



Agros

*Land . Hope . Life*

# Five-Year Impact Plan Update

MIDPOINT PROGRESS REPORT  
(2024-2025)



# Message from the CEO

DEAR FRIENDS,

Across the rural communities of Central America, there are countless families who work the land every day with remarkable dedication. Yet for many, that hard work has not historically led to security or opportunity. Generations of farmers have labored on land they did not own, with limited access to training, financing, or markets, conditions that make it difficult for even the most determined families to build a stable future.

**At Agros, we believe this reality can—and must—change.**

Guided by the Ways of Jesus, we believe that loving our neighbor means helping create the opportunity for families to build futures of their own. Rural families do not lack ability or determination. What they often lack is access: to land, to training, to financing, and to pathways that allow their effort to become lasting prosperity. When those barriers are removed, families are able to build futures of their own.

**That belief continues to guide and shape our work today.**

In the past two years, we have seen encouraging signs of what is possible when families are given that opportunity. Across our communities, farmers are strengthening their livelihoods, families are putting down roots, and local economies are beginning to flourish. These changes do not happen overnight, but they endure.

Behind every story of progress is a family choosing to invest in their future, and partners who choose to walk alongside them. Your partnership makes it possible for Agros to accompany families over time, supporting not just individual success, but generational transformation.

As we look ahead to the next phase of this plan, we remain committed to growing this impact responsibly. Expanding the Agros model requires not only vision but disciplined stewardship: investing carefully in productive systems, regional platforms, and partnerships that will allow transformation to scale sustainably.

I am so excited to share with you the progress that has been made possible through your partnership, and the opportunities that lie ahead as we continue advancing toward our shared vision.

It is because of people like you that this work is possible—Thank you for believing in the potential of the families we serve and for walking alongside them as they build their futures.

*With gratitude,*



Alberto Solano  
CEO and President  
Agros International



# The Plan You Set in Motion

In 2024, Agros launched its Five-Year Impact Plan as a critical step toward a broader long-term vision: transforming 50,000 lives across Central America by the organization's 50th anniversary in 2034.

The plan was designed to expand the reach of the Agros mission while strengthening the systems that enable rural families to move toward lasting prosperity. The goal was not simply to serve more families, but to deepen the effectiveness of the Agros development model through stronger productive systems, expanded economic opportunity, and resilient institutional foundations capable of sustaining long-term growth.



**The Impact Plan focuses on strengthening four strategic initiatives designed to accelerate transformation across the region:**

- 1 Land and Village Development
- 2 Harvest of Hope Centers
- 3 Rural Entrepreneurship
- 4 Family Resourcefulness

Together, these initiatives form the foundation of Agros' Path to Prosperity (P2P) model, which supports families as they move from extreme poverty toward long-term economic independence and generational stability.

Since implementing these four pillars, measurable progress has emerged. Families across our network are advancing along the Path to Prosperity, productive agricultural systems are expanding, and new regional platforms are emerging that will allow us to extend the reach of the Agros model in the years ahead.

One of the most significant developments during this period has been the growth of the Harvest of Hope Center platform. These centers are becoming powerful engines of rural economic growth, places where farmers gain the training, infrastructure, and market connections needed to transform subsistence farming into thriving agribusiness.

At the same time, we are seeing more women launching businesses, more young farmers engaging in productive agriculture, and more families building stable livelihoods within their own communities. This report provides a look at what Agros set out to accomplish, what has been achieved so far, and the priorities guiding the next phase of the journey.



