



THE PATH TO ONE MILLION BICYCLES AND FIVE MILLION PEOPLE EMPOWERED

2021-2023


WORLD BICYCLE RELIEF®

INTRODUCTION

Between the world as it is, and the world we want, are miles of unpaved roads. We partner to build the bicycles and supportive systems capable of bridging this gap.

Over the last 15 years, the lives of over 2 million women, men, and children have measurably improved through better access to resources and opportunities from the distribution of more than 500,000 Buffalo Bicycles and supportive programming from World Bicycle Relief (WBR). With extensive learning to leverage and a successful social enterprise, we are preparing to scale our impact with a continued focus on gender integration so that millions more can thrive through the Power of Bicycles.

In the hands of a mother, student, and farmer, the Buffalo Bicycle is a durable, powerful tool to help end the poverty cycle in rural communities.



A sturdy workhorse that helps community health workers deliver lifesaving medicine to more patients.

"Now I can cover at least 20 households in a single day...before I would reach only 6 households. Where I walked for more than an hour to the hospital to collect commodities, submit reports or attend training I now just need 15 minutes,"

— Miranda Muyambo, a Village Health Worker, Zimbabwe

A productive asset that helps farmers deliver more produce, faster, to market.

"Before the bicycles, my farmhands walked the milk in a wheelbarrow for an hour. There was 30% failure getting the milk to the dairy before spoilage. Today, with the coming of the bikes, 100% success."

— Ephraim Bindewinda, a Dairy farmer from Palabana Cooperative in Zambia's Eastern Province

An effective conditional asset transfer that helps girls get to school and keeps them attending school.

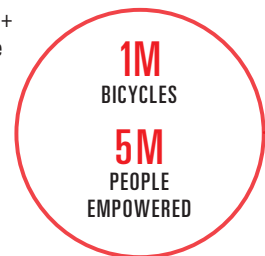
"We have seen enrollment of girls going up. They are able to get to school early in the morning. They are no longer tired...It is like a liberation."

— Monica Mudonidongo, Vice Principal of Bukhaywa Secondary School in Kenya, which distributed 200 Buffalo Bicycles to students in 2015.



Each Buffalo Bicycle serves as a strategic accelerator that helps partners, businesses, and governments deliver critical services in rural areas. With a Buffalo Bicycle and supportive programming, individuals and communities can move faster on the pathway out of poverty. Sustainable transport is a critical enabler to achieve the UN Sustainable Development Goals (SDGs) and drive global progress. A Buffalo Bicycle is a powerful, cross-cutting tool that directly contributes to achieving nine SDGs, including ending poverty, universal access to education, improved health outcomes and gender equality.

The median household size is 5+ in the rural communities where World Bicycle Relief operates. Research shows the cross-utility and multi-users of bicycles in a household.¹ This is the basis of estimating a 5x multiplier impact for each bicycle distributed.



550,742
BICYCLES
DISTRIBUTED



WHY NOW?

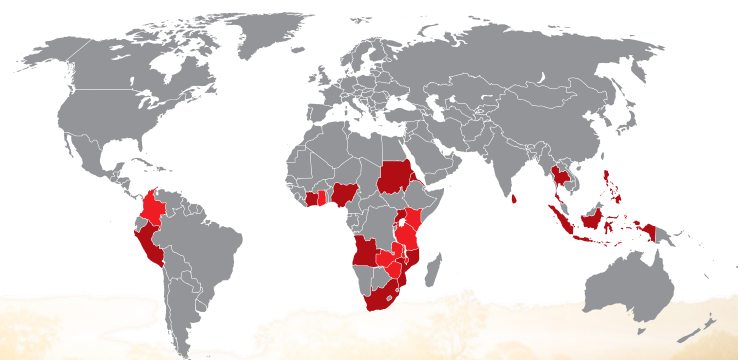
Over the last 25 years, the world has witnessed the largest reduction of poverty in human history, with more than one billion people around the world escaping poverty². But this historic progress has been uneven. Nearly one billion rural people risk being left behind because they live in communities where education, healthcare, markets, and other critical services needed to end the poverty cycle, are simply out of reach. The majority of the one billion people are women and girls who face a myriad of other, interconnected challenges.

