



Multiplying Impact

through Direct Training
and Global Resourcing

Approved Strategic Plan
2017-2024
February 2017

Thank you to the dozens of leaders outside of ECHO and within our global staff who contributed thoughts, experience and insights to the development of this Strategic Plan. Special thanks to the other members of ECHO's Executive Team – Tim Albright, Bruce Wilson, and Rick Burnette – as well as to Daphne Fowler and Danielle Flood who edited and designed the presentation of this Plan.

David Erickson



November 11, 2022


ECHO 2017 – 2021 Strategic Plan Addendum

It is always the best intention of a strategic plan to put forth a vision that is challenging yet attainable. However, rarely is a strategic plan so wildly over-accomplished as this one has been. For this, we owe a debt of gratitude to the faithful dedication of our staff, network members, faithful supporters, and volunteers who have given their time, talents, and treasure to propel this mission forward. Together, with God's help, we have been able to accomplish the two main strategic plan goals, and more, bringing lasting hope to the hurting and hungry. Moreover, we find ourselves in an incredible place where the inauguration of ECHO's new President/CEO coincides closely with the accomplishment and end date of this strategic plan.

To allow ECHO to fully undertake a needs-based, participatory strategic planning process, the Board, in full concurrence with the President/CEO, has decided to extend the 2017-2021 Multiplying Impact Strategic Plan until February 2024, with the current framework for implementation, monitoring, and evaluation remaining in place.

It is our hope and best intention that the next strategic plan will be as aspirational and attainable as the current one has been, leading us to continue to provide the services that ECHO's diverse global network has come to depend on, and further multiplying the life-changing impact of this great work for years to come.

Together for the mission ahead and with joy in the journey,

A handwritten signature in blue ink, appearing to read 'Ah J Bl'.

Abram J. Bicksler, Ph.D.
President/CEO

A handwritten signature in blue ink, appearing to read 'Douglas Carlson'.

Douglas J. Carlson, MD
Chairman of the Board

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Executive Summary

Around the world, small-scale farmers work hard to produce enough food for their families and communities. However, among the 1 in 9 people who are chronically hungry, an estimated 70% rely on small-scale agriculture for their livelihoods. For over 35 years, ECHO has worked to equip these farmers with agricultural resources – training, information, and seeds – that improve crop production and reduce hunger. Clearly, there is much more to be done!

In order to multiply the impact of ECHO's work, this Strategic Plan outlines two bold new goals. By 2021:

- Over 500,000 people will benefit annually from ECHO's direct trainings; and,
- Over 17,500 development workers will benefit from ECHO's global resources.

Multiplying Impact is the “Wildly Important Goal”¹ at the heart of this Strategic Plan. Each of the goals and strategies outlined in the plan supports “multiplication”, as it is the leading indicator of program impact. Inherent to ECHO's model is the expectation that entrepreneurial farmers trained by ECHO benefit their families and communities by multiplying the plants, agricultural practices, and appropriate technologies with which they are equipped. In the same vein, ECHO's mission partners multiply ECHO's knowledge resources by sharing them with those who need them most.

Multiplication leverages impact not only by increasing the number of people impacted by ECHO, but also by equipping others to be trainers, thus removing time and financial constraints to

the spread of practical knowledge. Furthermore, because multiplication can be “caught” and “taught”, a multiplication approach embeds and reinforces knowledge, while empowering those trained by ECHO to become multipliers themselves.

ECHO has demonstrated the capacity to engage in its equipping mission at every geographic level, from local villages, to global gatherings, and every level in between. It has also been privileged to see the clear impact of its engagement: reduced hunger and improved lives. There are abundant opportunities for ECHO to extend its engagement and impact; there are also opportunities that can distract, dilute, or divert ECHO's impact.

The purpose of this Strategic Plan is to provide clarity and focus in order to achieve a multiplying impact at every level of engagement. This clarity and focus informs the detailed implementation planning required to bring these strategies to fruition.

This plan's first big goal is to increase the number of people who annually benefit from ECHO's direct trainings from an estimated 300,000 in 2016 to over 500,000 in 2021. The strategies employed in this plan not only increase ECHO's direct engagement with development practitioners and small-scale farmers, but also the application and multiplication of their learning in the lives of others around them. Enhancing ECHO's training resources, clarifying its expectations of those being trained, and providing systematic follow-up will all be essential to increasing the rates of application and multiplication.

Simultaneously, ECHO will expand its engagement with, and resourcing of, development workers around the world – increasing those directly served from over 11,000 in 2016 to more than 17,500 in 2021. These development workers also interact with

¹ Wildly Important Goal (WIG) is a term coined by the Franklin-Covey Group. Business guru Jim Collins uses a different term to reference the same bold goals – BHAG's (Big Hairy Audacious Goals).



small-scale farmers and are often positioned to utilize ECHO-provided knowledge resources to increase the volume and value of the agricultural production of these farmers. By sharing its proven and practical knowledge resources with this global “Community of Practice²” ECHO expands both immediate impact and long-term sustainability. In late 2015, ECHO was actively resourcing 10,000 of these development practitioners who reported that through them ECHO had benefited over 5.8 million women, children, and men around the world. Expanding ECHO’s global services to over 17,500 of these development practitioners may enable them to benefit over 10 million people with ECHO resources.

Along with ECHO’s current platforms for sharing resources, two additional strategic steps are integral to the increases in engagement and impact outlined above:

1. The incorporation of ECHO’s training modules into an online agricultural curriculum; and,
2. The development of a Regional Impact Team to serve South Asia (inc. India).

Inspired to Lead,

David M. Erickson
President/CEO

Douglas Carlson, MD
Board Chair

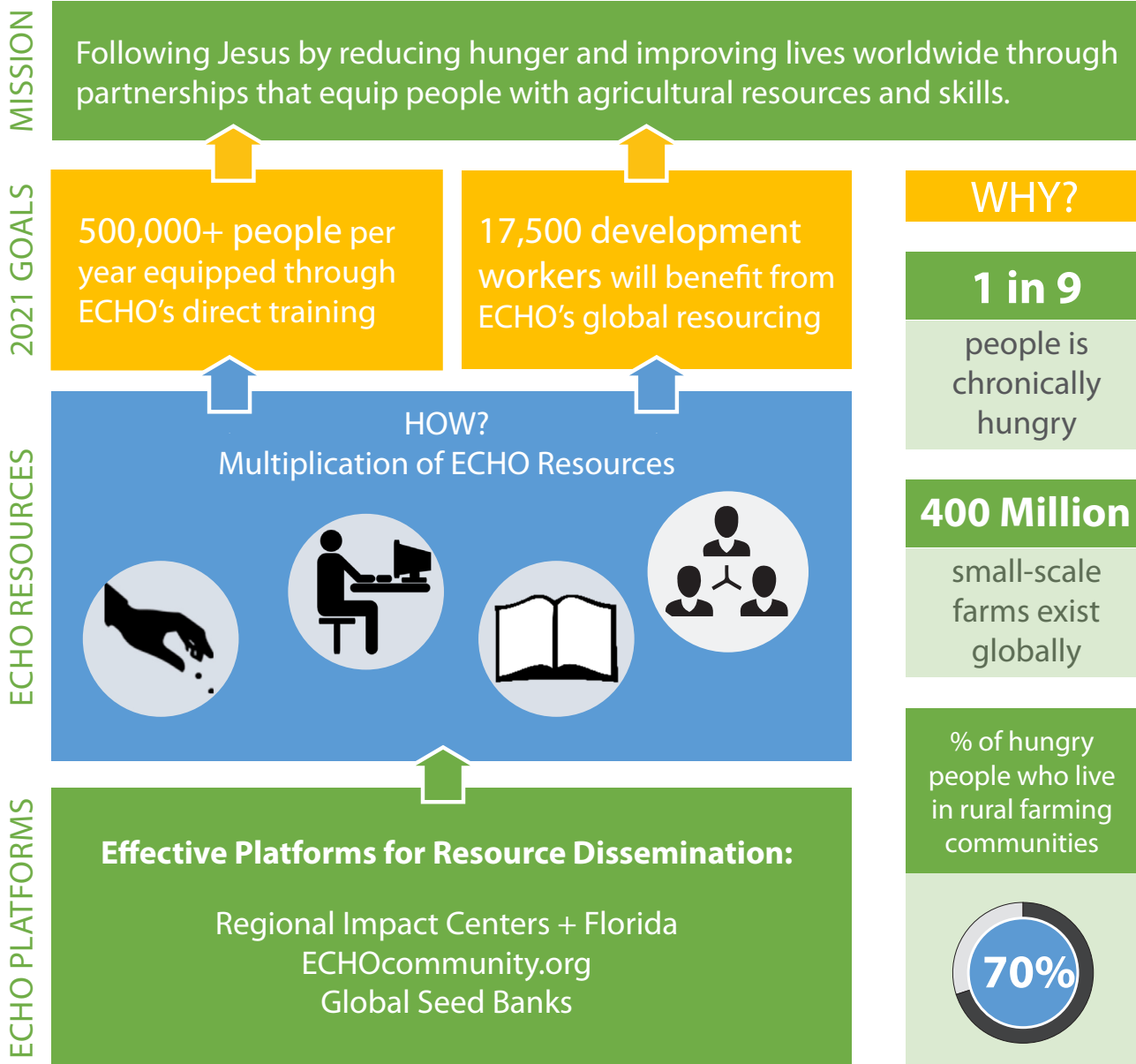
Achieving these goals will require an average *annual growth* in ECHO’s operating budget of approximately \$500,000 – rising from the current \$3.8 million to \$6.3 million over the five-year period. Included within this budget is the estimated \$807,000 cost of start-up and 3-years of operations for the South Asia Regional Impact Team. By ECHO Board policy, this sum will need to be raised prior to the launch of this strategic step.