# UPDATE

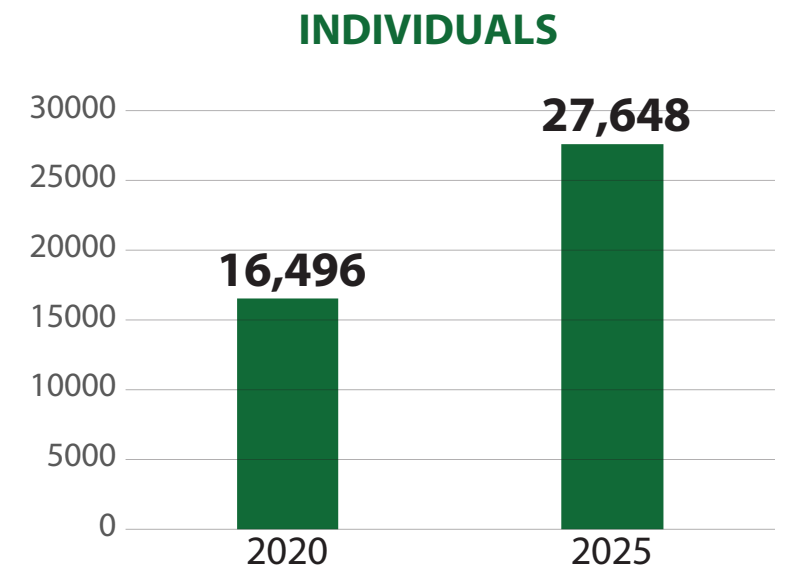


Two years into the implementation of the Five-Year Impact Plan, the progress achieved across the Agros network reflects both expansion and institutional strengthening. This progress is not incidental—it reflects the intentional execution of the strategic priorities defined in the Impact Plan.

Since the inception of the Agros model, the organization has impacted a total of 27,648 individuals, representing cumulative progress toward the long-term goal of transforming 50,000 lives by 2034.

## GROWTH HAS ACCELERATED SIGNIFICANTLY IN RECENT YEARS.

In 2020, Agros had reached 16,496 individuals. By the end of 2025, that figure had grown to 27,648, representing a net increase of more than 11,000 individuals served in the past five years alone. This pace of growth places the organization ahead of the trajectory originally projected in the Impact Plan.



Alongside this historic impact, Agros currently supports 4,578 active families participating in programs across the region.











These families represent the current operational portfolio through which the Agros development model continues to expand.

While the number of individuals reflects cumulative impact over time, the number of active families represents the current scale of operations through which that impact continues to grow.



# Progress Against Plan Objectives

The following table summarizes progress against the core objectives established in the Impact Plan:

 <b>STRATEGIC OBJECTIVE</b>	 <b>PLAN EXPECTATION</b>	 <b>CURRENT PROGRESS</b>	 <b>STATUS</b>
Expand outreach and impact	Increase number of families served and move toward 50,000 lives impacted	<b>27,648 lives impacted</b> and 4,578 active families (ahead of plan trajectory)	
Advance families along the Path to Prosperity	Increase families reaching Growth and Prosperity	<b>70% Growth,</b> 23% Prosperity	
Expand productive agricultural systems	Scale protected agriculture and agribusiness	<b>173 structures</b> covering 32 acres	
Strengthen rural economic ecosystem	Expand entrepreneurship and income diversification programs	<b>Microfinance Unit,</b> Agro-Emprende (rural youth entrepreneurship) and women textile initiatives expanding	
Strengthen financial foundations	Increase grants and rebalance OPEX/CAPEX	<b>Assets \$13.31M</b> and improved expenditure structure	
Scale Harvest of Hope Center platform	Develop three HHC regional hubs	<b>Two operating;</b> La Bendicion (Nicaragua), La Fortaleza (Honduras-new). San Antonio HHC projected for 2027	

**PERFORMANCE STATUS KEY:**

 On track or ahead of plan  Progressing with minor deviations or risks  Off track and requiring corrective action



## Advancing Along the Path to Prosperity

A central objective of the Agros model is not simply to increase program participation, but to accompany families along a measurable pathway toward long-term economic prosperity.

To track this journey, Agros uses the Path to Prosperity (P2P) framework, which evaluates how families advance from extreme poverty toward economic resilience through four stages:



Unlike traditional program metrics that focus primarily on income or production, the P2P framework evaluates progress through a multidimensional index that measures family well-being across seven dimensions and approximately 40 indicators. Families advance through the stages only when improvements occur across multiple aspects of household well-being, including productive capacity, income stability, living conditions, and community integration.



## CURRENT DISTRIBUTION OF FAMILIES

Today, the distribution of families across these stages reflects a significantly strengthened economic position across the Agros portfolio:

**70% of families**

are in the Growth stage, demonstrating strong productive capacity and economic resilience

**23% of families**

have reached the Prosperity stage, representing a growing base of economically stable and consolidated households

**Approximately 7% of families**

remain in the Recovery or Build stages, primarily consisting of families that have recently entered the program

Reaching each stage in the Path to Prosperity reflects a meaningful shift in a family's economic reality.

Families in the Growth stage have developed the knowledge, productive assets, and capabilities required to sustain their livelihoods. At this stage, families are in the final stage of program support and can continue progressing through their own efforts.