RURAL DISPARITY

- Researchers have estimated that 75% of deaths across rural sub-Saharan Africa are related to distance – patients simply can't reach health facilities or can't reach them in time.³
- About 12 million school-age children will never set foot in a classroom.⁴ According to the World Bank, "The single most important determinant of primary school enrollment is the proximity of a school to primary school-age children."⁵
- Basic formal financial services still reach only 10% of rural communities.⁶
- This deeply unequal landscape prompted UN chief António Guterres to write recently, "*Income disparities and a lack of opportunities are creating a vicious cycle of inequality, frustration and discontent across generations.*"⁷

These pockets of discontent, overwhelmingly located in rural areas, are an urgent call for action.

OUR GLOBAL OPERATIONS



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

WORLD BICYCLE RELIEF'S BACKGROUND

WBR is uniquely positioned to address this growing disparity and disrupt chronic, generational poverty in rural areas in a scalable and sustainable manner. We are the only rural transportation organization working to achieve systems change to solve the challenge of rural access at scale, globally.

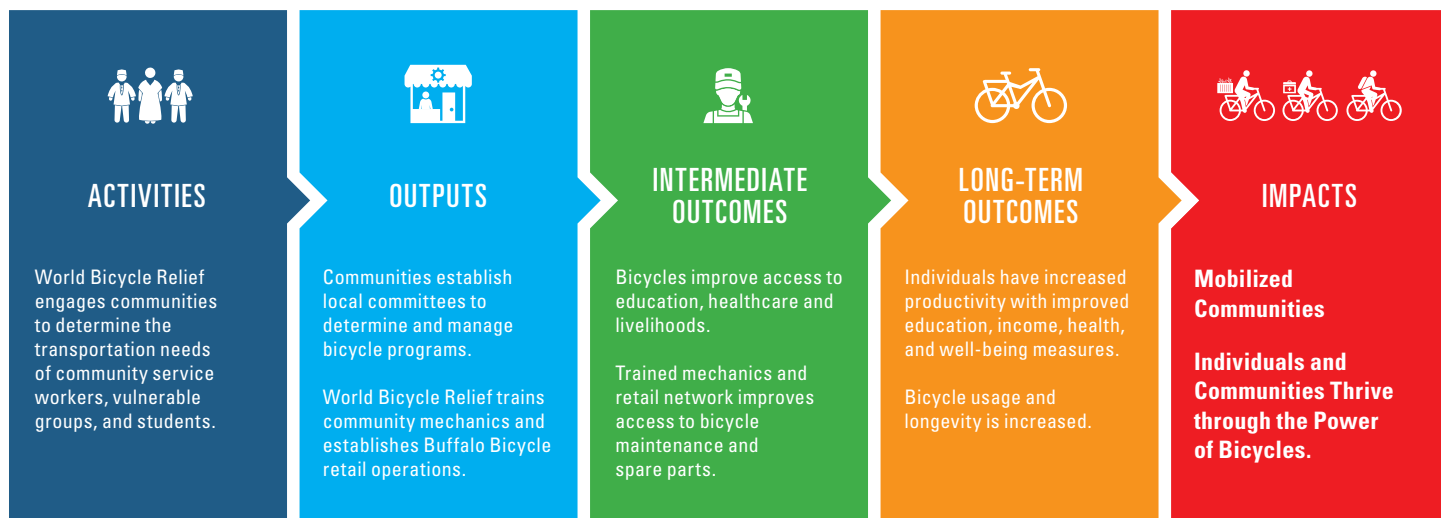
We were founded by SRAM, leaders in the cycling industry. This expertise in bicycle product development, supply chain management, and continuous improvement is at the core of our value proposition: connecting the underserved with a new category of bicycle that meets their unique needs. From this base, we've evolved into a global team of changemakers committed to accelerating progress toward achieving the SDGs by changing the way the development sector thinks about and addresses rural access.

We're powered by an innovative hybrid for-profit/non-profit model. Revenue from our wholly-owned for-profit Buffalo Bicycles Ltd. social enterprise, which sells our purpose-designed Buffalo Bicycles and spare parts to partners and individuals, helps support WBR's community-driven programming for low-income people, in addition to research, and advocacy.

