

### Dear Friends,

The COVID-19 pandemic has impacted all of our lives in unprecedented ways this year: the loss of loved ones, isolation, fear for our health, and, in some cases, our livelihoods.

In the communities where World Bicycle Relief operates, the pandemic has amplified existing challenges. With schools closed and no online options, more girls are dropping out of the education system. If you are living in poverty, economic shutdowns can mean hunger; crowded buses become a prime location for viral transmission.

As the pandemic's realities emerged, our team was nimble and developed new partnerships to build resilience and equip healthcare efforts. With our supporters stepping up like never before, we provided more than 2,400 bicycles to the Kenya Red Cross, Zambia Ministry of Health, Save the Children Malawi, Food and Agriculture Organization Colombia, and other frontline operations.

Global demand for bicycles surged—the same was true in our markets. We achieved "essential services" status and instituted strict hygiene and social distancing protocols in our assembly facilities and 30+ Buffalo Bicycle Retail Shops to protect our team members and the communities we serve.

Despite the many challenges, together, we achieved remarkable progress in 2020, including:

- The launch of our Colombia operations, our first in Latin America
- The introduction of our innovative Mobilized Communities holistic programming
- A growing partnership with UNICEF
- The inaugural Pedal to Empower global cycling event
- Our 15th anniversary virtual celebration

We continue to live in uncertain times, but we've never been more optimistic about the future of World Bicycle Relief and the results we can achieve together.

More individuals and communities are thriving through the Power of Bicycles with the measured impact of keeping girls in school, improving farmers' access to markets, and increasing caregivers' reach. As we advance, we are eager to improve gender integration in all aspects of our work, and explore our role in climate action.

Thank you for your incredible support, and please read on!



Dave Neiswander
Chief Executive Officer



# ADAPTING TO A GLOBAL PANDEMIC

Across the globe, the COVID-19 pandemic has dramatically altered daily life for all of us. Lockdowns, reduced public transportation and increased demand for bicycles was not just a phenomena in Asia, Europe and North America, but in the developing regions of the world where World Bicycle Relief works.

Of greatest importance was ensuring the health and safety of our team members and the communities we serve. We moved operations to a remote workplace where possible and instituted strict distancing and sanitizing protocols for our assembly teams and retail shops. Being in the transport sector, and with the growing demand from consumers and organizations, we obtained essential business status in most countries so we could continue to supply needed bicycles and spare parts.

With schools closed for the majority of the year, we worked closely with governments and development partners on the ground to donate bicycles to support the expanded role of frontline health workers, the food security supply chain, and the new needs of daily commuters.





After an operational pause in March 2020, our local assembly facilities and retail shops in Colombia, Kenya, Malawi, Zambia, and Zimbabwe were deemed essential and reopened under new safety precautions. Staff continue to observe proper social distancing, wear face masks and utilize sanitation stations positioned throughout our facilities to help provide essential transportation services to our end-users.

# **COVID-19 RESPONSE PARTNERS**

Our incredible partners made it possible to distribute 2,465 Buffalo Bicycles to frontline workers and entrepreneurs.

**COLOMBIA** Food and Agriculture Organization (FAO) • Mica Sonrisas • Action Against Hunger • Pan American Development Foundation **KENYA** Kenya Red Cross Society **MALAWI** One Community • mothers2mothers • Save The Children • USAID • Norwegian Church Aid **ZAMBIA** Ministry of Health • Rotary **ZIMBABWE** Community Working Group On Health • Greenline Africa Trust • I Am Zimbabwe / Impact

Hub • International Medical Corps / Amalima Program

# RECOGNIZING THE VALUE OF BICYCLE TRANSPORTATION

As COVID-19 spread, day-to-day life changed in the communities we serve. Bus fares increased as fewer people took public transport and government regulations limited available options. Road closures and lockdowns restricted movement around the world. Large markets closed, forcing entrepreneurs to adapt by making door-to-door sales. Never before has the Power of Bicycles been so apparent. Interest in cycling surged worldwide in both rural and urban settings as cycling moved beyond its leisure sport status to become the safest and most reliable way to travel.