Infusing all of these strategies for *Multiplying Impact* is the overarching desire of ECHO’s Board and staff to honor God. We seek to do this by following Jesus and giving witness to his transforming grace in all that we say and do. We also do this by equipping small-scale farmers to adopt plants, practices, and appropriate technologies that reflect Biblical stewardship of the land and all of God’s creation.

Empowering the undernourished with sustainable hunger solutions is a vital and worthy vision. This set of strategies can nearly double ECHO’s impact over the coming five years – enabling us, together, to bless the lives of more than *10 million* women, children, and men. We invite you to join us in honoring God by making this impact a reality.

² The members of this Community of Practice have at least two things in common: they care about the needs, challenges, and opportunities of small-scale farmers; and, they are committed to “getting better” in their efforts to assist small-scale farmers. They include missionaries, Peace Corps Volunteers, local development workers, and large international development organizations.

Strategic Growth Initiatives



WHAT IS NEEDED FOR ECHO TO ACHIEVE ITS STRATEGIC GOALS BY 2021:

Launch of
Strategic Plan
steps in 2017

\$511,000

Launch & Initial 3
years of Regional
Impact Team for
South Asia

\$807,000

Development of
curriculum + online
training program
over 5 years
(9 languages)
\$853,000

Annual external
assessments of
multiplication
rates
(5 year total)
\$450,000



Multiplication Illustrated: Jean Apedoh

Jean Apedoh is an agricultural trainer in Togo, West Africa. Through training and connections made at the first ECHO conference in West Africa he has been instrumental in multiplying the impact of SRI (the System of Rice Intensification) across the region. Meet Jean and three generations of trainers/farmers who have benefited from ECHO's West Africa Impact Center.



Watch



Visit www.echonet.org/echoes to watch a video featuring Jean and the small-scale farmers he has trained who are now training others in SRI.

A History of Growth

The circled areas to the right highlight key regions to which ECHO has expanded strategic outreach since 2009. Regional Impact Centers and Teams contextualize farming techniques and practices in various languages for their respective audiences.

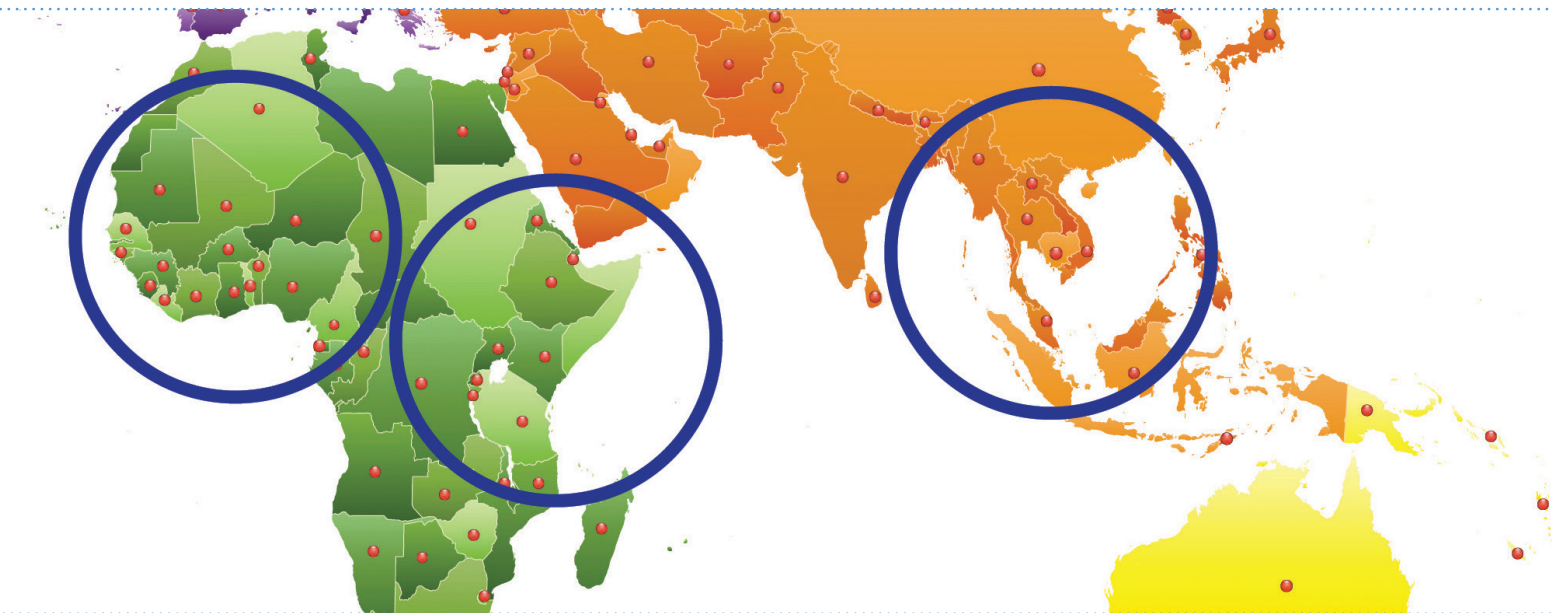


...Over Five Decades

- **1970s BEGINNING**
 - Dick Dugger, burdened for impoverished farmers after Haiti trip, returns to form ECHO
 - Dr. Martin Price connects with Dick Dugger after presentation at Wheaton College

- **1980s FORMATION**
 - Dr. Price moves to five-acre farm in Fort Myers
 - First Intern starts at ECHO
 - Dr. Price introduced to Moringa in Haiti
 - 1981: ECHO mailed first ECHO Development Notes (EDN)
 - Dr. Price is influenced by the writings of Dr. Noel Vietmeyer and Dr. Frank Martin

- **1990s MATURATION**
 - Technology allows dissemination of information globally
 - 1993: First agricultural conference in Florida which develops into an annual conference
 - Growth in Florida infrastructure and increased staff
 - 1996: ECHO's First major publication A-Z



2000s EXPANSION

- Purchase of additional land in Florida
- 2000: Construction of Global Farm begins
- 2006: Transition of leadership to Stan Doerr
- 2009: Regional Impact Center (RIC) in Thailand is launched

2010 -2014

- 2010: Research in South Africa with Howard G. Buffett Foundation
- 2011: First comprehensive strategic plan
- 2011: Launch of ECHOcommunity.org
- 2012: ECHO opens second Regional Impact Center in Arusha, Tanzania
- 2013: ECHO starts third Regional Impact Center in Ouagadougou, Burkina Faso
- 2014: Regional Impact Team established for CA/C based in Florida

2015 - PRESENT

- 2015: Transition of leadership to David Erickson
- 2016: Appropriate Technology Center opened
- 2016: Land purchase completes ECHO-Florida Campus
- 2016: Major remodelling of ECHO-Florida Seed Bank



Guided by a Vision, Driven by a Mission

From its very beginnings, ECHO has retained a clear focus on equipping small-scale farmers with training, information, and seeds that reduce hunger. In July 2016, ECHO's Board of Directors enacted restatements of ECHO's Vision, Mission, and Mission Objectives in order to provide continued clarity of purpose and direction to the ongoing work of ECHO. It is these statements that have guided the development of this Strategic Plan and set the course for the *Wildly Important Goal* that ECHO will pursue over the coming five years.