Families who reach the Prosperity stage have achieved a higher level of economic consolidation. They demonstrate stable income generation, strengthened asset ownership, and are often positioned as fully established landowners and economic actors within their communities.

From a strategic perspective, reaching Growth represents a critical threshold:

**IT IS THE POINT AT WHICH FAMILIES BECOME ECONOMICALLY SELF-SUFFICIENT AND CAPABLE OF ADVANCING TOWARD LONG-TERM PROSPERITY INDEPENDENTLY.**

The current distribution of families reflects a significant structural shift in the composition of the Agros portfolio. Today, **approximately 93% of families are in the Growth or Prosperity stages**, while only a small share—approximately 7%—remain in the initial stages of Recovery and Build. Growing with new HHC's allow us to bring more families into a proven and successful model of rural prosperity.



# Strategic Initiatives Driving the Model

The Five-Year Impact Plan is anchored in four strategic initiatives designed to strengthen the core components of the Agros development model and accelerate the pathway from poverty to prosperity.

These initiatives—Land and Village Development, Harvest of Hope Centers, Rural Entrepreneurship, and Family Resourcefulness—represent the key levers through which Agros expands its impact, strengthens rural economies, and builds the conditions for long-term, sustainable transformation.

The following sections provide an update on the progress achieved across each of these initiatives during the first phase of the plan.



## STRATEGIC INITIATIVE LAND AND VILLAGE DEVELOPMENT



For generations across rural Central America, many farming families have worked the land without ever having the opportunity to own it.

They plant, harvest, and care for the soil year after year, yet the land ultimately belongs to someone else. Without ownership, families often remain trapped in cycles of uncertainty. They cannot invest confidently in their farms, build lasting assets, or fully benefit from the fruits of their labor.

At Agros, restoring access to land is one of the most powerful ways to unlock long-term transformation.

Land ownership changes the economic equation for rural families. It provides a productive asset that can generate income, support agricultural entrepreneurship, and create stability for future generations. Just as importantly, it restores dignity by allowing families to build something that is truly their own.

**This vision is deeply rooted in Scripture's vision of flourishing communities:**

“ Everyone will sit under their own vine and under their own fig tree, and no one will make them afraid. ”

**Micah 4:4**

For the families we serve, land ownership represents exactly this kind of security and hope.



In Nicaragua alone, **1,335 families** have participated in the Agros land program. The results are encouraging:

- **78%** of participating families have completed payment for their land
- **54%** have already received legal land titles
- **192** families are currently completing final payments

In Honduras, we re-established a significant presence by securing ~320 acres of land. This land will allow Agros to provide access to land ownership for additional farming families in the near future, creating the foundation for stable livelihoods and long-term prosperity.

Beyond individual property ownership, the Land and Village Development initiative also supports the broader infrastructure required for thriving communities. Across Agros villages, families now live in communities with access to water systems, schools, improved housing, and basic services that strengthen long-term stability.

As Agros continues to expand its regional platforms, land access remains a central pillar of the organization's ability to support families in building durable, productive livelihoods.

## IMPACT STORY



### THE RECONCO ACOSTA FAMILY From Day Laborers to Producers with a Future

For years, Henry Reconco and Maritza Acosta have worked as day laborers on different farms across Honduras. Their daily effort under the sun barely provided enough to feed their children—Fernando (20), Suany (15), Dariela (11), and little Angie (6), who was born with Down syndrome and fills their home with tenderness and joy.



## 2

### STRATEGIC INITIATIVE HARVEST OF HOPE CENTERS



One of the most important strategic developments during the first phase of the Impact Plan has been the expansion of the Harvest of Hope Center (HHC) platform.

As Agros has grown, it has become increasingly clear that achieving scale requires more than strong individual community programs. It requires **integrated regional platforms** capable of supporting production, training, and market access across entire ecosystems.

The HHC model was developed to meet this need.

Harvest of Hope Centers function as **regional hubs for rural economic development**, providing agricultural training, technical assistance, financing, and market access to networks of producers across multiple communities. Through this model, Agros moves beyond isolated interventions toward a platform capable of sustaining long-term economic growth at scale.

One of the most visible indicators of this platform expansion has been the rapid growth of protected agriculture infrastructure across the region.

