



**RAISING
THE VILLAGE**

2020 IMPACT REPORT





It's impossible to ignore the impact of COVID-19 on our lives and our world. I write this knowing how difficult and painful this year has been for many of you. Reflecting on the challenges we face navigating this global pandemic, I find myself simultaneously feeling loss and hope. The last nine months have disproportionately impacted the most vulnerable in our world, with the number of people facing acute hunger doubling to 250 million this year. With a global economic recession, we anticipated RTV partner households to significantly regress. Thankfully, our partner households continued to move towards progress and remained above the extreme poverty line.

When a family completes our cluster program, they make sustainable development gains regardless of the economic environment. Given their ability to overcome unexpected hardships, we remain optimistic that our partner families will bounce back from this major development shock. However, with the uncertainty of the coming months, we anticipate increased hardship through 2021. To soften the blow of the pandemic, we have been working on sustainable solutions such as our new Ready-To-Eat garden boxes.

As we review our performance over the last year, we have a deeper understanding of the trends, improvements, and impact of the RTV cluster model. We're encouraged by the positive results we've seen with seven cohorts of village partners, including four cohorts that have successfully graduated. Despite being affected by the pandemic, our overall outcomes remained positive.


We continue to learn, grow, and innovate. With help from our friends and partners at Alteryx, Esri, and the Department of Economics at Oxford University, our Ugandan Planning, Evaluation, and Learning (PEAL) team made a significant leap forward in its measurement and data analytics capacity. We were able to complete our evaluations applying best practices in randomized control studies, adding another level of rigor to our analysis. Whether the outcomes are positive or negative, our goal is to find truths that contribute to finding solutions to end ultra poverty in our generation.

On behalf of our team and partners, I am proud to share our 2020 impact report with you.

With thanks and gratitude,

Shawn Holden Cheung
Founder + CEO



A photograph of a woman and two young children in a rural setting. The woman, on the left, wears a green headscarf with orange trim and a green top. She is looking down at something in her hands. Two young children are sitting next to her. The child on the left is a boy wearing a blue and yellow striped shirt, looking up and to the right. The child on the right is a girl wearing a red and white patterned dress, looking directly at the camera. They are sitting on the ground, which appears to be dirt or ash. In the background, there are some structures and more people, though they are out of focus. The overall scene suggests a rural, possibly impoverished, environment.

400 million households live in ultra poverty

Ultra poverty is one of the most challenging and complex issues of inequality we face today. Nearly 400 million people earn less than \$1.25 per day, living without access to food, water, safe shelter, education, and healthcare. 80% of the world's ultra poor live in just 14 countries.

We partner with last-mile, rural communities in Uganda to develop initiatives that pave a pathway out of ultra poverty towards economic self-sufficiency. We create space and invest time to make these partnerships healthy and successful. Through a one-time investment model, we create a development plan that is low-cost, livelihood based, and community driven. Our programs are designed to engage all village members, with an emphasis on women, youth, and vulnerable households, to help them achieve economic self-sufficiency within 24 months.



Our Reach



1 MILLION
BENEFICIARIES

GOAL BY 2023

277,057

BENEFICIARIES

58,028

HOUSEHOLDS

447

VILLAGES

	BENEFICIARIES	HOUSEHOLDS	VILLAGES
2016 COHORT	23,913	5,845	26
2017 COHORT	35,783	7,408	48
2018 COHORT	52,240	10,579	78
2019 COHORT	67,556	14,221	103
2020 COHORT	97,565	19,975	191

2020

Our Impact

After 4 years of tracking and analyzing progress data from **7** cohorts, **447** Village partners, **58,028** households, and **277,057** beneficiaries, here is what we have learned:

RETURN ON INVESTMENT

At the 24-month graduation point, the one-time investment of \$75 dollars creates **\$492** in household value when compared to their peers, realizing an ROI of **556%**.

INCREASED DAILY INCOME

RTV partner families increased their daily income and earnings from \$0.95 to **\$2.20** within 24 months, earning \$0.79/day more than their peers.

SUSTAINED OUTCOMES

By year 4 of the program, RTV partner household wealth continues to grow, realizing a **\$1,140** growth in net value over their peers for an ROI of **1,420%** on the initial one-time investment.