Leveraging our lessons learned, this plan outlines our ambitious strategy for building on our strong foundation to prepare us for scale, to help eliminate the barriers that stand in the way of one billion rural people's rights, plans, and dreams.



OUR THEORY OF CHANGE



World Bicycle Relief partners with communities, especially women and girls, in rural areas to establish and manage a sustainable transportation ecosystem, to improve people’s access to critical poverty-reducing services and opportunities with gender integration.

Given the scale of this challenge, we must collaborate with governments, development agencies, funders, and the private sector to help them change the way systems operate and services are delivered to make them more accessible and impactful.

We collaborate with these partners and communities to identify access challenges and deploy community-led programming and purpose-designed bicycles in a gender responsive manner to improve access to healthcare, jobs, markets, and education.

To keep these bicycles in the service of individuals and communities for years to come, we establish market-based sustainable bicycle ecosystems including trained mechanics and a supply of spare parts. We engage in long-term partnerships with communities as they co-design and manage bicycle programming to meet the needs they prioritize.

We harness market forces. In poor, rural communities, this includes establishing “service to own” programs, developing innovative financing models, and promoting community village savings groups to pay community-based mechanics for bicycle maintenance, repairs, and spare parts. To broaden access to the purpose-designed Buffalo Bicycle, we have a growing footprint of Buffalo Bicycle retail outlets selling directly to consumers in the communities we serve.



EVIDENCE OF IMPACT

Our Buffalo Bicycles and rural transportation programming have mobilized armies of community health workers. They have boosted girls' attendance in school and self-image. They have helped women farmers save time and money. And they have served as a lifeline to rural communities cut off from decades of medical, agricultural, and technological advances.

Our rigorous evaluations have measured the transformative impact:



Dairy farmers in Zambia delivered more milk, increased their incomes by 23%, and reduced before-market spoilage when equipped with a Buffalo Bicycle.



Community health workers in Kenya served 88% more patients when equipped with a Buffalo Bicycle to speed their travels between patients and are less likely to quit.



Women agricultural entrepreneurs in Colombia reported a 59% increase in business income since using the Buffalo Bicycle.



Girls in Zambia who owned a Buffalo Bicycle had higher test scores, missed 28% fewer days of school, and felt safer than girls without bicycles. After two years, they had a 19% lower dropout rate (compared to girls without bicycles).

OUR VISION FOR 2023


We believe that rural people have the same rights to education, healthcare, and livelihood opportunities as urban residents. We know that we will only break the cycle of poverty in rural communities if we deliver on these rights – especially for women and girls.

World Bicycle Relief has demonstrated that we can bridge the divide. We can sustainably connect rural residents with the basic education, healthcare, market, and financial services they need to thrive.

We envision a world where the private sector, governments, NGOs, competitors, and funders are committed to building systems, programs, and policies that are inclusive. They do so, based on the knowledge that health programs, education systems, and financial services designed and delivered with a rural transport lens are critical to accelerating their own impact metrics, achieving our global goals, and achieving a more just and sustainable world.

We know that rural access is the necessary spark for a dynamic chain reaction that will pay dividends over generations. When rural women, men, and children have opportunities, they can join and support thriving economies and spur inclusive economic growth.

To achieve this vision, World Bicycle Relief must ignite a global conversation about the need to improve rural access. Over the next three years, we will build the evidence base and advocacy case to fuel this conversation and inspire and equip governments, funders, competitors, and collaborators to recognize and address the injustice of rural exclusion.



"Timing is everything for a dairy farmer. It's important to get the milk to the cooling center before it goes bad. Before the bicycle, it was a difficult journey. My neck would hurt for the rest of the day. I had to hire a bike taxi often, now I have my own." — Alinesi Nepiyala, rural Malawi

HOW WILL WE GET THERE

With this 3-year preparing-to-scale strategy, we announce our intention to develop, test, and make available the tools, programming, and partnership needed to drive a global transformation in rural transportation to increase access to vital services and opportunities. We will test and refine approaches to community-driven programming, based on participatory, gender-responsive approaches.



We will learn, adapt and share findings as we implement programs to impact health, education, livelihoods and conservation with low-income populations. Through our social enterprise, we will multiply our impact through partnerships with development organizations and growing our consumer retail footprint. As we embrace continuous improvement, we will constantly engage our partners in the implementation and evolution of integrated holistic programming.