# CREATING SAFER WAYS TO TRAVEL

As in other parts of the world, interest in bicycles surged in the countries where we work.

- As part of our COVID-19 response, through our partners, frontline health workers in Kenya, Malawi, Zimbabwe and Zambia received Buffalo Bicycles to help ensure that their communities had continued access to essential health services. These health workers, who are the first line of defense in rural communities, also used their bicycles to inform their communities about the dangers of COVID-19 and how to avoid the transmission and spread of the virus.
- Female farmers and entrepreneurs in Colombia participating in a Food and Agriculture Organization of the United Nations (FAO) program received 200 Buffalo Bicycles amidst the pandemic to help participants transport goods and travel to meetings safely. "Taking into account the COVID protocols, being able to count on my bicycle as a safe means of transport...has made a great change for me," said Monica, a 38-year-old Buffalo Bicycle recipient.
- Employee Purchase Programs (EPPs), where employees can pay off a Buffalo Bicycle over a period of several months, made it possible for essential services workers across our countries to get to work. More than 600 Buffalo Bicycles were purchased in Colombia as part of new EPPs, reactivating the economy while ensuring employee safety. Safeguard Security, an organization of private guards serving Zimbabwe's major cities, acquired an additional 762 bicycles for its peri-urban employees as part of its ongoing EPP. And BM Security in Kenya provided 139 Buffalo Bicycles to its security guards through an EPP, helping staff get to work on time, safely, and with minimized risk of exposure to the virus.



# MOBILIZING COMMUNITIES FOR THE FUTURE

Fifteen years of learnings and insights have evolved our sector-specific approach to a holistic multi-year approach in defined geographies, with community-led programming encompassing education, healthcare, livelihoods, and conservation. This Mobilized Communities model promotes long-term bicycle use through a sustainable bicycle ecosystem with our assembly and distribution facilities, spare parts supply chain, trained local mechanics, and social enterprise retail outlets supporting community-led and managed programming.

Informed by the Sustainable Livelihoods Framework developed by the United Kingdom's Department of International Development (DFID), now Foreign, Commonwealth & Development Office (FCDO), our model addresses the complex challenge of distance in rural areas. The approach aims to mobilize as many individuals as possible across a spectrum of roles within their communities, with a special focus on those who are the most vulnerable to poverty: women and girls.

# OUR MOBILIZED COMMUNITIES THEORY OF CHANGE

If communities help identify the distance barriers they face and co-design solutions, develop local management structures, learn bicycle management skills, and receive high-quality Buffalo Bicycles - along with access to spare parts and the support of trained community mechanics - then they will manage community bicycle programs and benefit from improved transportation to goods and services.

Access to transportation is expected to result in improved access to healthcare, education, and markets. This improved access is expected to result in improved and diversified household incomes and improved education and healthcare outcomes, contributing to greater empowerment. Greater empowerment is expected to help individuals and communities thrive.



We believe all answers are found in the field and that no one is better equipped to identify the needs of a community than the community members themselves. We partner with communities to identify needs and cocreate programs through our Mobility Needs Assessment. Through this engagement we receive community input on distance barriers and opportunities, including gender and social issues as well as livelihood opportunities.