ECHO'S VISION & MISSION

Vision

Honoring God by empowering the undernourished with sustainable hunger solutions.

Mission

Following Jesus by reducing hunger and improving lives worldwide through partnerships that equip people with agricultural resources and skills.

Mission Objectives

1. Those interacting with ECHO see the openness and humility of Jesus, rather than competitiveness or arrogance.
2. ECHO partners with a wide array of individuals and organizations who have networks, resources, and/or capacity that are mobilized to equip small-scale farmers and gardeners with knowledge and skills to increase the volume and value of their agricultural production.
3. ECHO listens, learns, researches, and innovates to develop resources – in the form of knowledge materials, seeds, plants, practices, skills, and technologies – that can provide practical benefits as they are transferred to small-scale farmers and/or gardeners.
4. ECHO's global engagement reduces undernourishment by increasing the volume and value of food production and improves livelihoods by generating increased income that can engender economic, health, and educational opportunities.

5. ECHO is engaged globally in systematically serving small-scale farmers and gardeners and gives particular attention to contexts where there are higher incidences of chronic undernourishment and poverty.
6. ECHO seeks to share its experience and ideas in ways that promote understanding of world hunger and encourage participation in sustainable responses that benefit small scale farmers, their families and communities.

A COMPELLING MISSION

ECHO's mission is inherently compelling, by offering strategic pathways toward a clear goal of reducing hunger and improving lives. Several distinctives set apart ECHO's focus and approach:

Leveraging Impact through Partnership

ECHO's "equipping" mission aims to equip those who are on the ground and poised for impact: entrepreneurial farmers, missionaries, development practitioners, Peace Corps volunteers, and local NGO workers. By working in partnership, ECHO does not need to invest in language learning, travel, and other costs associated with sending workers overseas. Instead, every dollar that ECHO invests leverages the capacity the trainee already brings to the table.

Reducing Hunger and Malnutrition Where Need Is Greatest

Despite significant global efforts to reduce malnutrition, an estimated 1 in 9 people in the world remains chronically hungry. Among these, 70% live in rural areas typified by small-scale agriculture. ECHO has found that the most cost-effective and sustainable way to reduce hunger in these areas is to equip the small-scale farming families who are focused on feeding their families and surrounding

communities. Further advantages of producing "locally grown" food in the areas where it's needed most include: less spoilage, lower transportation costs, and better quality fresh produce.

Increasing Global Food Production

According to the Food and Agriculture Organization (FAO) of the United Nations, there are over 400 million small-scale farms in the world today. The families that own and operate these farms typically cultivate 5 acres of land or less, yet they collectively produce 70% of the world's food!¹ In order to increase the volume and value of global food production, these small-scale farmers are the most critical group to equip.

Equipping for Sustainable Agriculture

Many of the attempts to increase global crop production in recent decades have led to land degradation, rising debt, reduced biodiversity, and decreased soil fertility, thus exacerbating small-scale farmers' vulnerability. The plants, practices, and appropriate technologies curated by ECHO enable farmers to sustainably increase the volume and value of their production. Specifically, ECHO promotes actions that restore depleted soils, reduce erosion, utilize low-cost materials, and build resilience against economic volatility.

Adapting to Changing Conditions

Farmers around the world are being buffeted by changing weather patterns. Adapting to these changing conditions is essential if farmers are to produce enough food to feed their families and generate a livelihood. ECHO's partnership with farmers and development organizations working in vastly diverse growing conditions facilitates knowledge exchange, and makes it possible to accelerate the process of adaptation.

¹ The State of Food and Agriculture 2014: Innovation in family farming. FAO, Rome (2014)

Pursuing a Plan That Leverages ECHO's Strengths

ECHO is privileged to bring multiple strengths that support the pursuit of the goals established in this Strategic Plan. Building upon these strengths – with boldness and humility – will challenge the entire organization to multiply its global impact while consistently living out its Core Values. These strengths include:

An Outstanding Reputation

Over its 35 years of operational existence, ECHO has built a strong reputation for promoting plants, practices, and appropriate technologies that are science-based and practical for small-scale farmers. In so doing, ECHO has been able to draw from the work of academic and research institutions as well as that of development workers and entrepreneurial farmers in remote areas. By evaluating and determining those resources most consistently proven to improve livelihoods, ECHO has become the go-to source of training and information for those working with small-scale farmers globally.

Non-Competitive Resource Sharing

As a “non-competing” entity, ECHO greatly values local knowledge and solutions, and seeks to honor these by sharing and promoting them to other communities around the world. The ECHO staff does not believe that ECHO has a “corner on the market” for methodologies and techniques that might be most appropriate or beneficial in any particular community. Furthermore, because ECHO does not implement field-based programs, it does not compete with other NGOs for associated funding. These factors – coupled with a deep appreciation for the many challenges of agricultural development initiatives – have enabled

ECHO to “complement and complete” the work of development practitioners rather than compete with them.

A Global Community of Practice

Among the organization’s greatest assets is a global “Community of Practice” that ECHO actively learns from and equips with resources. This community consists of entrepreneurial farmers, development practitioners, missionaries, and others who share concerns about hunger and malnutrition, agricultural practices for nutrition and sustainability, and the livelihoods of small-scale farmers. ECHO

“

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is privileged to serve as the “convener” of this diverse community by virtue of its solid reputation, consistent commitment to “adding value” to the work of others, and demonstration of servant leadership in carrying out its mission. These factors allow for a safe community in which to share, grow, celebrate, and learn more effective ways to address their common concerns.



Effective Platforms for Resource Dissemination

Over the past eight years, ECHO has dramatically expanded its depth and reach by creating new platforms from which it equips its global Community of Practice with relevant seeds, training, and agricultural information. In addition to its headquarters and Global Farm in Florida, ECHO now has Regional Impact Centers in Southeast Asia, East Africa, West Africa, and a Regional Impact Team serving Central America and the Caribbean. These centers have extended ECHO's capacity to learn from field-based practitioners, train a much broader range of development workers and farmers, and tailor its knowledge resources to particular contexts.

In addition, the ECHOcommunity.org internet platform was launched in October 2011 as a conduit for resource sharing. ECHO's community has found ECHOcommunity.org to be a valuable place to connect with others, share successes and failures, and discover practical and proven agriculture development ideas and solutions. In just five years, the relevance of ECHOcommunity.org has been substantiated by the more than 11,000 registered members who have routinely accessed the site from over 165 countries and racked up over two million page views!

Finally, ECHO's Global Seed Banks serve as platforms for the testing, propagation, storage, and dissemination of valuable open-pollinated seeds. ECHO's Seed Banks in Florida, Thailand, and Tanzania have effectively served development workers and small-scale farming communities with trial-packets of seeds (and plant material) for testing and propagation. Among those that have had the greatest impact and widespread adoption are Moringa and Chaya (fast-growing perennials with highly nutritious leaves), and a variety of green manure cover crops (leguminous plants that help restore soil fertility). ECHO's community benefits not only from seeds, but also from ECHO's decades of seed banking experience, expertise in establishing local/regional seed banks, and extensive research on appropriate technologies for seed saving and preservation.

Scalable Responses

A real strength of ECHO is that each of ECHO's equipping platforms can be expanded or replicated in order to increase impact. Significant growth in the past few years has come from replicating the Regional Impact Center model and from expanding the content and functionality of ECHOcommunity.org. Likewise, ECHO resources are designed to be replicated: open-

pollinated seeds are to be saved and shared with neighbors, technical information is verified and translated into multiple languages, and training events include content on how to train others. This “scalability” is key to achieving the goals described in this Plan.

