



*Changing Lives
One Bike at a Time*



STRATEGIC PLAN 2025-27

INTRODUCTION

Back in 2004, Keith Oberg had a simple strategic objective when he launched Bikes for the World. He saw that in the Washington, DC metro area thousands of bikes were either thrown away or left gathering dust in garages and attics. But he also knew the power of the bicycle to change lives in poorer countries by improving education opportunities, increasing access to markets, and making healthcare more accessible. Now, some 20 years and 200,000 bikes later, the driving force for Bikes for the World remains the same: to collect and re-distribute these plentiful, no-longer-needed but valuable bikes, putting them to good use through partner agencies around the globe.

Bikes for the World covers the US end of things: we collect bikes; bring them to our warehouse; and prep, sort, and upgrade them with the help of our many volunteers. Some bikes, especially children's bikes, benefit local kids and communities here in the US.



Bikes empower young women like Esther to continue their education, participate more in decisions that affect their families, and ultimately build better futures

But most are shipped overseas, to our partner organizations which use the bikes in their projects and show us the many positive results of their efforts.

Current partners of BfW are in Ghana, Sierra Leone, Rwanda, Kenya, South Africa, and Madagascar in Africa; Costa Rica, El Salvador, and Barbados to our South; and the Philippines in East Asia.

To continue this work, the organization needs to plan strategically for the future and ensure that we remain in a strong position to meet the needs of our partners on an ongoing basis. The Board of Directors of Bikes for the World therefore presents this Strategic Plan for 2025-27 to strengthen and advance the organization toward long-term sustainability and growth and to ensure it continues to serve its mission for years to come.

This is a living document. The Board will periodically review the Plan to ensure its continued relevance to the long-term success of the organization. The Plan will be accompanied by Annual Action Plans (AAPs) designed to achieve the strategic goals of the organization.

MISSION

Our core mission is to recycle high-quality used bicycles and bicycle parts collected in the United States and distribute them to our partner organizations (POs) in developing countries that use the bikes in programs and activities aimed at improving the lives of their community members. Partner organizations seek to achieve this goal by providing affordable, clean, and healthy transport for work, education, and health care, and generating skilled employment in bike repair and maintenance. Fulfilling this primary mission also helps BfW meet several complementary missions:

- protecting the environment in the US and reducing waste by keeping unwanted but still valuable bicycles and parts out of the waste stream;
- providing community service opportunities for volunteers in the US, especially for students; and,



- raising public awareness of the benefit of

environment-friendly and safe transportation in the countries where we and our partners operate.

Volunteers refurbishing bikes in our warehouse

STRATEGIC GOALS

1. Provide high-quality used bikes, bike parts, and selected tools to our partner organizations to support them in their efforts to improve the lives of their community members.
2. Seek ways to provide support for our partner organizations (POs) in their efforts to promote environment-friendly, safe, and healthy ways of transportation in their countries.
3. Provide BfW's volunteers with meaningful and enjoyable teamwork and learning experiences.
4. Improve BfW's organizational effectiveness and financial sustainability.

PLAN FOR ACHIEVING STRATEGIC GOALS

The main objective of this Strategic Plan 2025-27 is to inform the public, including current and potential volunteers and donors, of its core aims and activities, while providing guidance to BfW's Board and staff in day-to-day operations and management.

Goal 1: Provide high-quality used bikes and bike parts (and selected tools, e.g., portable sewing machines) to our partner

organizations to support them in their efforts to improve the lives of their community members.

Our partners either use bikes as an instrument of their programs, or they market used bicycles and fund their programs with the proceeds. BfW is and will remain a US-based organization that relies fully on its partner organizations for reaching their target populations. BfW currently focuses on enhancing the quality of its product and services provided to its partners.

Strategies:

- Match the type, size, and quality of bikes, parts, accessories, **and tools** supplied to partners with their expressed needs, and adjust collection strategies to meet them. Parts are obtained through a combination of local public and industry in-kind donations (used and new), bulk wholesale purchase of new product, and using skilled volunteer labor to strip usable components from damaged and other unwanted bikes.
- Improve existing, or develop new processes (including surveys), to measure and evaluate how the bikes distributed have helped partners reach their goals. Assess with partners their capacity to capture and analyze data on bikes received and distributed, and to formulate their needs to BfW.