# **EVALUATING OUR EFFECTIVENESS**

Our initial Mobilized Communities pilot in the Hwange district of Zimbabwe, implemented in partnership with Greenline Africa Trust, has established a baseline against which we can measure short-term outcomes in late 2021, a year after the first 800 Buffalo Bicycles of a three-year program were distributed there. For this pilot and all future Mobilized Communities, we will measure our success in achieving our mission by evaluating the following impacts:

- Change in household income and income diversity
- Change in individual productivity
- Access to employment, health services, and other livelihood-enhancing activities
- Change in empowerment of girls and women
- Change in social capital of girls and women
- Sustainability of community bicycle management structures
- Increase in bicycle demand
- Overall community improvements from increased mobility

Robust monitoring and evaluation of our Mobilized Communities programming is essential to validating our Theory of Change and adaptively managing future engagements to maximize impact. We integrate program learnings into case studies to inspire and influence governments, funders, non governmental organizations (NGOs), communities and other stakeholders on models that work, and the importance of embedding mobility to achieve global development outcomes.



# PRIORITIZING WOMEN AND GIRLS

Throughout developing regions, women and girls still face cultural obstacles that limit their access to quality education, markets, well-paid employment, quality reproductive healthcare, and property rights. Barriers to education, including gender and social norms, household responsibilities, safety concerns, and long distances to school, disproportionately impact girls and result in poorer educational outcomes that negatively impact girls' entire futures.

World leaders at the 2015 UN Summit named "Gender Equality" one of the 17 Sustainable Development Goals that aim to end poverty, protect the planet, and ensure prosperity for all by 2030.

Our programming has shown that a highquality bicycle is a powerful, cross-cutting intervention that can help women and girls access education and healthcare, improve their standing in their household and community, improve safety and confidence, and increase earning potential. Empowering women and girls in these ways creates a cascading impact on the whole community, improving outcomes for everyone to a greater degree than can be achieved by mobilizing men alone. According to the Food and Agriculture Organization of the United Nations (FAO), a \$10 increase in a woman's income generates the same impact on children's health as a \$110 increase in a man's revenue. For these reasons, we prioritize women and girls in our programming.





# **EDUCATION AS A CATALYST**

In early 2020, 132 million girls worldwide were already out of school. The Brookings Institute reports that the COVID-19 pandemic only exacerbated the physical and cultural barriers standing in the way of girls' education. Today, it is more crucial than ever that we support girls in pursuit of an education, as educated girls grow up to have higher wages, healthier families, and play a vital role in lifting their communities out of poverty. The mobility that bicycles provide can be key to keeping girls in school. A randomized controlled trial study by Innovations for Poverty Action (IPA), which studied our Bicycles for Educational Empowerment Program (BEEP), revealed that bicycle access improves the educational and empowerment outcomes of girls in rural Zambia.

Follow-up data a year after the study's report Wheels of Change (2019) was published, revealed that the bicycles continued to improve the attendance and retention of the girls. The data collected in early 2020 showed that girls with bicycles consistently missed fewer days of school than girls without bicycles, and fewer girls with bicycles dropped out of school than those without bicycles.



GIRLS WITH BICYCLES ARE
19% LESS LIKELY TO DROP
OUT OF SCHOOL THAN GIRLS
WITHOUT BICYCLES



In 2020, more than
750 people of all ages across
31 countries came together
(virtually) for Pedal to Empower, a
global ride providing women and girls
in need with life-changing bicycles.
To join the movement, visit
pedaltoempower.com



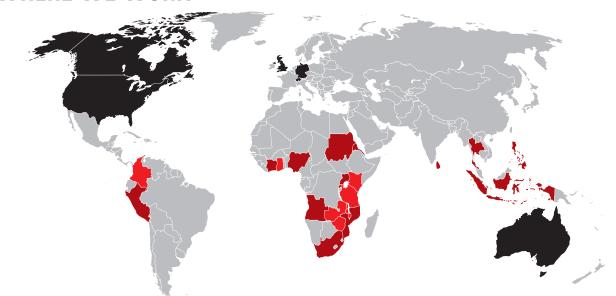


# ADDRESSING CHALLENGES IN THE FIELD

Despite the challenges posed by the COVID-19 pandemic, including different forms of lockdowns across