END TO EXTREME POVERTY

Despite development shocks caused by the global recession, partner households have been able to stay above the extreme poverty line of \$1.90/day.





Key Findings

AT YEAR 2

Our Year 2 findings are an average of RTV's graduated cohorts to date, with a full breakdown by cohort found in the year over year evaluation on page 12.

All partner cohorts remained above the extreme poverty line.

RTV household gains were 2.5x their peers over the same period.

	RTV			CONTROL			DIFFERENTIALS			
	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	GRADUATION
HOUSEHOLD INCOME + EARNINGS / DAY	0.95	1.73	2.20	0.99	1.38	1.45	-0.04	0.35	0.75	1.14
ANNUAL TOTAL HOUSEHOLD NET VALUE	439	779	993	474	652	663	-35	127	330	492
HOUSEHOLD INCOME	211	436	556	216	316	339	-5	120	217	342
HOUSEHOLD NET EARNINGS	135	197	246	145	190	189	-10	7	57	74
LIVESTOCK ASSETS	93	146	191	113	146	135	-20	0	56	76
GRAMEEN PPI	26.1	23.3	20.4	31.7	30.8	29.9	-5.6	-7.5	-9.5	-3.9

Progress out of poverty indicators surpassed the national average of 20 by year 3.

Asset gains are equivalent to owning 2 more goats than their peers.

COVID-19 Response



Earlier this year, Raising The Village embarked on a randomized control study alongside Dr. Emma Riley, Oxford University, and Dr. Mahreen Mahmood, University of Exeter. A part of that evaluation included the opportunity to better understand the impact of COVID-19 on rural households in Uganda. Together, we surveyed 1,266 households, across 14 villages, in 2 districts, over a period of 6 months.

	<u>INCOME COMPARED TO PRE LOCKDOWN</u>	<u>NET BORROWING (DEBT)</u>	<u>FIXED ASSETS</u>	<u>MISSED MEALS</u>
MONTH 2	↓ 60%	↑ 100%	— No change	50%
MONTH 6	↓ 40%	↑ 400%	— No change	10%



OUR RESPONSE: READY-TO-EAT GARDEN BOXES

In response to the unexpected income loss resulting from COVID-19, and with the goal of protecting productive assets, RTV launched our new Ready-To-Eat (RTE) garden box initiative. To date, these RTE garden boxes have successfully reached 220,000 beneficiaries across Western Uganda, and we're on track to reach one million more by early 2021.

WHAT'S IN THE BOX

- 150 local variety vegetable seedlings.
- Designed to fit within a 5x5 meter garden area.
- Crops are harvest-ready in 3-4 weeks from distribution.
- Provide sustainable food supply for a family of 5.
- At least one nutritious meal per day over a 12-month period.
- Aimed at de-risking crop rearing at its most vulnerable growth stage.

Double Pandemic: COVID-19 and Ultra Poverty



"I can now invest the money I would have used to buy vegetables, to buy other things like posho and invest in my children's education."



Lawrence with his wife and six children at their home in Rwemishinya Village, Kanungu District.

The COVID-19 crisis is stunting economic activity and magnifying the number of people living at or below the poverty line. The World Bank projects over 49 million people will be pushed into extreme poverty, and the World Food Programme projects the number of people facing acute food insecurity stands to rise to 265 million. Between these adverse effects and the virus itself, for many families this truly does feel like a double pandemic.

Families like Lawrence Byarugaba and his 6 children, living in Rwemishinya village in Kanungu District. Like many in his village, Lawrence's livelihood deteriorated following the market disruptions brought on by the government imposed lockdown

measures in the wake of the pandemic. "My family and I reached a point where we would eat plain matooke (plantains) on a daily basis because we did not have money to buy sauce", revealed Lawrence.

Our RTE garden box initiative was created with families like Lawrence's in mind. 46,000 households in southwestern Uganda have received RTE seed kits with crops that are harvest ready in 3-4 weeks, and serve as a reliable and sustainable food source for 220,000 beneficiaries. This is one of the ways we are immediately responding to the most urgent need of families in Western Uganda as they navigate this unprecedented crisis.