#### AT THE LAUNCH OF THE PLAN IN 2023, THE AGROS NETWORK INCLUDED:

- **68** protected agriculture structures
- **53,200** square meters of production capacity (13 acres)

#### TODAY THE NETWORK INCLUDES:

- **173** protected agriculture structures
- **129,700** square meters of production capacity (32 acres)

This represents the addition of 105 new structures and more than doubling of the protected agricultural area.

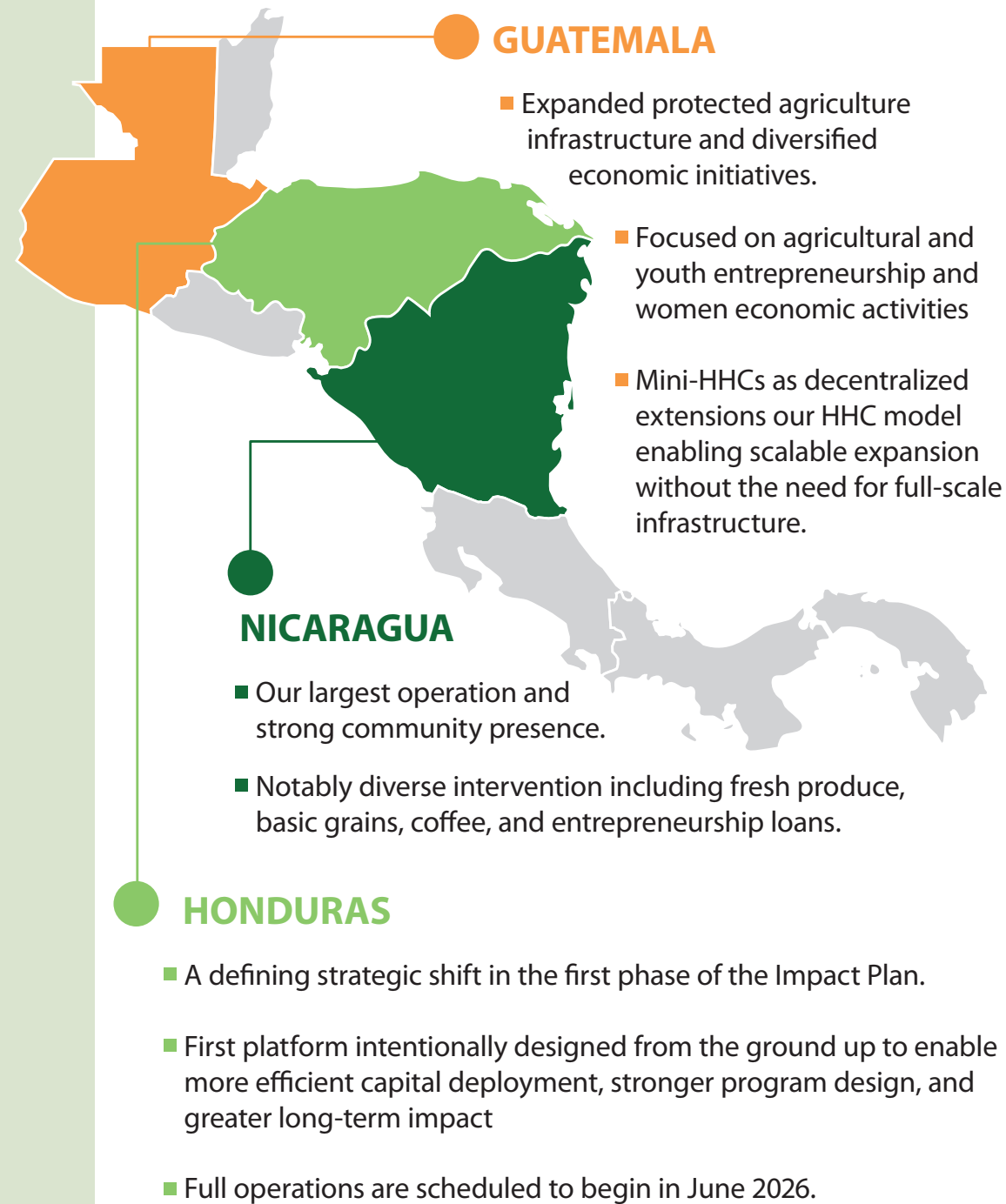
These systems form the backbone of Agros' agribusiness strategy, enabling producers to increase productivity, improve product quality, and strengthen access to regional markets.