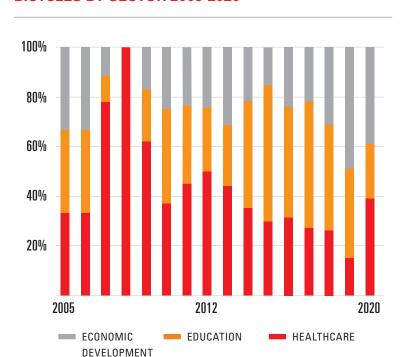
# WHERE WE WORK



- PROGRAM LOCATIONS (2020) Colombia, Ghana, Kenya, Malawi, Mozambique, Zambia, Zimbabwe
- PROGRAM LOCATIONS (2005-2019) Angola, Eritrea, Indonesia, Ivory Coast, Nigeria, Peru, Philippines, Rwanda, South Africa, Sri Lanka, Sudan, Tanzania, Thailand, Uganda
- FUNDRAISING OFFICES (2020) US, UK, Germany, Canada, Australia, Switzerland

# **CROSS-CUTTING IMPACT**

# **BICYCLES BY SECTOR 2005-2020**



# 15 YEARS CREATING IMPACT

550,742 **BICYCLES DISTRIBUTED** 



235,617 PROGRAM BICYCLES



315,125 SOCIAL ENTERPRISE



2,511 MECHANICS TRAINED



35 SHOPS

# ADVOCATING FOR RURAL MOBILITY

There is a great need for reliable, durable, and affordable transportation across developing regions of the world, particularly in rural areas. Seventy percent of rural Africans rely on walking as their primary form of transportation, and 450 million Africans lack access to all-season roads. Our field partners and social enterprise sales are essential to scaling up to meet this need for mobility. As we help individuals and communities go further and faster, community-led development in healthcare, education, and economic opportunities can flourish and communities can become more resilient.

We continually seek platforms and opportunities to advocate for an enabling environment for bicycle mobility. In the regions where we work, we forge relationships with local organizations and governments to help foster a culture of bicycle usage.





### **IN ZAMBIA**

We partnered with the Corporate Social Responsibility Network Zambia (CSRNZ) to help advocate through the Ministry of Commerce and Industry for the reduction of duties on bicycles for community programs and to promote bicycle usage in the country. We are also working with Transaid on a non-motorized vehicle policy that encourages Lusaka's adoption of a bicycle culture, including adding bicycle lanes to new roads.



### IN COLOMBIA

We worked with the Barranquilla District Mayor's office and added 11 new business sector allies to the Sustainable Mobility program, which promotes bicycles as a safe and environmentally friendly means of transportation during the COVID-19 pandemic.



### **IN MALAWI**

We attended workshops with the Ministry of Health and were invited to exhibit at their expos. As a result, they recognized the value of a robust bicycle like ours and instituted a new policy that Community Health Workers should have durable bicycles to perform their duties.





## **ADVOCACY IS INFLUENCE IN ACTION, and**

one of the pillars of our strategic plan is to become a leading champion for rural mobility in developing regions of the world. As leaders in advocating for rural mobility, we are working to ignite a conversation within the global development space about how rural mobility is essential to achieving global development goals like improving education, ending poverty and hunger, expanding access to healthcare, and achieving gender equality, amongst others. Through these conversations, we aim to become recognized as a premier partner of governments, NGOs, and other organizations looking to expand the impact of their community-led development initiatives.

To that end, we joined Catalyst 2030, a global movement of cross-sector social entrepreneurs, funders, and innovators collaborating at this critical time to attain the Sustainable Development Goals (SDGs), and made two significant contributions to their 2020 "Getting From Crisis to Systems Change" report for policymakers: a resolution to explicitly embed rural mobility within the SDGs and a recommendation for a UN-facilitated global compact to reduce taxes on bicycles targeting the base of the economic pyramid.