Understanding What's Driving Impact

INCOME DRIVERS*	RTV			CONTROL			DIFFERENTIALS			
	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	GRADUATION
FORMAL EMPLOYMENT	2	20	46	8	16	26	-6	4	20	30
SELF-INCOME / BUSINESS	42	45	92	16	40	45	26	5	47	26
CASUAL LABOUR INCOME	74	195	167	106	125	101	-32	70	66	168
REMIT AND GIFTS INCOME	0	15	29	5	11	15	-5	4	14	23
RENT INCOME	1	5	8	1	3	6	0	2	2	4
PERENNIAL CROP INCOME	1	46	62	0	27	56	1	19	6	24
SEASONAL CROP INCOME	63	71	108	53	60	60	10	11	48	49
LIVESTOCK INCOME	28	39	44	27	34	30	1	5	14	18
TOTAL INCOME	211	436	556	216	316	339	-5	120	217	342

*Amounts shown are USD



	RTV			CONTROL			DIFFERENTIALS			
EARNINGS DRIVERS*	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	BASELINE	YEAR 1	YEAR 2	GRADUATION
SEASON 1 HARVEST VALUE	98	122	146	80	95	88	18	27	58	67
SEASON 2 HARVEST VALUE	84	116	125	71	92	84	13	24	41	52
PERENNIAL HARVEST VALUE	14	72	140	43	85	130	-29	-13	10	26
ANNUAL AGRICULTURE HARVEST VALUE	196	310	411	194	272	302	2	38	109	145
LIVESTOCK INCOME + CONSUMPTION VALUE	31	43	49	31	39	33	0	4	16	20
TOTAL EARNINGS	227	353	460	225	311	335	2	42	125	165
NET EARNINGS	135	197	246	145	190	189	-10	7	57	74
LIVESTOCK ASSETS	93	146	191	113	146	135	-20	0	56	76

*Amounts shown are USD



Behaviour Change In Action

Core to RTV's methodology is a focus on addressing the constraints, which limits a household's ability to operate efficiently and maximize their earnings and quality of life.



WORK

RTV partners spend **25 hours** more than their peers on productive economic activities outside the home every month.



LESS CHORES

Each month, RTV partners spend **36 hours less** on non-income generating activities like fetching water and firewood.



WATER

Households reduced their collection time for a jerry can of water from 78 to **50 minutes**. The round-trip of 750 meters is nearly half of the original distance.



SLEEP

RTV partner households sleep **6 hours**, almost a full night's sleep more than their peers every month.

HOUSEHOLD ANNUAL GOALS

When asked about primary households goals over the next year, the top 5 household responses:

- 42%** Increasing livestock
- 21%** Home improvement
- 19%** Purchasing land
- 6%** Saving
- 6%** Starting a new business
- 6%** Other

On average, RTV households saved 19% more per month than their peers.

Reaching The Most Vulnerable



The RTV model prioritizes broad community engagement and ensures the most vulnerable participate in our programs. We ran a regression analysis to better understand our ability to reach the most vulnerable households. Partner households were evenly divided into quartiles based on their income profiles with their progress compared to respective peer groups at baseline. RTV's highest level of impact is with the most vulnerable households earning less than \$1.25/day.

*** 99% very significant impact

** 95% significant impact

— no/determined impact

RTV IMPACT BY HOUSEHOLD INCOME LEVEL

		HOUSEHOLD INCOME/ DAY			
		<\$0.54	\$0.54–\$0.76	\$0.76–\$1.22	>\$1.22
IMPACT OUTCOMES	INCOME	***	***	***	—
	CONSUMPTION	***	***	***	**
	LIVESTOCK ASSETS	***	***	***	***
	PPI	***	***	***	***
	FORMAL EMPLOYMENT INCOME	***	—	***	**
	SELF-EMPLOYMENT/ CASUAL LABOUR INCOME	***	***	***	—
INCOME + EARNINGS DRIVERS	RENT INCOME	—	—	—	—
	REMITTANCES + GIFTS	***	**	***	**
	LIVESTOCK INCOME	***	**	**	***
	PERENNIAL INCOME	—	—	—	—
	SEASONAL INCOME	***	—	—	***
	PERENNIAL CROP VALUE	—	—	—	—
	SEASONAL CROP VALUE 1	***	***	**	—
	SEASONAL CROP VALUE 2	***	***	***	***

Innovate Evaluate Iterate

REFLECTING ON THE FIRST FOUR COHORTS

Core to RTV is our value for innovation and continuous improvement. As we track the progression of our village partners, we want to ensure that we continue to do things better, faster, and cheaper. Even within the context of a global pandemic, our most recent cohorts continue to demonstrate improvements in our approach to addressing the priorities of the ultra-poor.

