

3 YEAR STRATEGIC PLAN 2023-2025

bean
voyage

Women-Powered Coffee



Photo: Ana Lourdes Acuña from West Valley, Costa Rica by Fernanda Carrillo

BEAN VOYAGE AT A GLANCE

Founded in 2016

2023 Budget: \$390,000

Focus Countries: Costa Rica and Mexico

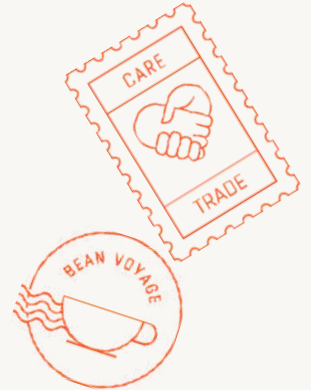
SDGs Focus:



Key Allies: The Starbucks Foundation, Western Union Foundation, Roddenberry Foundation, Women's Foundation of Colorado, Canada Fund, Australian Aid

our mission

Bean Voyage
collaborates with
women who are building
thriving agri-businesses.



we do this by:

- **Training:** facilitating workshops on food security, climate change, farm finances, quality improvement, etc.
- **Seed funds:** disbursing a pool of funds to participating farmers to invest in farm upgrades and income diversification.
- **Mentorship:** hosting an annual gathering of smallholder women, together with other actors in the coffee supply chain.
- **Global market access:** connecting farmers with coffee roasters globally, at higher prices.



our vision

We envision a world where smallholder farmers **thrive**, *no matter their gender.*

CARE values

Our actions are guided by the following values



C ompassion: we care about smallholder coffee families and their participation is core to our existence;

A gency: we care about the agency for women and youth to lead their communities;

R esilience: we care about instilling resilience so that smallholder families can effectively overcome unexpected hurdles (such as climate change);

E quity: we care about the sustainable and equitable future of coffee communities.

our theory of change:

If smallholder women farmers are equipped with the training, capital, and market connections, then, they will drive their communities toward a thriving future.

problem statement:

Globally, agrifood systems serve as significant employers for women, often representing a more crucial means of livelihood for women compared to men in numerous countries. Nonetheless, generation-long deprivation of access to resources including land, capital, and opportunities for training and market have left women vulnerable to the ongoing challenges of climate change and a volatile economy.

- **Cultural Barriers:** Women in the coffee industry often encounter deep-seated cultural obstacles when they aim for leadership roles, hindering their progress.
- **Limited Access to Training:** Women face a shortage of access to education and training, making it difficult to secure higher-paying contracts that require certifications and standard practices. This situation also leaves them vulnerable to the effects of a changing climate.
- **Lack of access to capital:** Women struggle to access capital, which makes it hard for them to invest in and expand their coffee businesses.
- **Lack of market linkages:** A lack of effective connections to markets limits women's ability to reach wider audiences and maximize their product potential.

problem at a glance

The global coffee industry is valued at close to **\$200 billion** as of 2023. But **5 million** smallholder coffee farmers are living below the poverty line, making less than **\$3.50/day**.

Bean Voyage is driving equity in the coffee industry by **removing barriers for female smallholders** in Costa Rica and Mexico.



our activities

We provide a **one-stop shop for women in agriculture** to access training, capital, and market.

Our programs are **women-centered and community-driven**, designed to dismantle cultural dynamics, bridge the gender gap, and allow for the resilient growth of the community.

based on our theory of change,
we have implemented various initiatives such as:

Resilient Communities Initiative

12-month training covering food security, income diversification, and climate change adaptation. We couple training with seed funding for implementing learnings.



Women Powered Coffee Summit

Centers on smallholder women farmers experiences, and offers an opportunity for peer mentorship and market connections.



Market Readiness Initiative

Provides global market access to smallholder women coffee farmers and their families to garner higher income for their coffee.



Impacts of our work

Outputs:

- Number of women participating in each program.
- Percentage increase in participation over time.
- Percentage of participants who successfully complete the 12-month training.
- Percentage of participants utilizing seed funding for implementing learnings.
- Types of investments made with the seed funding.
- Quantity of coffee sold through the Bean Voyage network.
- Comparison of sales volume before and after program participation.
- Assess the negotiation skills of women before and after the Women-Powered Coffee Summit.
- Number of connections made through the women-powered coffee summit.

Outcomes:

- Percentage increase in farm profits within 3 years of enrollment.
- Comparative analysis of profits for program participants and non-participants.
- Percentage increase in successful market linkages for participants in the Market Readiness Initiative.
- Number of new markets accessed by program participants.

Impact:

Growth in thriving business index scores for smallholder farmers, measured annually.

Long Term Transformation:

Smallholder farmers thriving, regardless of gender

3 year plan & 2024 goals

Our 3 year plan and goals are organized into Program, People, Revenue and Long-Term Organizational Development.

Program



Program

Resilience Building:

- **Goal:** Complete two cycles of the Resilient Communities Initiative within three years, impacting 1500+ women coffee producers.
- **Metrics:** Monitor the participation rate, satisfaction, and the ability of women to apply acquired knowledge.
- **2024 Target:** recruit and train a total of 400 smallholder women coffee producers in Costa Rica (250) and Mexico (150).

Financial Empowerment:

- **Goal:** Increase access to capital for smallholder women producers by facilitating funding for at least 50% of program participants to invest in their coffee businesses.
- **Metrics:** Amount disbursed in seed funds, and % of producers receiving funds.
- **2024 Target:** Disburse \$50,000 to 200 producers.