Bikes for the Philippines at work

- Improve existing or develop new processes (including reporting by partners, online exchanges, and site visits by BfW) to assess with partners their capacity to use bikes

successfully in their programs to improve the lives of their target populations. This includes their capacity to capture and analyze data on the impact of their programs, and make changes as needed.

Goal 2: Seek ways to provide support for our partner organizations in their efforts to promote environment-friendly, safe, and healthy ways of transportation in their countries.

Beyond providing bikes, BfW will continue to aim to support its partners (such as the Village Bicycle Project – see picture) by regularly exchanging with them on how best to use the bikes for their programs and maximize the social value of BfW's in-kind support to their organizations. BfW will also seek to help establish contacts with organizations which can provide funding, technical, or regulatory support relevant to their organization's objectives.

Strategies:

- Support POs in mobilizing contacts with relevant other organizations, including by passing on information and establishing connections between them.

VILLAGE BICYCLE PROJECT



Changing lives for 20 years:

127,000 Bikes sent to Ghana & Sierra Leone
21,000 Beneficiaries trained in repair skills
4,000 Girls & Women learned to ride
60,000 Tools distributed to support mechanics

BFW PARTNER SPOTLIGHT

Village Bicycle Project aims to empower communities by strengthening bicycle culture. Programs combine quality subsidized bicycles with hands-on maintenance training for new owners. Village bike mechanics receive detailed training along with specialized bike tools and spare parts. This comprehensive, holistic approach ensures that bikes will be dependable, affordable and sustainable transportation for years to come. Women and girls, who are frequently marginalized, are specifically targeted for inclusion in programs which begin to address the gender inequalities that limit their access to bicycles. Village Bicycle Project operates in both Ghana and Sierra Leone; Bikes for the World supports both projects.



BikesfortheWorld.org

Support for women bike skills and culture in Ghana and Sierra Leone

- Advise POs on promoting in their localities and countries the safe, healthy, and efficient use of bikes as a sustainable means of transport and a safe bike culture.
- Encourage POs to engage in national partnerships, including with government and in bike-relevant vocational training. Support POs as they seek to obtain more favorable tax treatment and more efficient customs clearance.
- Continue to support selected POs' capacity building by providing training in repair, adaptation, and maintenance.

Goal 3: Provide BfW's volunteers with meaningful and enjoyable teamwork and learning experiences.

BfW has a full-time, but small, staff. Much of the work of collecting, preparing, and shipping the bikes is carried out by hundreds of volunteers, many from local schools, service organizations, and

faith communities. We aim to maintain and strengthen this essential pillar of BfW, promote an environmental and humanitarian service ethic, and bond our volunteers durably with the organization.

Strategies:

- Augment our approaches to bringing in volunteers and exposing them to BfW's work, ensuring they have a good teamwork and learning experience, including exposure to mechanical skills and environmental and humanitarian values.



Volunteers loading a 40' container with about 500 bikes, ready for shipment

- Improve existing and develop new mechanisms to measure the quality of the volunteer experience (including formalizing curricula and through surveys and other feedback mechanisms) and express constructive feedback and appreciation for volunteer efforts.
- Provide clean, safe, and respectful working conditions for volunteers while practicing the environmental principles of “Reduce, Re-use, and Recycle” in all our operations.

Goal 4: Improve BfW's organizational effectiveness and financial sustainability.

In the last eight years, BfW saw its fixed costs increase as it started paying full rent for a warehouse (no longer benefiting from concessional storage space). During that period, tax law changes have reduced small-donor giving and the Covid pandemic further disrupted established financial and in-kind donor patterns. While BfW recovered quickly and returned to pre-pandemic output levels in 2023 and at the same time managed to increase the average quality of bikes shipped, these recent adverse shifts in costs and donations have strengthened our commitment to improve our organizational effectiveness and enhance our financial foundations, so BfW can sustain itself and grow.