2016 KISORO COHORT

2017 KISORO COHORT

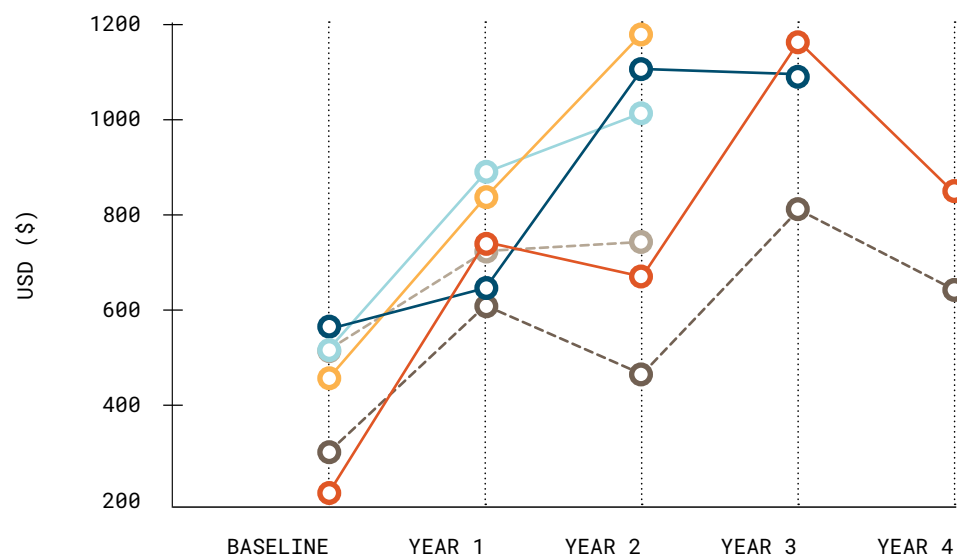
2018 KISORO COHORT

2018 KANUNGU COHORT

KISORO PEER GROUP

KANUNGU PEER GROUP

HOUSEHOLD ANNUAL NET VALUE (USD)



	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
2016 KISORO COHORT	216	743	670	1164	844
2017 KISORO COHORT	561	647	1106	1095	
2018 KISORO COHORT	458	838	1182		
2018 KANUNGU COHORT	519	889	1014		
KISORO PEER GROUP	302	609	465	810	641
KANUNGU PEER GROUP	518	723	742		



HOUSEHOLD DAILY INCOME AND EARNINGS (USD)

	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
2016 KISORO COHORT	0.45	1.73	1.53	2.79	1.95
2017 KISORO COHORT	1.17	1.42	2.48	2.33	
2018 KISORO COHORT	0.98	1.87	2.62		
2018 KANUNGU COHORT	1.18	1.93	2.15		
KISORO PEER GROUP	0.59	1.22	1.00	1.79	1.38
KANUNGU PEER GROUP	1.15	1.52	1.63		

GRAMEEN PROGRESS OUT OF POVERTY INDEX (%)*

	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
2016 KISORO COHORT	26.1	23.2	21.8	18.2	16.8
2017 KISORO COHORT	24.2	21.0	17.5	15.9	
2018 KISORO COHORT	27.0	23.0	18.1		
2018 KANUNGU COHORT	27.3	26.1	24.2		
KISORO PEER GROUP	29.3	32.6	34.7	28.7	26.7
KANUNGU PEER GROUP	30.0	27.1	29.6		

*Uganda's national average is 20%



Always Innovating

Every new cohort presents the opportunity to refine and improve our work with constant measurement and feedback. As a result, our partner households are realizing outcomes at a faster and higher rate.



01

MAXIMIZING AGRICULTURAL RETURNS

The introduction of organic pesticides and liquid manure, along with soil and water management, have reduced input costs while the introduction of crop varieties has opened up new opportunities.

02

INTRODUCING VILLAGE LIVESTOCK TEAMS

Training community members with new skills and building capacity at the local level with additional levels of animal care in the areas of illness and outbreak control.

