount of World Renew staff time it takes to make one of these relationships work well. Count the cost!
- Avoid situations in which donors lead World Renew to expand into new partnerships without first going through the partnership development process.
- Inadequate planning and development work in the community usually leads to old patterns of dependency being reinforced.
- Once a donor's money has been accepted, it is nearly impossible to say no. So wait until the project has been approved by all the necessary parties before accepting any funds.
- Volunteers/interns have the ability to raise money above what is required to fund their time in the field. While the volunteer/intern contract states that all funds raised above what is used for field expenses will be given to that country's general program, this needs to be highlighted during the orientation. If it is the desire of the volunteer/intern to provide financial support to the partner we can inform them of the MT general program amount that will be given to the partner with the explanation that while this amount has been budgeted, it has not yet been raised. If this is not the direction that they want to go, we can then provide them with these Above Budget Guidelines.

ANNEX 2 – The Grants Sub-Team

The Mission of the Grants Sub-Team is to provide Ministry Teams with technical support and resources for securing and managing grants successfully so that World Renew can expand its community development impact. The Grants Team establishes standards and guidelines for World Renew related to grants procurement and management; assists field staff to identify funding opportunities, develop competitive proposals, and report on grants to donors; ensures compliance with donor regulations; and provides technical support in sectors such as health, HIV and AIDS, sustainable agriculture, and environmental management, as requested by the field.

Stephanie Sackett, Grants Sub-Team Leader

Location: Grand Rapids (US)

Areas of Responsibility: Lead the Grants Sub-Team and contribute to the development of new proposals and the management of existing grants

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Alice Bouwma

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Lynda Dykstra

Location: Burlington (Canada)

Areas of Responsibility: Food security and sustainable agriculture grants, including Foods Resource Bank, SAFS and sometimes CFGB when in collaboration with IDR

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Alan Talens

Location: Grand Rapids (US)

Areas of Responsibility: community-based health grants, including maternal and child health and malaria, and HIV and AIDS

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