Strategies:

- Develop new and stronger fundraising programs, by expanding our individual donor base, identifying new and diverse sources of funding (e.g., local government, sectoral foundations which support education, small enterprises, environment, and health), and corporate partnerships.
- Increase the average value of bikes delivered to our partners (relative to shipping cost) to enhance their missions and financial sustainability as well as our own.
- Work with existing and potential new US partners to see how their contributions to BfW's operations can be enhanced, especially through support for storage and delivery to BfW of donated bikes, and alignment of collections with our partner organizations' stated needs.

- Deepen efforts to renew Board membership, while ensuring diversification of backgrounds and skill bases, including in fundraising. Reinforce Board members' personal commitment and support to fundraising efforts.
- Establish procedures to identify potential partners based on specific criteria, such as developmental impact, prospective ability to provide services to their communities, potential local value of bikes, capacity to pay for the shipping costs, and financial reliability.
- Continue BfW's strong financial management, oversight, and transparency.

Attachment

BfW -- Indicators and Key Performance Indicators

BfW continuously keeps track of its performance, including by *Annual Input, Output, and Outcome Indicators* (below), and *Key Performance Indicators for the Strategic Plan* (next two pages).

	BIKES FOR THE WORLD — INDICATORS			
	2024	2025	2026	2027
BfW network in the U.S.				
# collection partners (schools, service organizations, faith communities)	43			
number of BfW private business & public entity partners (retailers, jurisdictions, university/public security impound)	71			
# volunteer groups/sponosrs	84			
# individual volunteers helping collect and prep bikes	1768			
# volunteer hours	5948			
Bikes/sewing machines collected and distributed				
# bikes collected	13,472			
# bikes recycled (after stripped for usable parts)	1,567			
# bikes sold	22			
# bikes donated locally	288			
# bikes donated internationally	11,194			
# sewing machines donated	82			
# 40-ft containers shipped	22			
BfW overseas partners				
# partner organizations receiving shipments	12			
of which: new partners	2			
commercial value (US\$ est.) bikes donated				
commercial value (US\$ est.) parts/accessories donated				
# individual beneficiaries reached via our partners				
women/girls trained in education and health programs				
women/girls who learned to ride				
persons trained in repair				

Key Performance Indicators for the Strategic Plan 2025-27

Goal 1: Provide high-quality used bikes and bike parts to our partner organizations to support them in their efforts to improve the lives of their community members.

- Conduct and publish annual surveys of our partner organizations to measure satisfaction with the bikes requested and received. Baseline survey to be completed by end-2025 and seek an average 5% improvement annually in the level of satisfaction.
- Develop annual reporting arrangements with partner organizations to present their goals and results to their partners, including BfW. Organize annually at least two online exchanges between POs and BfW and at least one on-site visit to a PO by BfW Executive Director and/or Board members.
- Establish by end-2025 targets for the volume of bikes to be delivered to partner organizations over the coming 5-year period, including agreed targets for the average local commercial value of such bikes.

Goal 2: Seek ways to provide support for our partner organizations in their efforts to promote environment-friendly, safe, and healthy ways of transportation in their countries.

- Develop reporting formats for partner organizations on progress with national or international partnerships, with first results reported by end-2026.
- Facilitate 1-2 new national or international contacts for partner organizations each year to support their activities.

Goal 3: Provide BfW's volunteers with meaningful and

enjoyable teamwork and learning experiences.

- Seek to increase the number of BfW volunteer hours (including those by Board members) by 5% per year (from 5808 hours in FY2024).
- Develop by end-2025 open-ended surveys of volunteer experiences including feedback on working environment and learning achieved, and suggestions for improvement. Begin using in 2026.
- Develop simple curricula for volunteer learning, e.g., external collection volunteers, one-time warehouse volunteers, long-term repeat volunteers.

Goal 4: Improve BfW's organizational effectiveness and financial sustainability.

- Strengthen and diversify BfW's donor base, seeking to increase individual financial contributions and grants, and break even financially by FY2027 (from an average loss of about \$40,000 per year in FY2022-2024).
- Increase the share of financial contributions in BfW total revenue (excluding the accounting value of bike collected in the US) to 68% by FY2027 (compared with 55% in FY2024).
- Monitor and report annually to the BfW Board the average cost (including all collection and overhead costs in the US, plus international shipping) to deliver a bike or sewing machine to each of our partner organizations.
- Continue to receive clean annual audits of BfW's financial reporting.