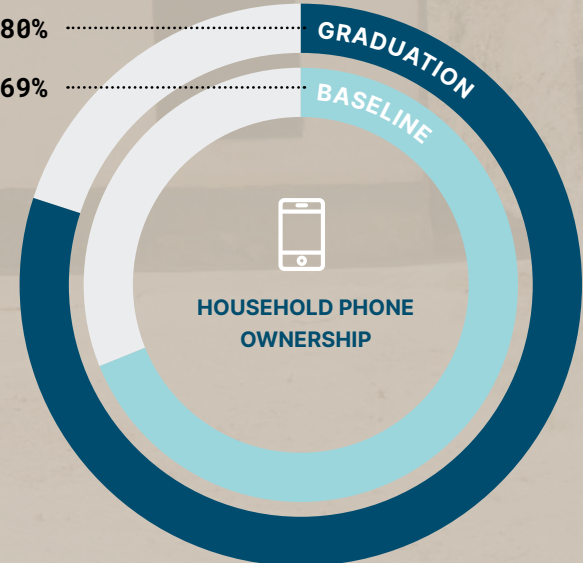
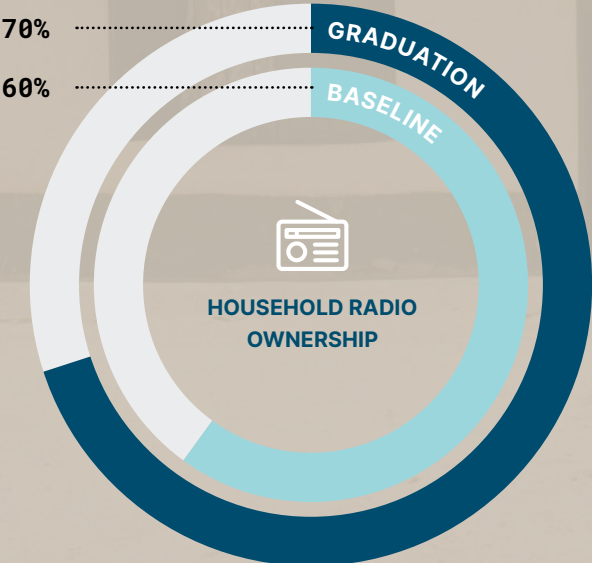
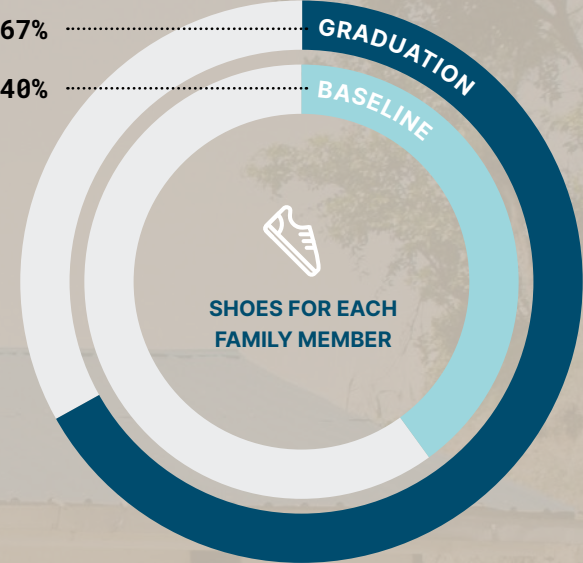
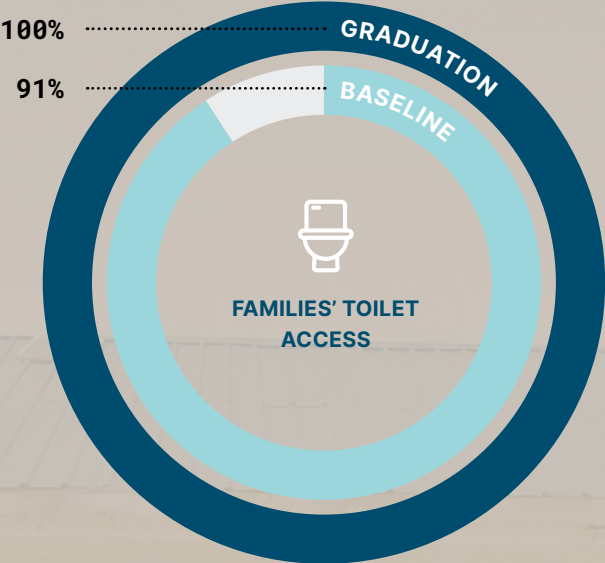
03

TIMING AND EFFICIENCY

Refining our community entry and improving our delivery timing to ensure we prioritize the address key time constraints, allowing for households to thrive.