As a learning organization, we will continue to learn and publish our unique evidence, with a focus on understanding:

- The impact on income and assets when individuals and communities have access to and use of Buffalo Bicycles, particularly women and girls
- The impact on health seeking behavior in a community, especially for women and girls, when they have access to and use of Buffalo Bicycles
- The long-term education, livelihood and empowerment impact of Buffalo Bicycles on girl students
- Best practices for how communities can be trained and mentored over time to manage and sustain large-scale bicycle programs

ACCELERATE

INNOVATE

ADVOCATE

HOW WILL WE GET THERE

ACCELERATE

Over the next three years, we plan to go deeper in our existing countries of operation to optimize current capacity and impact. In addition, we will strategically explore high-potential, adjacent-country expansion. We will also work as a leading partner and global resource on bicycle mobility for a growing number of governments, funders, private sector actors, communities, and NGOs that are mission and strategy-aligned.

In our countries of operation, we will increase the number of communities we support in their efforts to implement our holistic transportation programming integrating healthcare, education, livelihoods and conservation. This multi-year effort in targeted geographies, “Mobilized Communities”, will generate new learnings of how to best support cross-sector community-led development. We will amplify each of these activities by expanding our network of market-based, Buffalo Bicycle retail outlets and train field mechanics to support bicycle maintenance and repair.

In the development sector, we will deepen and increase partnerships to help aligned actors embed our data-driven, cost-effective programming into their health, agriculture, financial, environment/conservation and education interventions to magnify and accelerate their impact. To equip more organizations, we will develop a technical advisory strategy including guidelines, tools, and resources to help communities and development actors identify and respond to rural access challenges.

In addition, we have begun developing a climate strategy addressing the production and supply chain of bicycles, as well as programmatic interventions to help communities we serve to mitigate and adapt to climate impacts.

All of these learnings will inform the basis of our subsequent multi-year scaling strategy.

INNOVATE

Over the next three years, we will continue to embrace continuous improvement to pursue innovations that connect us closer to the communities we serve; create new financing tools to increase accessibility to bicycles; create new, purpose-designed bicycle components for greater utility; build our body of evidence of impact data and research, and make us more efficient.

We will continue strengthening the gender responsiveness of our programs, including new financing options to meet women’s needs. And we will continue piloting new programming within “Mobilized Communities” to support rural women’s entrepreneurship.

By the end of 2024, we will launch the following tools:

- A new financing model for low-income rural consumers to access Buffalo Bicycles, with a special focus on female consumers
- A new community mobility needs assessment tool

We will make available for purchase at our retail outlets an expanded selection of Buffalo Bicycle models and components – all of them affordable, durable, and purpose-designed for local conditions.

ADVOCATE

Over the next three years, we will elevate the voices of the communities we serve to be a champion of rural transportation to improve access. World Bicycle Relief will be a global leader, influencer, and strategic partner in rural transportation in emerging economies.

This requires expanding our work in research, measurement and evaluation. Of particular import is our ongoing research exploring the long-term impact of our Buffalo Bicycle and supportive programming on women’s economic empowerment and girls’ educational attainment, safety, and empowerment.

This research will support expanded communications and advocacy activities including a new coordinated, global influencing strategy. These activities will generate demand for our expertise and tools and also improve the activities and impact of other like-minded organizations.



METRICS

For the years 2021 - 2023, we plan to distribute over 260,000 new Buffalo Bicycles through programs and sales. In World Bicycle Relief-supported programs, we expect to achieve these results:



25%
INCREASE IN
PRODUCTIVITY



20%
INCREASE IN
HOUSEHOLD INCOME



25%
INCREASE IN ACCESS
TO HEALTH SERVICES



25%
INCREASE
IN SCHOOL
RETENTION



A MEASURABLE
INCREASE IN
INTERNAL LOCUS OF
CONTROL



95%
OF COMMUNITY
BICYCLE NEED IN
TARGET AREAS MET



70%
OF BUFFALO BICYCLES
WILL GO TO WOMEN
AND GIRLS

To ensure a market-driven, sustainable ecosystem, we plan to:

- Maintain the net profit margin of our Buffalo Bicycle social enterprise at 20%
- Maintain the compounded annual growth rate in spare parts revenue at 20%

By 2025, we forecast that we will achieve over 1 million total bicycles distributed since 2005, thus helping an estimated 5 million women, men, and children improve their lives.