Values-Driven Approach

Undergirding all of these strengths is a set of core values that the ECHO team seeks to live out in all of its work and interactions:

- We are followers of Jesus and want our behavior, beliefs, motivations, and attitudes to reflect Him and bring Him honor and glory.
- We are stewards of the resources God gives us.
- We see all people as made in the image of God and deserving of dignity and respect.
- We believe all people we encounter can add value as they share their efforts, knowledge, and experience.
- We are people who value others and give them practical priority in our work and interactions.
- We are partners as we join with other individuals and organizations to accomplish our mission.

The ECHO Effect: Pastor and Joseph

Meet Pastor and his family. Pastor is a little boy who lives in an orphanage in Tanzania. His parents are incredible people who are caring for more than 17 children. Learn how a training from ECHO is changing all of their lives.



Watch



Visit www.echonet.org/echoes to watch a video featuring Pastor and his parents who are learning farming techniques from ECHO.

Two Bold Five-Year Goals

ECHO's mission and strengths - mobilized in response to a compelling need - have positioned the organization to pursue two bold goals that will significantly multiply the impact of ECHO's direct training and global resources over the next five years. These goals are expounded upon below.

GOAL 1: BY 2021, 500,000 PEOPLE WILL BENEFIT FROM ECHO'S DIRECT TRAINING ANNUALLY.

ECHO's Regional Impact Centers/Teams, along with ECHO-Florida, regularly offer direct "face-to-face" agricultural trainings, including conferences, symposia, workshops, and classes. These training events typically include at least 7 hours (but more often 16-36 hours) of participatory instruction and hands-on demonstration of sustainable methodologies for improving small-scale agriculture, as well as opportunities for networking.

During Fiscal Year 2015-2016, ECHO directly trained over 2,800 people. A study at ECHO's West Africa Center indicated a multiplication rate of 11.7 recipients per trainee (typically other small-scale farmers); the application of that knowledge benefited an average of 9.2 people per recipient. This provides a baseline beneficial impact number of 300,000 people. Multiplying the impact of ECHO trainings to 500,000 people will require consistent increases in the number of people trained, as well as the rate at which they transfer their knowledge to others (multiplication rate).

Strategies to Increase the Number of People Trained

1. *Expand staff capacity.* Adding qualified staff to the Florida and Regional Impact Centers/Teams will allow ECHO to respond to the high demand for its training events, thus increasing the number of people directly trained.

2. *Develop intentional partnerships with mission/sending organizations.* Through these partnerships, ECHO can train workers in response to their growing awareness of the beneficial impacts of creation care and agricultural development globally. ECHO aims to become the "go-to" equipping agency for those serving alongside small-scale farmers.

Strategies to Increase the Rate of Multiplication

The following strategies will enable those being equipped to more readily transfer what they have learned to others. This is multiplication!

1. *Build a "core curriculum" of teaching units for community agriculture workers.* These units will be adapted and translated for use in ECHO trainings around the world, and will provide foundational content for the subsequent development of online learning modules.
2. *Incorporate knowledge retention methodologies to improve training "stickiness".* In the academic field of instructional design, methods have been developed to increase understanding, retention, and application of the subject matter being taught. ECHO will invest in systematically incorporating these practices and principles into its equipping processes and training materials.
3. *Incorporate hands-on learning into all ECHO trainings.* Equipping processes that include practice increase multiplication rates by enhancing knowledge retention and application.
4. *Equip for multiplication.* ECHO will incorporate discussions about the "who, what, why, and how" of transferring knowledge, so as to encourage a mindset of multiplication.



5. *Provide extension-oriented follow-up.* Whenever feasible, ECHO will systematically follow up with those trained in order to support, encourage, and assist their application and multiplication efforts. Follow-up will also allow for outcome monitoring and evaluation.

Meeting this bold “direct training” goal will enable ECHO to benefit a total of more than 2 million women, children, and men over the 5-year period of this Strategic Plan.

GOAL 2: BY 2021, OVER 17,500 INTERNATIONAL WORKERS WILL BENEFIT FROM ECHO’S GLOBAL RESOURCES.

ECHO actively engages its global “Community of Practice¹” by sharing resources via ECHOcommunity.org, its Regional Impact

¹ The members of this Community of Practice have at least two things in common: they care about the needs, challenges, and opportunities of small-scale farmers; and, they are committed to “getting better” in their efforts to assist small-scale farmers. They include missionaries, Peace Corps Volunteers, local development workers and large international development organizations.

Centers, and global Seed Bank platforms. These resources include a Technical Response Unit, virtual forums, seeds, online training videos, development bulletins translated into 10 languages, and over 480 technical documents about sustainable agriculture practices, plants, and appropriate technologies. The global community is linked through ECHOcommunity.org, where registered members access resources and then share them with those for whom they are most beneficial.

In late 2015, a comprehensive survey of nearly 10,000 active members generated statistically significant results (95% confidence interval) indicating that the average member shared ECHO resources with 63 other people (typically other development workers and/or farmers), and that the application of that knowledge benefited an average of 9.2 people per recipient (i.e. the recipient’s household). This produced a conservative determination that ECHO resources have benefited at least 5.8 million women, children, and men.²

² Calculated as: 10,000 ECHO members x 63 recipients (multiplication rate) x 9.2 (beneficiaries per recipient)

Primary Strategies for Increasing Global Resourcing

ECHO will utilize the following strategies to drive the number of users of its global resources to over 17,500 people by 2021:

1. *Strategically develop knowledge resources that will help increase the impact and effectiveness of community members.* These will include major undertakings such as a new online seed recommendation tool and strategies to adapt to changing climate conditions; regular updates on new research results relevant to small-scale farmers; short demonstration videos; increase access to technical response guidance; and more dynamic community “conversations” about current topics.
2. *Grow ECHOcommunity.org membership.* Strategies include: reducing barriers to membership; increasing the ease of navigation in more languages; orienting new members to the site;

and, providing more resources that have been translated by native speakers of the respective languages.

Secondary Strategies

Additional strategies to grow the vitality of this Community of Practice:

1. *Translate academic research initiatives into small-scale farmer experiences,* by working with select community members to assess how likely academic (or controlled-condition) research results can be replicated in farmers’ fields; and,
2. *Actively solicit and facilitate member sharing related to practices and outcomes.*

Meeting this bold “global resourcing” goal will equip ECHO’s Community of Practice to benefit a total of more than 10 million women, children, and men by the end of the 5-year period of this Strategic Plan.





Measuring Results, Evaluating Impact

Goals are of limited value unless there are clear ways of measuring them and assessing the effectiveness of programmatic strategies for reaching them. ECHO's *Wildly Important Goal* (WIG)¹ of multiplying impact will be measured in two different ways.

MEASURING THE MULTIPLYING IMPACT OF DIRECT TRAINING

ECHO will evaluate its goal of benefiting over one-half million women, children, and men per year through direct training initiatives by measuring rates of multiplication. A key measure of the effectiveness of this training will be its multiplication rate—the rate at which those trained share practical knowledge with others who can also benefit. Increased multiplication challenges ECHO to scale-up its training initiatives around the world while continually increasing their effectiveness.

¹ As noted earlier, Wildly Important Goals (WIG's) is a term coined by the Franklin-Covey Group. Business guru Jim Collins uses a different term to reference the same bold goals – BHAG's (Big Hairy Audacious Goals).

To measure the number of people trained, ECHO defines "direct training" as formal training conducted by ECHO staff, and consisting of at least 7 hours of participatory learning. Most ECHO trainings are 2-4 days and include 16-36 hours of participatory learning. The number of people trained at each event is tracked by ECHO-Florida and each Regional Impact Center/Team.

To measure baseline multiplication rates, ECHO will conduct annual independent assessments among those trained. A preliminary assessment was conducted in West Africa in September 2016, in which 25% of the farmers who participated in ECHO's direct trainings across Burkina Faso received follow-up visits from ECHO staff. Those visited were believed to be representative of the whole and indicated an average multiplication rate of 11.7 people per trainee. This example from West Africa not only provided vital preliminary data, but also verified the remarkable examples of multiplication that ECHO routinely hears about from its community.

