

NGO Growth Roadmap



**Sustainable agriculture NGO develops an approach to scale operations
and expand geographic footprint**

Background and Objectives

A provider of sustainable agriculture education services focused on Central American sought to scale operations and programming to new geographies. Despite its history of strong program growth, operating budget fluctuations have threatened to destabilize program execution, employee retention, and geographic expansion. These fluctuations were driven by inconsistent donation levels by patrons and capacity constraints faced by the staff.

The leadership team asked for assistance in providing strategic planning support to help mitigate risks of continued fluctuation in donation levels and sustain delivery of the core mission.

Approach

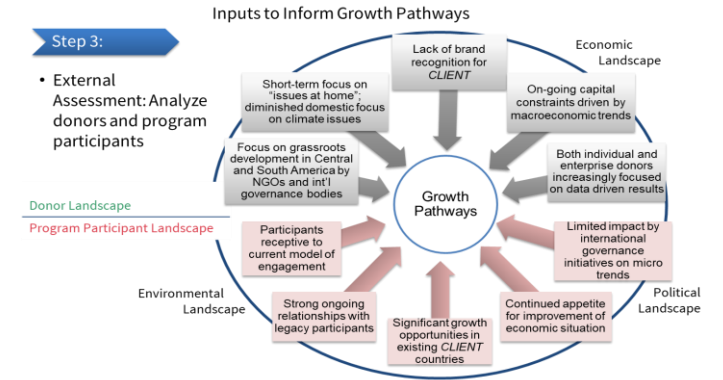
Our process comprised three distinct modules to evaluate strategy options for the client team:

- Internal interviews with client staff – mix of phone based and in person interviews with program staff to evaluate organizational strengths and weaknesses
- Program benchmarking and ecosystem opportunity analysis – external research into success stories for comparable programs and evaluation of alternate income strategies
- Strategy development and 5 year roadmap creation

Recommendations

BCE applied its analysis of program strengths and weaknesses, case study best practices, and alternate income opportunities to develop go-forward strategy for the client team. A combination of new and existing ventures were ultimately required to break through the client team’s budgetary plateau.

Near term recommendations focused on new segment targeting, agro-lending & distribution, and ecotourism given actionability and low-risk profile. These recommendations included a detailed roadmap and execution plan to help solidify year over year funding and program stability, build organizational muscle for in country operations to better support program delivery, and key milestones for when to hit go on geographic expansion.



| Revenue Sources from Case Studies | | Concept Origin and Description | |
|-----------------------------------|-----------------------------|--------------------------------|--|
| Traditional Channeled Income | Charitable Donations | CLIENT | • Current model employed by CLIENT |
| | Long-Term Yield Bonds | CASE STUDY A | • Sells long-term bonds (return in 30+ years) to raise capital • Invests capital in local, small scale enterprises to create cash flow • Reinvests profits in land and businesses to expand footprint and operations |
| Earned Income | Ecotourism | CASE STUDY E | • Partners with in-country tourism and services groups to avoid investments in fixed assets • Re-invests profits in educational materials and staff |
| | Voluntary Carbon Offsets | CASE STUDY F | • Leverages land holdings and reforestation work to create credits • Uses targeted business development with "in-network" enterprises to sell credits above market price |
| Revenue Sharing Strategy | Agro-Lending & Distribution | CASE STUDY B | • Provides small scale loans and education to improve yield per acre • Provides networking assistance to access local markets and coordinate sale of surplus • Ties loan payback to performance against aggregated yield metrics |