OPERATIONAL EXCELLENCE

To support our impact goals, we will continue to invest in our people and systems, including finance and human resources. As an organization committed to empowering people in need around the world, we are internally examining diversity, equity, inclusion, and culture within our organization. We are developing an action plan focused on internal operations, external engagement, and programming approaches. We will regularly measure progress across the organization. We know this is a journey, and we are passionate about improving along the way.

CORE TO OUR STRATEGY

- Continue to build an organization of excellence that values its team members.
- Implement impactful, cost-effective, holistic bicycle mobility programs that are community-led and managed, based on an evidence-based approach and with gender intentionality.
- Leverage rigorous impact data and stories to inspire and influence.
- Increase global fundraising revenue by expanding and diversifying our partner and supporter base.
- Innovate and create supply-chain for purpose-designed bicycles and components focused on value/quality propositions to the end-users.
- Sell bicycles, spares and services-expanding retail presence and financial accessibility for consumers and value-added services for organizations.
- Commit to continuous improvement through measurement, learning, innovation and communication.



JOIN THE MOVEMENT

If you are as impatient with the status quo as we are

If you recognize that a child's right to education or a woman's right to healthcare doesn't end where paved roads give way to rutted dirt paths

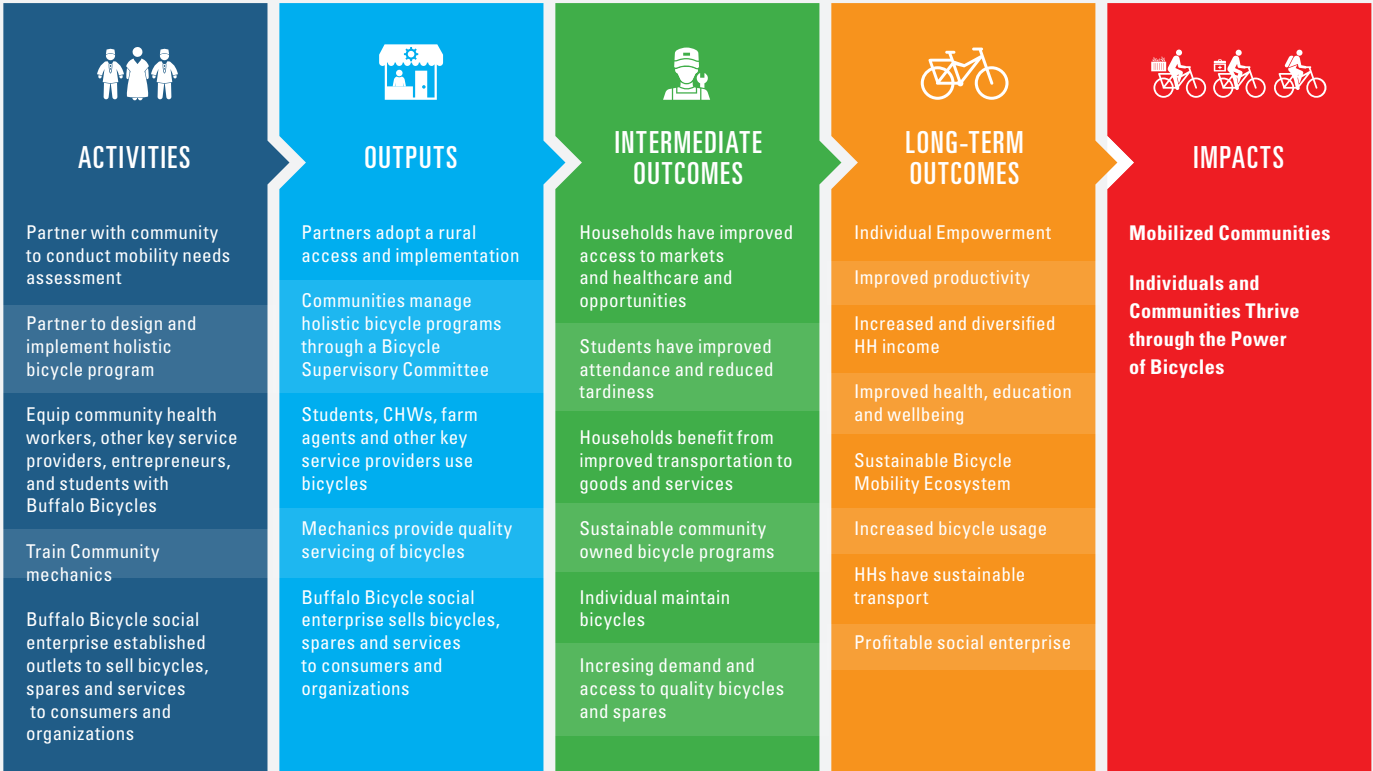
If you want to defeat chronic poverty and support poor rural communities and governments in their efforts to overcome the challenge of rural access