Development Outcomes



Livestock Assets

At 24 months, households held \$76 more in livestock assets than their peers:



+

INCREASED VARIETIES

Pigs, ducks, rabbits, cows and turkeys.



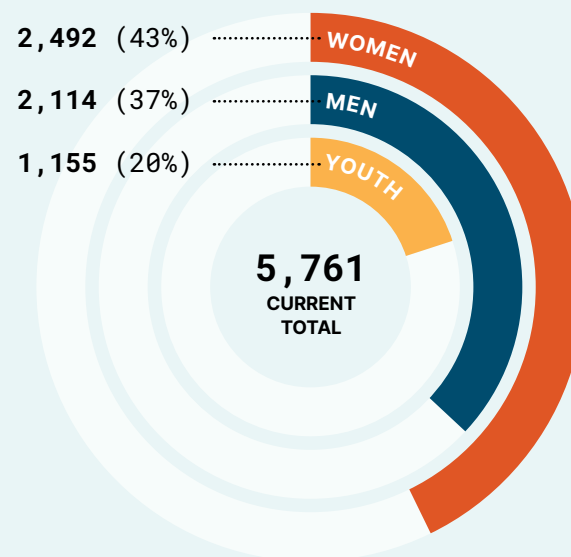
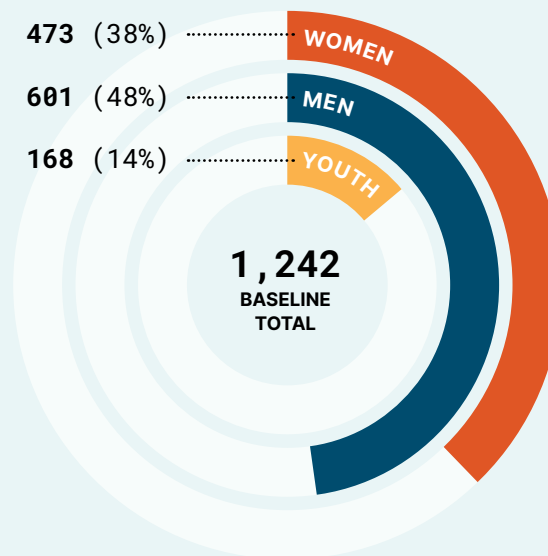
Women + Youth Empowerment



To create an environment for inclusive development, RTV prioritizes fair representation and gender empowerment to see more women and youth represented in the decision making process in their communities.

RTV projects helped create nearly 38 new leadership opportunities in every partner village with the roles maintained post-graduation. With a 364% increase in avenues for civic engagement, the profile and type of members who get to participate goes beyond the village elite.

GRADUATED COMMUNITIES LEADERSHIP PROFILE





Empowering Women, One Village at a Time

More than half of all farmers in Eastern Africa are women. Despite this, they aren't able to produce half as much as their male counterparts because of the many disadvantages they face in their local communities. These include restricted access to land, financial exclusion, and lack of agricultural inputs.

One of the many women farmers we've come to know is Gladys Karaikudi. Gladys is a 43 year-old wife and mother with 8 children. Recently, Gladys was able to participate in our Ready-To-Eat garden box program and received support with agricultural input. Households that participated in this new initiative received kits with spinach, kale, eggplants, cabbages, nakati, nightshades, spider plants, amaranth, beetroot, pumpkins, carrots and sukuma wiki — most ready to harvest in 3 to 4 weeks.

Participating households were also trained in proper agronomic practices to ensure effective production. This sensitizes the communities to fully maximize their small gardens.

We asked Gladys to share her experience with us:

"There are nutritious vegetables I have never grown in my own garden but now I have them. Raising The Village gave us seedlings, which are growing well in my garden — I even started harvesting some. I used to plant only for home consumption but now I can sell my crops and make money to support my family."