## HARVEST OF HOPE CENTERS

### Geographic Footprint

Across the region, these platforms are strengthening the conditions for long-term rural economic growth.



## 3

### STRATEGIC INITIATIVE RURAL ENTREPRENEURSHIP



The Rural Entrepreneurship initiative was strengthened in response to a critical challenge observed across Agros communities—particularly in Guatemala: increasing migration driven by the lack of local economic opportunity.

In some regions, entire villages were at risk of depopulation as families and youth left in search of income. This reality required a strategic adjustment in the Agros model. Entrepreneurship provides a more flexible and responsive pathway to meet the diverse economic needs of rural families.

At the center of this initiative is the expansion of inclusive financial and enterprise development systems that support both agricultural and non-agricultural livelihoods.

#### THREE CORE PLATFORMS DRIVE THIS EFFORT:

##### Microfinance and entrepreneurship lending

Agros has expanded access to credit that supports a wide range of income-generating activities. Unlike traditional financing models, these services are tailored to the realities of rural households—offering flexible terms and enabling families to invest in small businesses, agriculture, and other productive activities based on their specific needs.

##### Agro-Emprende (Youth Entrepreneurship)

Developed as a direct response to limited opportunities for rural youth, Agro-Emprende equips young people with technical skills, business training, and pathways into agribusiness. By connecting youth to viable economic opportunities within their communities, the program helps reduce migration pressures while strengthening the next generation of rural producers.

##### Women's Entrepreneurship & Mayan Textile Program

In the highlands of Guatemala, where traditional textile production is a significant cultural and economic activity, Agros supports women in transforming these skills into viable businesses. The program enables women to generate income from home, diversify household earnings, and participate more actively in local economies.

Today, the Women's Entrepreneurship Program serves more than 1,200 women entrepreneurs, reflecting both strong demand and the scalability of this approach.





**THE FAMILY RESOURCEFULNESS INITIATIVE REPRESENTS THE NEXT FRONTIER IN THE EVOLUTION OF THE AGROS MODEL.**

While Agros has made significant progress in strengthening resilience through land access, productive systems, and financial inclusion, the development of resourcefulness—the human capacity for agency, adaptability, and self-determination—remains an area for further intentional investment.

Experience has shown that long-term transformation depends not only on economic assets, but on the ability of families to apply their skills, respond to challenges, and actively shape their future. For this reason, Agros has identified resourcefulness as a second critical milestone in the Path to Prosperity.

Initial efforts have focused on defining this concept and exploring how to integrate it into the model, drawing from behavioral science, positive psychology, and spiritual formation.

Advancing this initiative will be a priority in the next phase of the Impact Plan. In 2026, Agros is working to incorporate more structured faith-based content into its programs and training—strengthening purpose, identity, and connection with participating communities.

This focus reflects a deeper dimension of transformation—one that begins with the renewal of how individuals see themselves, their opportunities, and their future:

“ *Do not be conformed to this world but be transformed by the renewal of your mind.* ”  
**Romans 12:2**

The goal is to move toward a more integrated model of whole-person development, where economic opportunity, personal agency, and spiritual formation work together to sustain long-term transformation.

# STRENGTHENING THE FINANCIAL FOUNDATIONS FOR LONG-TERM IMPACT





A central objective of the Impact Plan was strengthening the financial foundations of the organization to sustain long-term growth.

Historically, Agros relied almost entirely on individual philanthropy. While philanthropy remains central to the organization’s mission, the Impact Plan recognized the importance of building a more diversified and resilient financial structure.

### PHILANTHROPIC GROWTH

The plan projected an average annual growth rate of 8% in individual giving.

Actual performance has exceeded expectations, with philanthropic revenue growing at approximately 15% annually, nearly double the projected rate.

### INSTITUTIONAL GRANTS

Institutional grant funding has also grown significantly, exceeding projections by more than \$2.4 million. These resources have supported key investments in land acquisition, productive infrastructure, and program expansion.



### MISSION-ALIGNED INVESTMENT CAPITAL

Agros has also begun mobilizing mission-aligned investment capital. Through a dedicated investment vehicle, social investors provide loans generating a modest social return.

To date, approximately \$500,000 has been raised through this mechanism.

### STRENGTHENING THE BALANCE SHEET

Organizational assets have increased from \$7.4 million by December 2023 to \$13.31 million by December 2025, while productive assets supporting program delivery have grown from \$2.12 million to \$4.10 million.