JOIN US

worldbicyclerelief.org

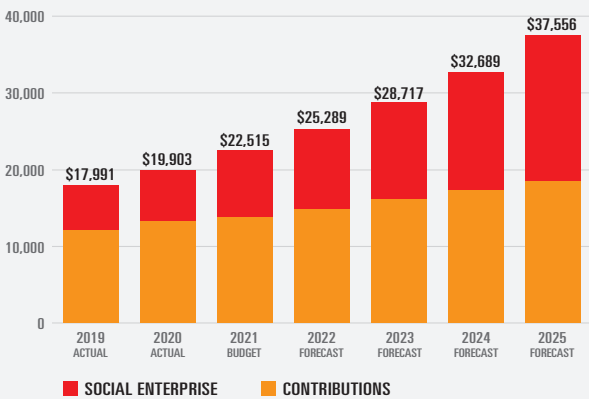
THEORY OF CHANGE

Inspire and equip all sectors to improve access to school, work, and healthcare, for one billion rural people living in poverty, especially for women and girls

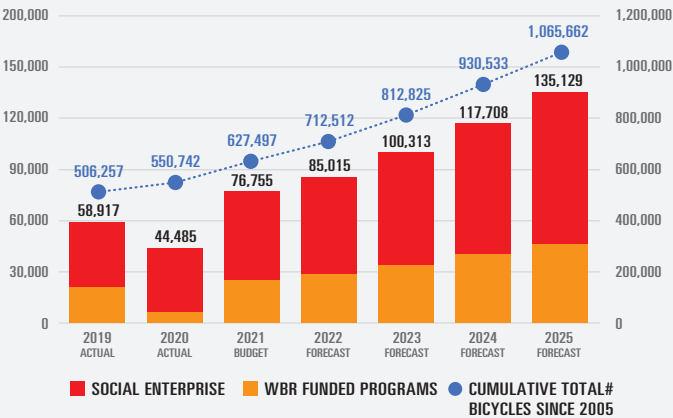


MEASURE & INNOVATE

HISTORICAL & FORECASTED REVENUE (\$)



HISTORICAL & FORECASTED BICYCLE DISTRIBUTIONS



Footnotes: ¹Global Data Lab • ²"Global Roadmap of Action Toward Sustainable Mobility: Universal Rural Access." Sustainable Mobility for All, 2019. • ³Starkey, Paul and John Hine. "Poverty and sustainable transport." UN-Habitat, 2014. • ⁴"UNESCO warns that, without urgent action, 12 million children will never spend a day at school." UNESCO, 2019. <https://en.unesco.org/news/unesco-warns-without-urgent-action-12-million-children-will-never-spend-a-day-at-school-0> • ⁵Lockheed, Marla E. and Adriaan M. Verspoor. "Improving Primary Education in Developing Countries." The World Bank, 1991. • ⁶International Fund for Agricultural Development • ⁷Lederer, Edith M. "UN report: 70% of the world lives where inequality has grown." Seattle Times, 2020. <https://www.seattletimes.com/business/un-report-70-of-world-lives-where-inequality-has-grown/>



WORLD BICYCLE RELIEF®

WORLD BICYCLE RELIEF MOBILIZES PEOPLE THROUGH THE POWER OF BICYCLES.

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