# PARTNERING FOR RESULTS

Through social enterprise partnerships, we are able to scale our work and reach more people in need of reliable transportation. In 2020, we sold bicycles to many partners to help them amplify the impact of their own programs with mobility. Some highlights include:

### UNICEF

Our ongoing partnership with UNICEF continues to grow. UNICEF awarded World Bicycle Relief a two+ year agreement as a preferred supplier of bicycles to their programs. This allows any United Nations agency, fund or project to buy Buffalo Bicycles through a fast-track procurement process. With an urgent need to help students return to school as they reopen, and ongoing critical maternal/child health challenges, COVID-19 has expanded the need for reliable transportation and our partnership with UNICEF is more important than ever.

# FOOD AND AGRICULTURE ORGANIZATION (FAO) MALAWI

The multi-stakeholder resilience program, PROSPER, implemented by FAO has signed an agreement to provide Buffalo Bicycles to more than 8,200 agricultural extension workers in rural areas of Malawi through 2021.

### **CAMFED ZIMBABWE**

We delivered 2,440 Buffalo Bicycles to the Campaign for Female Education's (CAMFED) program aimed at improving girls' education and their prospects of becoming independent. For this program, 35 young Zimbabwean women were trained as Buffalo Bicycle field mechanics.

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# DEVELOPING BICYCLE ECOSYSTEMS

A crucial element of our advocacy strategy includes expanding bicycle ecosystems to encompass more than just bicycles. We are focusing our influencing efforts on inspiring others to build a vibrant bicycle ecosystem that supports its users. We see an opportunity to scale and grow these ecosystems by offering technical advisory and support services to partners who use bicycles in their programming. Designing and implementing community-led mobility programs that include all of the components that are essential for long-term results, an ecosystem that includes trained mechanics and a robust supply chain of spare parts, will provide the support to maximize the impact.



# COMMUNITY-POWERED APPROACH



Local committees shape and manage programs to fit their needs. They oversee mechanics and identify and support participants.



### **LOCAL MAINTENANCE**

Trained by Buffalo Bicycles Ltd. and paid by the community, local mechanics maintain and repair participant bicycles.



### **SUSTAINABLE SUPPORT**

Mechanics access training and spare parts through our network of local Buffalo Bicycle retail shops and facilities.



### **PARTNERING FOR SUCCESS**



Participants are selected based on distances travelled and the impact a bicycle will have on their daily tasks as well as the community. They sign a service to own agreement with the Bicycle Supervisory Committee (BSC) and set aside a small amount of money to pay for ongoing maintenance.

# IMPROVING HEALTH OUTCOMES

Since the end of 2020, we have been supporting Abt Associates in the design and implementation of the rural mobility component of the USAID-funded Efficiencies for Clinical HIV Outcomes (ECHO) project in four provinces of rural Mozambique. Along with 1,377 Buffalo Bicycles, World Bicycle Relief provides technical support by training community-based mechanics, and building the capacity of health centers to mobilize and amplify the impact of mentor mothers, counselors, and other health workers' outcomes by increasing workers' and volunteers' reach, efficiency, and retention. World Bicycle Relief will be contributing to the program over three years and collecting impact data in 2024.

"Collaborative partnerships with leading development organizations like Abt Associates and USAID Feed the Future are critical to our path for scaling impact. Similarly, our excellent partnership with BMW demonstrates corporate engagement to help solve global challenges."

- DAVE NEISWANDER, WORLD BICYCLE RELIEF CEO

# EXPANDING FINANCIAL ACCESS

A lack of flexible financing is often the biggest barrier to accessing transportation, particularly for rural customers. We have piloted a number of financial models designed to eliminate this barrier, including models that use cooperatives, Employee Purchase Programs (EPPs), and other financial intermediaries to improve access to bicycles. Some of the initiatives we have been working on include:

## DAIRY ASSOCIATION OF ZAMBIA (DAZ)

With funding and support from BMW, we have been scaling up an EPP with dairy farmers in Zambia based on findings from our work between 2011 to 2014 with the Palabana Dairy Cooperative (PDC), where dairy farmers purchased Buffalo Bicycles through a low-risk EPP. As a result of the bicycles, these farmers made 25% more milk deliveries, transported more milk on each trip, reduced spoilage, and increased their income by 25%.