Market Linkages:

- **Goal:** Establish effective market linkages for female coffee producers by initiating partnerships and collaborations with at least three key market players.
- **Metrics:** Track the number of tonnes of coffee exported through market linkages and the resulting increase in income for producers.
- **2024 Target:** 60 tonnes exported through BV partners.

Increased Networking and Peer Mentorship:

- **Goal:** Host the Women-Powered Coffee Summit annually, engaging an increasing number of smallholder female producers in networking opportunities.
- **Metrics:** Measure the market linkages (income) formed at the Summit and community building/mentorship/recognition (sense of agency).
- **2024 Target:** 250 participants at the WPCS hosted successfully in Mexico.

People



People

Team Development:

- **Goal:** Implement a professional development program for Bean Voyage staff, focusing on skill enhancement and career growth.
- **Metrics:** Measure employee satisfaction, skill acquisition, and career progression within the organization.
- **2024 Target:** 85% Satisfaction, and number of new skills learned growth.

Strengthen Board Role:

- **Goal:** Increase diversity within the Board by implementing targeted recruitment strategies, focusing on gender equity, diversity, and inclusion. Grow the role of the Board in fundraising and growth-related initiatives.
- **Metrics:** Track the percentage increase in diversity among Board members.
- **2024 Target:** 25% increase in Board diversity.

Grow the role of the Farmer Advisory Committee:

- **Goal:** Enhance the role of the Farmer Advisory Committee by organizing at least four local events or initiatives that involve the broader community in Bean Voyage's network, led by the FAC.
- **Metrics:** Assess community participation, impact, and feedback.
- **2024 Target:** 2 events hosted for 100+ people.

Volunteer Engagement:

- **Goal:** Establish and grow a volunteer program, engaging at least 20 volunteers annually to support various aspects of Bean Voyage's initiatives.
- **Metrics:** Measure volunteer satisfaction, contribution, and the overall impact on program delivery.
- **2024 Target:** 10 volunteers recruited.

Organizational Culture:

- **Goal:** Foster a positive organizational culture that emphasizes collaboration, innovation, and a shared commitment to Bean Voyage's mission.
- **Metrics:** Conduct periodic surveys (every 6 months) to assess employee morale, teamwork, and alignment with organizational values.
- **2024 Target:** Qualitative measurement of feedback from the team.

Revenue & Long Term Strategy



Revenue

Diversified Revenue Streams:

- **Goal:** Increase the number of revenue streams by introducing at least two new income-generating initiatives, such as donor tours, merchandise sales, and specialty coffee course sales.
- **Metrics:** Track revenue generated from new initiatives and assess their long-term viability.
- **2024 Target:** Launch a Bean Voyage Tour as a new source of revenue.

Fundraising Campaigns:

- **Goal:** Successfully execute two targeted fundraising campaigns within three years, engaging existing and new donors.
- **Metrics:** Measure the funds raised, donor participation, and the effectiveness of communication strategies.
- **2024 Target:** \$500k raised in donations and grants.

Stakeholder Communication:

- **Goal:** Implement a robust stakeholder communication strategy, ensuring transparent and regular communication with donors, partners, and program participants.
- **Metrics:** Newsletter sign-up, conversion from subscriber to donor, increased donations from existing community of supporters.
- **2024 Target:** Develop a communications strategy; Increase the conversion rate to donations.



Long Term Strategy

Long-Term Financial Sustainability:

- **Goal:** Create an operating reserve to provide stability and sustainability of operations
- **Metrics:** financial reserve to last for 6 months
- **2024 Target:** End the year with \$90,000 in Cash Balance.

Long-Term Vision Progress:

- **Goal:** By the end of three years, position Bean Voyage as a recognized leader in fostering thriving businesses for smallholder women coffee producers.
- **Metrics:** Assess the organization's reputation, industry partnerships, and the perceived impact on the coffee industry.
- **2024 Target:** Nominated for Sprudgie Award, SCA Sustainability Award, or National Coffee Charity of the Year Award.



TOLERANCIA
our people

APERTURA
A
APRENDER

RESPECTAR
LA
PARTICIPACIÓN

CORDIALIDAD

SIN MIEDO
A
PREGUNTAR

Management Team



Sunghee Tark,
Founder & Chief
Executive Officer
(she/her/hers)



Abhinav Khanal,
Founder & Executive
Director
(he/him/his)



Fernanda Carrillo,
Program Manager
Costa Rica
(she/her/hers)



Maria Jose Monge,
Operations Manager
Costa Rica
(she/her/hers)



Itzel Mendoza,
Program Manager
Mexico
(she/her/hers)

Awards

- Specialty Coffee Association: LEAD Scholarship (Sunghee Tark) 2020-21
- Specialty Coffee Association: RE;CO Fellowship (Sunghee Tark '19, Fernanda Carrillo Chacon '20, Abhinav Khanal '20)
- Facebook Social Entrepreneurship Award 2018
- SOCAP Fellowship 2018
- Thomson Reuters Foundation Trust Scholarship 2018
- Cordes Fellowship (Opportunity Collaboration) 2018
- Watson Institute Fellowship 2017
- One Young World Gender Equality Award 2016

Supporters



Actividad realizada con el apoyo del Fondo Canadá para Iniciativas Locales



partnership spotlight

The Starbucks Foundation



Our partnership with **The Starbucks Foundation** has been instrumental in the growth of the Care Trade Model in Costa Rica.

Since 2021, the partnership has enabled Bean Voyage to reach **400 farmers** in all eight coffee producing regions of Costa Rica.



WOMEN
POWERED

Building Thriving Business with Smallholder Women Farmers



www.beanvoyage.org



hello@beanvoyage.org



[beanvoyagecoffee](https://www.instagram.com/beanvoyagecoffee)