The initial stages of this Strategic Plan's implementation will include an evaluation of

multiplication rates among ECHO trainees in Southeast Asia, East Africa, and West Africa. Independent evaluators will be asked to select sample groups from among all those directly trained by the respective ECHO Impact Center teams between August 2015 and July 2016 (in order to provide time for both initial application and multiplication to occur). The results of this independent evaluation will be combined with those from West Africa to provide a “baseline” multiplication rate against which Strategic Plan implementation progress will be tracked.

On an annual basis, beginning approximately one year after the baseline evaluation is conducted, subsequent independent evaluations will be conducted for the trainings conducted by ECHO Florida and each Regional Team. It is anticipated that conducting these independent evaluations will require a consistent investment of 1.5 to 2% of ECHO’s annual budget. To support these independent evaluations, the ECHO staff who provide follow-up services to trainees will make available the database system they use to track trainees, follow up with contacts, and capture ‘self-reporting’ on multiplication.

Increasing the number of individuals who benefit from ECHO’s direct trainings from over 300,000 in 2016 to over 500,000 in 2021 will require increases in BOTH the number of people directly trained *and* increases in their multiplication rate.

MEASURING THE MULTIPLYING IMPACT OF GLOBAL RESOURCING

This goal to nearly double ECHO’s global resourcing impact to more than 17,500 development workers will be assessed on a

biennial basis using the same anonymous survey and statistical analysis techniques that were used in the initial 2015 assessment, in



which respondents were queried about the number of people with whom they shared ECHO resources. This method produced results that met high statistical standards²

and reflected “conservative” data analysis practices such as trimming statistical outliers that are more likely to skew results toward higher multiplication rates. The survey will also query new members about how they heard about ECHO, so as to leverage those promotion methods that are most effective.

This analysis will be conducted biennially in order to provide time for ECHOcommunity.org upgrades to gain traction, and to help ensure a high level of survey participation that will make the results more representative of the diverse

“Community of Practice” population. ECHO will plan to conduct this analysis in the fall of 2017, 2019, and 2021.



“People of the city have no consideration for us when they come to us in the village, but as for you, ECHO, you have been different. You are so humble and good with us.”

—Koaran Village,
Burkina Faso

² The referenced results were based on a confidence interval of 2.99% with a 95% confidence level. This means that if every single person that received the survey had sent a response, the results shown would have been the same with a margin of error of +/- 2.99%.

Funding the Advancement of ECHO's Mission

ECHO is blessed with the financial support of over 3,000 individuals, families, congregations, foundations, and organizations across the United States. Through gifts ranging from \$10 to over \$300,000, these generous partners sustain the global engagement of ECHO.

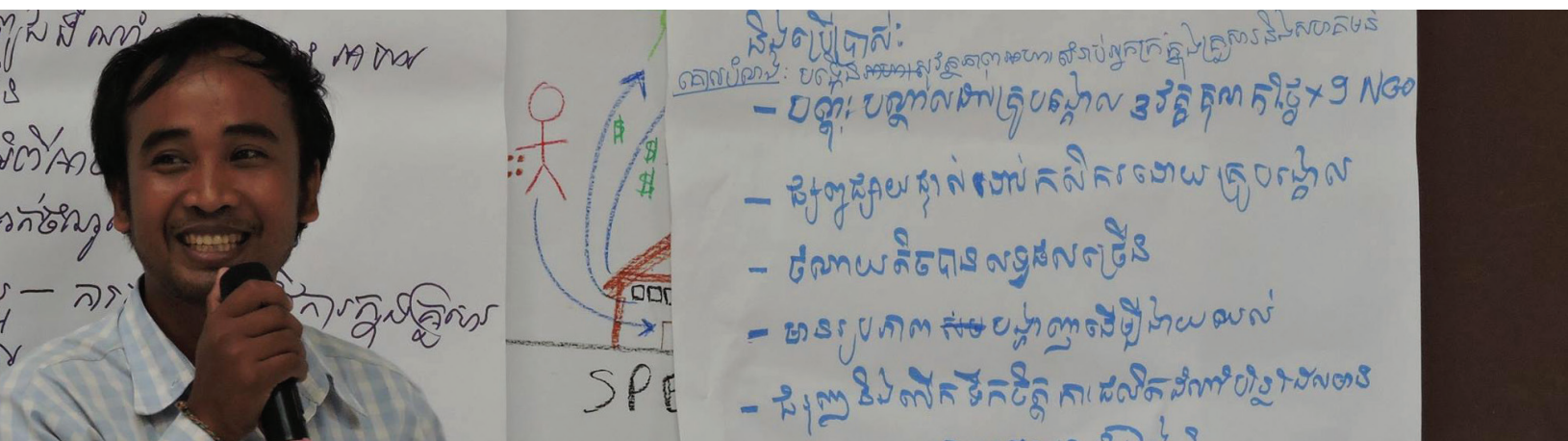
ECHO takes seriously the stewardship responsibility of this generosity. It is among a select few organizations who have received Charity Navigator's 4-Star rating for 5 or more consecutive years. Administrative, management, and fundraising costs are held to what is essential and total less than 20% of total costs each year. ECHO is debt-free, carefully accounts for all of its income and expenditures, and provides complete audit reports and 990's to the public every year.

ECHO's Board of Directors provides informed and consistent governance of the organization and its activities. The Board's belief in ECHO's mission is evidenced by 100% of members partnering with ECHO financially as well as through their time, expertise, prayer, and networks.

Multiplying ECHO's impact will necessitate further financial engagement from current partners along with the addition of new missional investors. ECHO's Advancement Team will work to develop this additional support from across the full span of ECHO's gift range (see below).

Anticipated Number of Financial Partners

Type of Gift	Current	2017	2018	2019	2020	2021
Foundational Gifts (\$25-\$999)	2,784	2,910	3,030	3,150	3,260	3,370
Sustaining Gifts (\$1,000-\$9,999)	226	238	252	263	272	280
Growth Gifts (\$10,000-\$49,999)	21	26	32	38	40	42
Impact Gifts (\$50,000-\$500,000)	16	20	25	27	30	32



ECHO will utilize the following strategies to sustain increases in each type of gift:

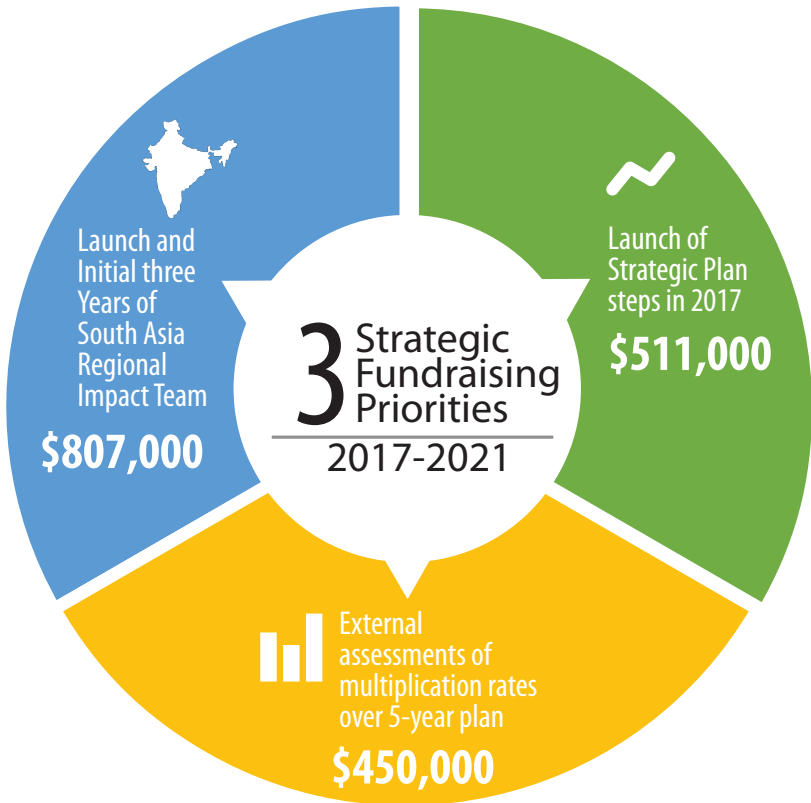
- Foundational Gifts: promote a “giving on-ramp” for the more than 10,000 people who purchase tickets to tour ECHO’s Global Farm each year.
- Sustaining Gifts: engage donors personally; mail ECHO’s Annual Report and quarterly ECHO News magazine.
- Growth Gifts: identify and engage donors through ECHO’s Branching Out dinners held annually in key U.S. locations; send special reports on ECHO’s growth strategies.
- Impact Gifts: introduced to ECHO through friends, colleagues, and Board members; invite

donors to take a lead role in ECHO’s multiplying impact initiatives.