### **USAID FEED THE FUTURE/AGRICANE**

This partnership has mobilized sugar workers in Malawi, providing a sustainable transportation option while serving as a proof of concept that, if successful, can be replicated for workers in other sectors in the country.

# PARTNERING FOR GREATER IMPACT

During a year in which bicycle sales and interest surged across the globe, the cycling industry stepped up their support in incredible and innovative ways to bring the Power of Bicycles to those who needed it most.

# KEY CYCLING INDUSTRY SUPPORT



RAPHA hosted a Black Friday Ride, challenging cyclists from around the world to "swap the shop for drops" and cover 1M kms to provide 1,000 bicycles to those in need. Rapha amplified our message to more than 160K participants and mobilized its community to log over 2.5M km on Strava.

**SRAM** is World Bicycle Relief's longest standing partner and continues to help us reach a broader audience and create more impact in the field through a combination of direct support, engaging key sponsored athletes and teams for our events, providing in-kind product, leveraging engineering resources for product development, and donating a small amount for every order through an internal purchase program.





global cycling Network, a long-time partner in the UK, filmed a new cycling challenge in 2020 called "trenching": descending the depth of the Mariana Trench (11,034m) by climbing and descending Porlock Hill in Somerset, South West England, 36 times in one day to match the distance of the trench. GCN presenter Hank (James Lowsley-Williams) raised more than £25k for World Bicycle Relief on this ride, which was matched by a donor to total £50k.

**STOLEN GOAT**, UK-based designers of cycle clothing and accessories, donated all proceeds from a special line of World Bicycle Relief-branded cycling kits to our cause, raising both funds and awareness of our mission among its customers.

**DT SWISS**, bicycle component manufacturers, hosted a week-long Instagram takeover leading up to our Pedal to Empower ride, educating its audience on our work and in support of the inaugural event.

**JOBRAD**, a German corporate bicycle leasing company, has supported our work for more than five years through corporate donations and sharing our mission with staff and client networks.

### **GERHARD DASHUBER OF RADELN & HELFEN E.V.,**

a German society that raises money for children in need through cycling, rode 2,000km from Vienna to Nice to empower 115 students at a rural Zambian school through our "Mobilize A School" initiative.

### REBECCA RUSCH'S BE GOOD FOUNDATION

received funds raised by participants in Rebecca's Giddy Up Challenge and pledged \$25k of those funds to World Bicycle Relief in support of our COVID-19 relief efforts.



"The Be Good Foundation was launched because of my work with World Bicycle Relief. This alignment as a team has been really incredible. I'm continually inspired."

- REBECCA RUSCH, 2020 TRAILBLAZER AWARD RECIPIENT



# MORE INTERNATIONAL SUPPORT

This year, strong support came from beyond the cycling industry as well. The work we did in 2020 wouldn't have been possible without the amazing community of long-term supporters that stood by us, including:

**EUROMONITOR INTERNATIONAL**, independent providers of strategic market research, is committed to funding international organizations that contribute to the achievement of the SDGs. Over the past three years, Euromonitor has funded bicycles for several schools through £150k in donations to our "Mobilize A School" initiative and have pledged funding towards one of our Mobilized Communities in 2021.

**ZF** is a global technology company that supplies systems for passenger cars, commercial vehicles, and industrial technology, enabling the next generation of mobility. Their foundation, ZF hilft e.V., partnered with us to fund the Mobilized Communities pilot in Hwange, Zimbabwe, which will supply more than 2,400 bicycles through 2022.