These investments strengthen the infrastructure required to scale the Agros model.

### REBALANCING OPERATIONAL AND CAPITAL INVESTMENT

Agros has also shifted its investment structure toward a stronger balance between operational spending and long-term asset development.

**By the end of 2025, the organization’s expenditure ratio had shifted to:**



The long-term objective is to approach a 50/50 balance by 2028, strengthening the long-term sustainability of the model.



# WHAT WE ARE LEARNING AT MIDPOINT



Two years into the Five-Year Impact Plan, several important lessons are helping shape the next phase of Agros' work. These insights reflect both the progress achieved so far and the conditions required to sustain long-term transformation across the region.

## SCALING IMPACT REQUIRES REGIONAL PLATFORMS

Experience across our programs confirms that lasting transformation is most effective when initiatives operate within broader regional ecosystems. By connecting farmers to training, productive infrastructure, financing, and markets, these platforms allow Agros to expand its reach while maintaining the depth of the development model.

## HARVEST OF HOPE CENTERS ARE EMERGING AS THE MOST SCALABLE ENGINE OF GROWTH

The Harvest of Hope Center model has proven to be a powerful mechanism for accelerating rural economic development. As regional hubs for training, innovation, and market integration, these centers enable us to support larger networks of producers and expand opportunity across entire regions.

## DIVERSIFIED RURAL ECONOMIES STRENGTHEN FAMILY RESILIENCE

Communities are most resilient when families have multiple pathways to generate income. Agricultural production, entrepreneurship, and small businesses together create stronger local economies and help families withstand economic and environmental shocks.





## The Road Ahead

Looking toward the second half of the Five-Year Impact Plan, one conclusion is increasingly clear: expanding the Harvest of Hope Center platform will be essential to sustaining the pace of transformation envisioned in the plan.

The next major step in this expansion will be the launch of Harvest of Hope Center San Antonio in Honduras, projected for 2027.



Land for the site has already been secured, institutional partnerships are in place, and the local operational team has been strengthened.

### With these foundations in place, the organization's priorities for the coming years are clear:

- Continue expanding outreach while maintaining the quality of the model
- Strengthen productive systems that support family income
- Expand regional platforms capable of supporting larger producer networks
- Maintain strong financial stewardship while diversifying funding sources

## Closing Reflection

*Two years into the Five-Year Impact Plan, the overall trajectory of the organization remains strong.*

Across the region, families are advancing along the Path to Prosperity, productive systems are expanding, and new regional platforms are positioning the organization for its next phase of growth.

Equally important, the past two years have provided valuable learning. Expanding programs across multiple countries, strengthening internal systems, and navigating complex environments has helped clarify the conditions required for sustainable growth.

The progress achieved so far provides strong confidence that the vision guiding this work—transforming 50,000 lives by 2034—remains both achievable and within reach.

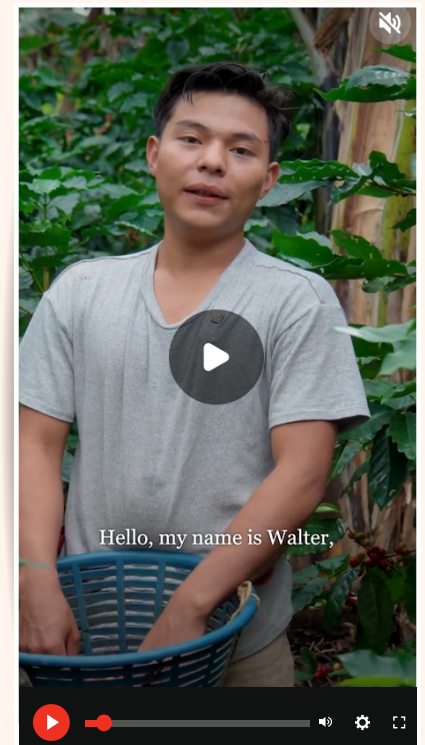
And most importantly, it continues to remind us that lasting change becomes possible when families gain the opportunity to build futures of their own and when faith, perseverance, and community come together to create lasting prosperity.

“ *They will not labor in vain, nor will they bear children doomed to misfortune; for they will be a people blessed by the Lord.* ”

Isaiah 65:23



Learn how coffee producer Roque Centeno is mastering best agricultural practices. **Watch the video.**



Learn how Walter has become a successful young coffee producer. **Watch the video.**



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