- Foundation, Church, Civic/Business Gifts: develop effective proposals and presentations.

These specific strategic steps will be reinforced by efforts to raise the visibility of ECHO’s work. These initiatives will include:

1. Identifying a few key publications through which ECHO might increase awareness of its global work by writing articles and/or advertising;
2. Cultivating speaking opportunities to showcase ECHO’s global engagement and impact; and,
3. Leveraging one or two special events to highlight the growth and development of ECHO.



Appendices

Appendices:

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Appendix A

The Process of Developing this Strategic Plan

A clear set of Objectives guided this strategic planning process. Each objective also addressed a potential strength, weakness, opportunity, or threat relevant to ECHO:

1. Build clarity and commitment to ECHO's focus and the Strategic Planning process through revision of ECHO's Vision, Mission & Mission Objective statements (*Threat = being drawn into tangential fields/engagements, losing focus on hunger and small-scale farmers, getting 'broader' not deeper, staff burnout, secularization, reducing impact*)
2. Undertake a process that not only invites informed input but also promotes engagement and ownership in the plan and its implementation. (*prior Weakness that can become a Threat*)
3. Select, from among abundant opportunities for growth and development, those activities that have the greatest potential to expand sustainable impact while building upon the position, reputation, capacity, and strengths of ECHO. (*Opportunity*)
4. Obtain input from key informants who know and value ECHO and have larger perspectives on specific facets of our work and development. (*Threat = insularity*)
5. Develop a strategy that includes growth objectives across the organization. (*Strength = commitment, capacity and leadership that can be built upon throughout the organization in dimensions of ECHO that are vital*)
6. Identify a set of clear and measurable goals. (*Opportunity to reinforce focus, mobilize resources and increase satisfaction*)
7. Incorporate a basic monitoring and assessment plan. (*Weakness in translating evaluation and feedback into reinforcing or corrective action, lack of clear indicators of achievement and impact*)
8. Include an Advancement strategic framework for generating the required resources to pursue program development strategies. (*Weakness = past strategic planning has not incorporated resource development, esp. fund development*)

Key stages in the Strategic Planning process are described below. Throughout the process, ECHO invited the thoughtful input of a broad base of people and organizations around the world, so as to vet ideas while identifying

possible “blind spots.” Feedback from outside of ECHO added value to ECHO’s engagement with the extensive experience and leadership within the organization.

1. *Board review of ECHO’s mission.* In February 2016, the Board appointed an Ad Hoc committee to review the existing Vision, Mission, Ends Policies, and Core Values. An alternative set of Vision, Mission, Mission Objectives, and Core Value statements was proposed for consideration and unanimously adopted by the Board in July.
2. *Input from key leaders.* ECHO invited 20 leaders to give input regarding potential new initiatives in ECHO’s development of content, platforms, and training capacity/quality. Participants were selected based on their knowledge of ECHO and distinct outside perspective on ECHO’s work. Leaders represented academia, missions, innovative development, global policy, and international NGOs involved in agriculture development.
3. *Initial input from ECHO’s training staff.* ECHO engaged 15 staff directly involved in training international workers. They were asked a series of questions focused on training impact, follow up, effective partnership, and organizational learning.
4. *First Executive Team meeting.* The first in

a series of extended meetings regarding impact objectives, goal setting, partnership, and considerations of organizational development.

5. *Board review and SWOT analysis.* At its October meeting, the Board of Directors reviewed the “Objectives of the Strategic Planning Process”, previewed some of the early feedback from key informants, engaged around necessary “No’s” for guiding decision-making (Appendix B), and conducted an organizational SWOT analysis (Appendix C).



**Feedback from
outside of ECHO
added value to
ECHO’s engagement
with the extensive
experience and
leadership within the
organization.**

6. *Additional input from ECHO’s training staff.* Additional questions were sent to the 15 ECHO staff leader/trainers, and further discussions among Executive Team members.
7. *Draft and feedback.* The Strategic Plan draft was circulated among ECHO leadership, external reviewers, and the Board Chair for feedback.
8. *Proposed Strategic Plan submitted to Board of Directors for review and action.*

Necessary “No’s”

Making our “yes’s” meaningful requires, by definition, that we say “no” to other opportunities. Part of the purpose of a Strategic Plan is to identify those “yes’s” that are key to ECHO’s mission, and provide guidance for making operational decisions that will help ECHO live into those “yes’s” with intentionality and excellence. Saying “no” to particular opportunities will often be misunderstood. When people are passionate about their mission they understandably want everyone else to share their passions and perspectives. A “no” from ECHO does not mean that their mission is not good, necessary, or worthy; it simply means that ECHO cannot do justice to their mission while fully pursuing the commitments we have already embraced.

The following opportunities are among those ECHO most commonly says “no” to, as they are typically deemed tangential to ECHO’s core strategies and programs:

- While the development and implementation of informed and appropriate policies is of vital importance, a necessary “no” is ECHO’s systematic participation in domestic or international **policy forums**. ECHO cares about and has a clear stake in these policies. However, ECHO’s engagement would require substantial investment of time, financial, and staff resources; furthermore, there are already numerous forums, organizations, and actors focused on matters of policy. ECHO’s strategy is to focus its time and resources on matters closer to the ground.
- **Research** is vital to ECHO’s mission and a theme in its history and development. Globally there are a host of well-resourced and capable entities dedicated to researching

plants, practices, animals, and technologies vital to agricultural development. ECHO will seek to learn from the extensive research of these entities (especially universities and international research bodies) and cooperatively “translate” those learnings for small-scale farmers and ECHO partners who work with them. In the on-going development and implementation of its own research initiatives, ECHO will focus on agricultural matters that have particularly high relevance to small-scale farmers and/or can best be explored in partnership with ECHO’s extensive network of agricultural practitioners. Finding ECHO’s highest-impact and benefit “niche” will be a constant challenge and necessary tension.

- **Government grant funding** can provide large infusions of resources for programmatic development and implementation. Given the scale of need that ECHO sees and the sense of urgency that it feels, these rapid scale-up and high-growth opportunities are attractive. However, history shows that they also heighten dependence on the continuation of governmental funding and the development of programmatic and administrative practices that may be inconsistent with ECHO’s longer-term grass-roots engagement. Consequently, ECHO will be most open to much more modest levels of funding, usually through intermediary organizations (typically universities), that fully or substantially underwrite self-contained initiatives that fit squarely within ECHO’s development priorities.



Organizational SWOT Analysis

Completed by ECHO Board of Directors | October 8, 2016

Strengths	Weaknesses
<ul style="list-style-type: none"> • Content • Consistency in mission over time • Regional Impact Centers – Groundedness • Credibility – experience based and reputation • Humility • Purposeful / intentional leadership, clarity • Gifted staff – qualified • Practical and applicable • We have to work to stay viable • Ability to communicate • Increasing breadth beyond Moringa • Unique library of best practice for small-scale farmers 	<ul style="list-style-type: none"> • Managing complexity • Slow recognizing weaknesses <ul style="list-style-type: none"> • Too optimistic • Too gracious • Too nice • Financially vulnerable to recession • Personnel gaps (Advancement) • Low name recognition in USA and among mission agencies • Low knowledge of agriculture missions by evangelical churches
Opportunities	Threats
<ul style="list-style-type: none"> • Climate change engagement • Increase knowledge of edible plants • Internet & digital access <ul style="list-style-type: none"> • Increasing “networking” capacity • Repurpose existing resources and disseminate more widely • Increase non-US input/perspectives • Growing Evangelical recognition of climate and creation care issues • Potential strengths of great Board and Staff • Explore different ways people learn and share around the world 	<ul style="list-style-type: none"> • Being guided by “Americans” and missing input from the rest of the world. • Getting “sucked into” politics around climate/creation topics • Resistance to change - “We haven’t ever done it that way” • Continuing to do what we’ve always done (some things may have served their usefulness) • Compromise our Christian stance • Vulnerability to influences of Board and Staff

The Biblical Basis for the Mission of ECHO

The vision of ECHO is to empower the undernourished with sustainable hunger solutions. As followers of Jesus Christ, our mission takes place at the convergence of eight biblical themes:

Stewardship of God's Creation.