**ALSTOM**, developers of mobility systems based in France, partnered with World Bicycle Relief through its foundation to support the start of operations in Colombia in 2020 and fund 3,500 bicycles for BEEP in Northern Colombia. The first distribution took place in Galapa in March 2020, right after the opening of the new assembly facility in Barranquilla.



# **KEY TO SUCCESS**

We believe that the key to mobilizing more individuals, families and communities is growing our partnerships. We're always excited to find new ways to collaborate! If you or your organization are interested in exploring partnership opportunities with us, please contact us at partners@worldbicyclerelief.org.

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# INCREASING ACCESS TO BUFFALO BICYCLES

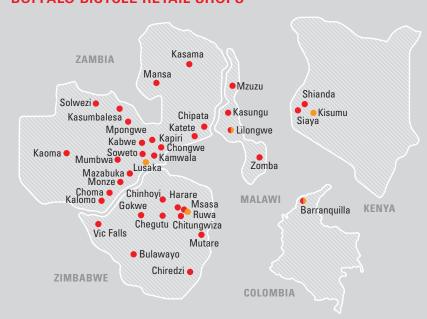
In the regions where we work, Buffalo Bicycles is increasingly becoming a well-known and respected brand with a large distribution network. The brand awareness created by our programs and social enterprise sales has generated a high demand for our bicycles and parts. We're growing our presence to meet that demand with 13 new shops opened in 2020, bringing our total number of shops to 35 across five countries. Greater investment in field countries creates more local employment opportunities and better access to spare parts outside of main city centers, contributing to a sustainable bicycle ecosystem for all.

This year, World Bicycle Relief celebrated our 15th anniversary and achieved an important milestone: 2,500 mechanics trained to date to support riders in our programs!



"We have seen major growth in our brand recognition and sales in each of our program countries over the years. We continue to expand our network of Buffalo Bicycles retail outlets to demonstrate our commitment to providing sustainable mobility and to ensure riders have access to quality bicycles, spare parts and servicing." – BRIAN BERKHOUT, WORLD BICYCLE RELIEF VICE PRESIDENT: AFRICA

# **BUFFALO BICYCLE RETAIL SHOPS**



Year-over-year growth in Buffalo Bicycle shops reflects increased demand and brand recognition.



**TOTAL SALES** 



**BICYCLE SALES** 



SPARE PARTS SALES



**TOTAL SHOPS** 



WAREHOUSE/ASSEMBLIES



# LOOKING AHEAD

Of the 17 SDGs established by world leaders in 2015, 8 are related to protecting our climate. Goal 13, "Climate Action," explicitly calls for urgent action to combat climate change and its impacts. Communities, businesses, and individuals all over the world must prioritize practices that protect the environment to ensure a safe and healthy future for us all.

Climate change presents increasing challenges to the communities we serve. Girls travel farther to collect water; farmers face reductions in crop yields and the need to shift to new crop varieties to continue feeding their families. To stay effective in a changing world, our programming and partnerships must address the need for mobility to combat these climate-related challenges.

When it comes to transportation, bicycles are one of the most sustainable, green mobility solutions available, which makes them an appealing choice for organizations with environmentally-focused missions. In 2020, we increased our sales to conservation organizations in Malawi, Zimbabwe, and Zambia. In the years ahead, we look forward to increasing our efforts to put the environment at the center of our operations and integrating environmentally focused solutions more holistically across our strategy, exploring practices that ensure a more sustainable future for all.





# WORLD BICYCLE RELIEF ENVISIONS A WORLD WHERE DISTANCE IS NO LONGER A BARRIER TO INDEPENDENCE AND LIVELIHOOD.

We believe that mobility is a fundamental human right. With bicycles, people are empowered to make positive change in their lives and communities. Our innovative model and mobility solutions ensure people have access to education, healthcare, and economic opportunities. We are committed to achieving the United Nations Sustainable Development Goals to end poverty, protect the planet, and ensure prosperity for all by 2030.

For partnership opportunities, please contact: partners@worldbicyclerelief.org



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