The first great commission given to humanity is to steward God's creation. ECHO's mission is one of caring for human needs while caring for the land.

- "The earth is the Lord's, and everything in it. The world and all its people belong to him" (Psalm 24:1). "The heavens belong to the Lord, but he has given the earth to all humanity" (Psalm 115:16). "The earth is God's property but it is our responsibility to tend and care for it as stewards of God's creation" (Genesis 2:8,15).
- Care for the creation has nothing to do with *deification* of nature. On the other hand, it entirely rejects *exploitation* of the earth by focusing on *cooperation* with God in conserving and nurturing God's creation. As John Stott explains: "[God] has deliberately humbled himself to make a divine-human partnership necessary...He planted a garden, but then put Adam in it 'to work it and take care of it' (Genesis 2:15). The earth belongs to God by creation and to us by delegation" (John Stott, *The Radical Disciple*, 51-53).

Creation Proclaims the Beauty and Glory of God.

All of creation is a witness to God's greatness. Agriculture metaphors are used to reveal spiritual truths throughout Scripture, and remain relevant in ECHO's work with small-scale farmers.

- "The heavens declare the glory of God, and the sky above proclaims his handiwork" (Psalm 19:1; see also Psalm 104; Isaiah 40:21-26; Romans 1:20).

- Agricultural metaphors are frequently used in scripture to reveal spiritual truth. For example, Jesus said, "I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing." (John 15: 1-8; see also the *Parable of the Soils* in Matthew 13:1-8; the *Parable of the Wicked Tenants* in Luke 20: 9-18; and Psalm 103:11-16; Isaiah 40:7,8,28-31; James 1:11; 1 Peter 1:24; Psalm 1; Isaiah 18:4-6).

God Provides for His Creation.

God designed the earth to provide for the people he created. ECHO's mission supports God's plan of provision by helping people steward the earth's resources so the earth's produce can provide for the people God created.

- "Then God said, 'I have given you every seed-bearing plant throughout the earth and all the fruit trees for your food. And I have given every green plant as food for all the wild animals, the birds in the sky, and the small animals that scurry along the ground—everything that has life.' Then God looked over all he had made, and he saw that it was very good!" (Gen 1:29-31).
- "You [God] send rain on the mountains from your heavenly home, and you fill the earth with the fruit of your labor. You cause grass to grow for the livestock and plants for people to use. You allow them to produce food from the earth - wine to make them glad, olive oil to soothe their skin, and bread to give them strength. The trees of the Lord are well cared for - the cedars of Lebanon that he planted" (Psalm 104: 13-16).

Compassionate Care for the Poor and Hungry.

Because of God's deep love and care for the poor and oppressed, ECHO chooses to focus its efforts on those with the fewest resources, while recognizing their unique gifts and identity as children of God.

- The Bible tells us that the Lord is loving toward all he has made, upholds the cause of the oppressed, loves the foreigner, feeds the hungry, and sustains the fatherless and widow. (Psalms 145:9, 13, 17; 147:7-9; Deuteronomy 10:18-19).
- All God's people are commanded - by the law and prophets, Psalms and Wisdom, Jesus and Paul, James and John - to reflect the love and justice of God through practical love and justice for the needy. (Exodus 22:21-27; Leviticus 19:33-34; Deuteronomy 10:18-19; 15:7-11; Isaiah 1:16-17; 58:6-9; Amos 5:11-15, 21-24; Psalm 112; Job 31:13-23; Proverbs 14:31; 19:17; 29:7; Matthew 25:31-46; Luke 14:12-14; Galatians 2:10; 2 Corinthians 8-9; Romans 15:25-27)

The Holistic Breadth of the Gospel.

The Good News of the Bible is that God is "working for the redemption, transformation, and restoration of human beings, their relationships, and the creation that God made and in which they live" (Bryant Myers, *Walking with the Poor*, pg. 58).

- All things created and sustained by Christ are redeemed by Christ through his death and resurrection. (Colossians 1:15-20; 2 Corinthians 5:11-21)
- Creation shares in the effect of humanity's sin and is redeemed and restored along with us. "Against its will, all creation was

subjected to God's curse. But with eager hope, the creation looks forward to the day when it will join God's children in glorious freedom from death and decay. For we know that all creation has been groaning as in the pains of childbirth right up to the present time. And we believers also groan, even though we have the Holy Spirit within us as a foretaste of future glory, for we long for our bodies to be released from sin and suffering" (Romans 8: 19-23; see also Isaiah 65: 17-25, 2 Peter 3:5-14; Revelation 21).

- "The goal of the Biblical story is the reconciliation and redemption of all things, on earth and in heaven (Colossians 1:19) with Christ as the head (Ephesians 1:10). Relationships are restored in all the dimensions distorted by sin." (Bryant Myers, *Walking with the Poor*, pg. 82)

Holistic Witness.

Empowered by the Holy Spirit, our words and deeds witness to the beauty, kindness, and power of God as displayed through the life, death and resurrection of Jesus Christ.

- "In your hearts honor Christ the Lord as holy, always being prepared to make a defense to anyone who asks you for a reason for the hope that is in you; yet do it with gentleness and respect, having a good conscience, so that, when you are slandered, those who revile your good behavior in Christ may be put to shame" (1 Peter 3:8-17. See also Psalm 96:2,3; John 13:34,35; Micah 6:8; Matthew 28: 17-20; Luke 24: 44-49; Colossians 3:1-17; Colossians 4:2-6).

- “Integral mission is the proclamation and demonstration of the gospel under the power of the Holy Spirit.... God commands us to make known to all nations the truth of God’s revelation and the gospel of God’s saving grace through Jesus Christ, calling all people to repentance, faith, baptism and obedient discipleship. God commands us to reflect his own character through compassionate care for the needy, and to demonstrate the values and the power of the kingdom of God in striving for justice and peace and in caring for God’s creation” (Lausanne Cape Town Commitment, 2012).
- “Our witness depends on our living lives so that the Holy Spirit may evoke questions to which our faith is the answer” (Bryant Myers, *Walking with the Poor*, p.21).

Equipping the Saints.

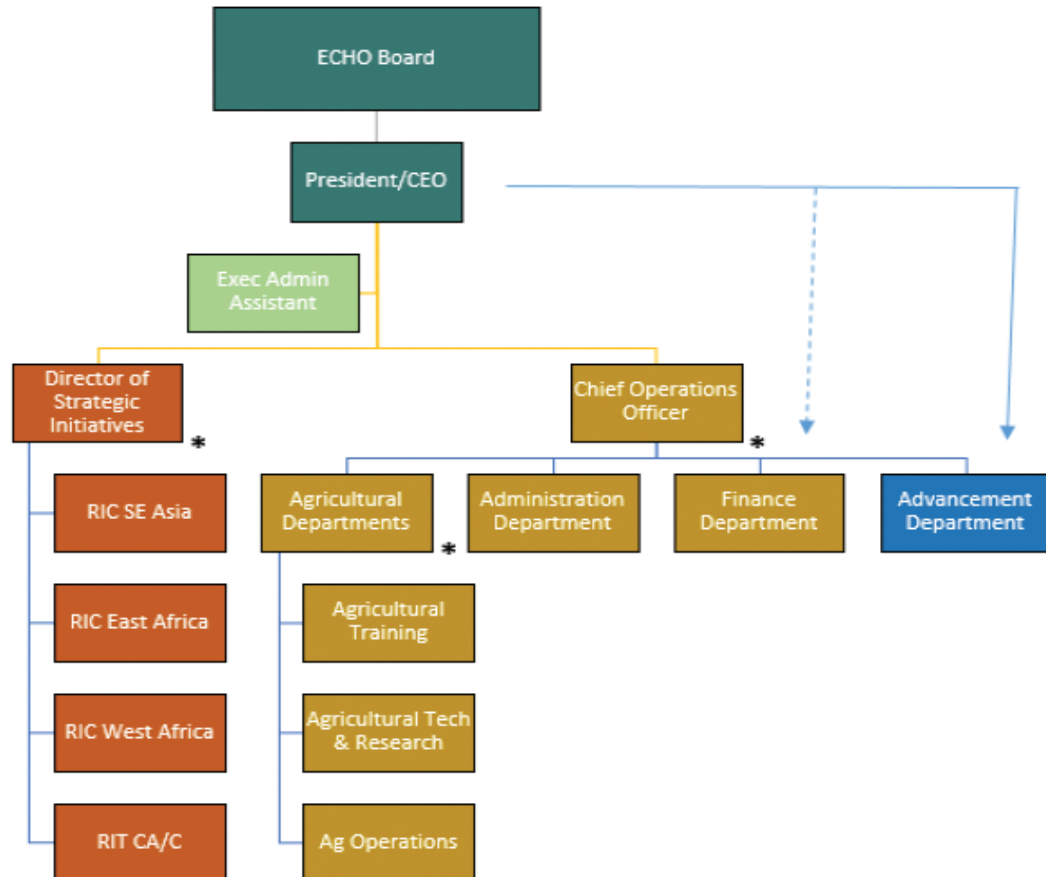
- Leaders “equip the saints for the work of the ministry” (Ephesians 4:12). ECHO’s work is an equipping role. We equip the saints to do the work of improving the lives of the poor in the name of Christ.
- Training is a multiplication process. Those trained by ECHO are encouraged to “entrust to reliable people who will also be qualified to teach others” (2 Timothy 2:2).

Humble Partnership in the Gospel.

- ECHO works with the Global Church to equip the church to reduce hunger and improve the lives of the poor. We follow the admonition of Paul to “strive side by side for the faith of the gospel” (Philippians 1:27; see also 2 Corinthians 1: 9, 21, 24; Philippians 2:2-4).
- “We participate in Lausanne’s historic call to world evangelization, and believe that environmental issues represent one of the greatest opportunities to demonstrate the love of Christ and plant churches among unreached and unengaged people groups in our generation. We encourage the church to promote “environmental missions” as a new category within mission work.” (“Call to Action” from the Lausanne Global Consultation on Creation Care and the Gospel.)

Appendix E

Organizational Chart



* Signifies Executive Committee Member

Funding the Success of the Strategies

Implementing the Strategies to achieve these bold goals will require additional investments over the 5-Year Strategic Planning period. The chart below reflects a slight growth in ECHO's overall budget and specific additional investments in the capacities required to succeed in these strategies.

Summary Budget Projections					
Strategic Plan Period 2017-2021					
	2017	2018	2019	2020	2021
Income					
Public Support of ECHO's Mission	3,800,000	4,430,000	4,930,000	5,230,000	5,600,000
Earned Income + Misc. Revenues	590,000	620,000	650,000	680,000	720,000
Total Income (est.)	4,390,000	5,050,000	5,580,000	5,910,000	6,320,000
Expenditures					
Core Budgeted Activities (6% overall growth)	3,800,000	4,030,000	4,270,000	4,530,000	4,800,000
New Budgeted Activities - associated with Strategic Plan					
Goal #1 - Follow-up Capacity - add'l, global	168,000	246,000	311,000	330,000	350,000
Goal #1 - Training Capacity - add'l, global	144,000	198,000	278,000	295,000	312,000
Goal #1 - Training Modules - Develop/multi-language/+	84,000	151,000	139,000	103,000	103,000
Goal #1 - Database System to Support Follow-up	30,000	20,000	15,000	15,000	15,000
Goal #1 - Regional Impact Team for South Asia (inc. India)	-	123,000	193,000	234,000	257,000
Goal #2 - Online Training Courses & Support	-	35,000	68,000	65,000	105,000
Goal #1 & #2 - Translational Research - Putting Good Ideas into Practice	25,000	50,000	75,000	100,000	125,000
Goal #1 & #2 - Global Support Capacity - add'l admin. & prog.		100,000	106,000	112,000	119,000
Goal #1 & #2 - External Assessments - by contract	60,000	72,000	86,000	106,000	126,000
Total Expenditures (est.)	4,311,000	5,025,000	5,541,000	5,890,000	6,312,000
Net Income (Loss)	79,000	25,000	39,000	20,000	8,000

Additional Resources

An Introduction: The ECHO Video

ECHO is a unique organization with an incredible mission. Learn how ECHO partners with others and provides much needed resources to organizations and individuals all around the world.



Watch



Visit www.echonet.org/echoes to watch our main introductory video and gain a thorough understanding of how ECHO works and serves.

Glossary

Community of Practice – a network of individuals/organizations who have a common concern for small-scale agriculture and a shared desire to grow their capacity to serve small-scale farmers, families, and their communities. ECHO resources, connects, and learns from members in this Community.

Development Practitioners – individuals involved in capacity building related to agriculture, livelihoods, and/or community health and life. They may be missionaries, Peace Corps Volunteers, staff of international non-governmental organizations, bi-vocational (such as many Pastors), business professionals, people involved in local/regional initiatives, or governmental employees who work on a local, national or international basis.

Direct Training – formal training, conducted and/or organized by ECHO staff, consisting of at least 7 hours of participatory learning; an educational approach that actively engages the trainees in every facet of their equipping experience.

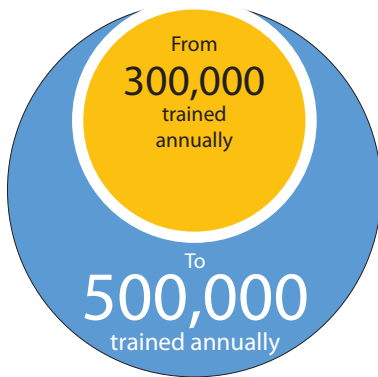
Global Resourcing – ECHO provides carefully vetted and reliable knowledge resources – regarding soils, seeds, plants, practices, animal husbandry, and appropriate technologies – to practitioners around the world through ECHOcommunity.org. This online destination also provides opportunities for practitioners to share their lessons-learned, submit technical requests, connect with each other, and address challenges associated with agricultural and community development.

Regional Impact Center – an ECHO Staff Team, strategically located within a key region of the world, that provides training and tailored knowledge resources to small-scale farmers and development workers throughout the region in which they are located. In 2017, ECHO has Regional Impact Centers in Southeast Asia (based in Chiang Mai, Thailand), East Africa (based in Arusha, Tanzania), and West Africa (based in Ouagadougou, Burkina Faso).

Regional Impact Team – an ECHO Staff Team that is focused on serving a particular region of the world but is not physically located within that region. In 2017, ECHO has a Regional Impact Team that serves the Central America/Caribbean Region and is based in Florida.

Appendix I

GOAL 1:



66%

Increase in number of people who will benefit from ECHO's direct training annually.

GOAL 2:



59%

Increase in number of people who will have benefited from ECHO's Global Resources

Members of ECHO's Board of Directors (as of February 2017)

Douglas Carlson, M.D. - Board Chairman

Retired Ophthalmologist

Associated Eye Care

Jimiro Feliciano, D.D. - Board Vice-Chairman

Pastor and Executive Treasurer of Florida

Multicultural District A/G

Orlando Logelin - Board Treasurer

Interim Minister of Administration

North Heights Lutheran Church

Dennis Morrow, Ph.D. - Board Secretary

President/CEO, Renewal Associates, LLP

Laura S. Meitzner Yoder, Ph.D.

Director of Human Needs & Global Resources,

Associate Professor

Wheaton College

Glen Th. Parks, Esq.

Coordinator, Nebraska Human Trafficking Task Force

Assistant Attorney General – State of Nebraska

Robert Petterson, D.D.

Senior Pastor, Covenant Church of Naples

Bennito Rodriguez

Vice President, Farivena, Inc.

Rodney M. Sebastian

Risk Management Specialist

USDA -Risk Management Agency

Ron Tschetter

Retired President, Dain Rauscher, Inc.

Retired Director, United States Peace Corps

Kathryn A. Witt, Ph.D., RDN

Professor of Nutrition and Dietetics

Messiah College



**“...ECHO outperforms
most other charities in
America. This “exceptional”
designation from Charity
Navigator differentiates
ECHO from its peers and
demonstrates to the public
it is worthy of their trust.”**

—Michael Thatcher,
President and CEO, Charity Navigator



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