Growth in small-scale agriculture is 2 to 4 times more effective in reducing hunger and poverty than any other sector, with female farmers like Gladys playing a critical role. If equipped with the right tools and resources, many communities will be uplifted from poverty and hunger thanks to the hard work and devotion of these incredible women.

"Raising The Village
trained us how to plant
in lines, spacing,
compost making, and
manure application.
I used to plant by
broadcasting but now
I plant in lines, weed
and apply organic manure
which has doubled my
harvests."

Gladys weeding
carrots in her
vegetable garden
in Mashoko Village
– Kanungu District



Vulnerable Households



WOMEN-HEADED HOUSEHOLDS

Single parent households represent a vulnerable group in our partner villages. Despite the progress we're making, a lot more work still needs to be done.



+\$0.31

PER DAY

RTV women-headed households earned **\$0.31 more** per day, 25% more than their peers

+\$147

BY YEAR 2

Within 24 months, partner households earned **\$147 more** than their peers, with casual labour and harvests leading the way.

+1.5

GOATS

At graduation, women-headed households own productive assets equal to 1.5 more goats than their peers.



YOUTH-HEADED HOUSEHOLDS

Youth-headed households represent families where the head of the household is between 18–30 years old. Breaking through extreme poverty early in life, sets up future generations on a path of resilience and rapid development.

+\$0.82

PER DAY

At graduation, youth-headed households earned an average of \$2 per day, which is **\$0.82 more** per day than their peers.

x 2

LIVESTOCK ASSETS

Productive livestock assets doubled over 24-months, representing a **50% improvement** over their peers.

+\$487

NET VALUE

Household gained **\$487** over their peers with gains driven by the doubling of harvests and income from casual labour.

Looking Forward



As we look to 2021, we will continue to advance our programs through our learnings and the next iteration of our analytics.

MEASURING PANDEMIC IMPACT AND TAKING ACTION

With the ongoing impact of COVID-19 on Ugandan households, we will focus on furthering our near-term initiatives to soften development shocks and support a quicker rebound in areas where we operate.

REAL-TIME DATA AND AGILE PIVOTS

Instead of waiting for an annual report on impact, our daily work with Alteryx and ArcGIS allows us to find opportunities to pivot and make swift adjustments within very short time frames. This also enables us to share our analysis and findings with our partners with greater frequency.

TO THE FUTURE

Considering all our learnings and data, we will develop predictive forecasting and analytics to understand trends and revise designs to ensure we achieve our goals.

THIRD PARTY

The randomized control study launched with Dr. Riley, Oxford University, and Dr. Mahmood, University of Essex in 2020 will continue through 2021, with all implementations launched by the end of 2021.

How We Measure

We practice the highest available levels of statistical accuracy to present the clearest possible picture of RTV's work and impact to our supporters. Whether the findings reveal negative or positive results, we prioritize transparency, integrity, and accurate reporting, all of which help us in finding real solutions to end ultra poverty.

Rooted in our values of continued learning and improvement, Raising The Village has further enhanced our measurement capabilities to increase the statistical power of our findings.



01 MEASUREMENT

Using Stata, RTV applies a 'difference of differences' approach by comparing RTV partners villages and non-participating communities. Measuring through the principles of a randomized control study, we randomly selected households and tracked them year after year as a part of the longitudinal study.

02 SAMPLING POWER

In 2020, we surveyed a total of 6,678 households across 256 partner villages, achieving a statistical power of 99.99%. Best practices for statistical power sit anywhere between 80% to 100%. To avoid the mirage of impact, we like to keep things on the high end.

03 ACHIEVING NORMAL DISTRIBUTION

We sample to achieve a normal distribution at a 95% confidence level. We removed outliers representing 6% of all samples to ensure the best representation of impact and to avoid a 'heavy-tailed' distribution which may distort findings.

04 CONTRACTORS

To keep our findings and results as independent as possible, we leveraged contractors to collect information for analysis.

05 CONSULTATION

Thanks to our collaboration with Dr. Riley, Oxford University and Dr. Mahmood, University of Essex, we aim to measure progress with the highest levels of accuracy using the best and most innovative methods and practices available.

06 ADJUSTING FOR INFLATION

We take current inflation figures into account to reflect the present state of our world and offer the truest representation of progress. This version includes a conversion to U.S. dollars for our Western copy.



RTV Model

We form clusters of last-mile communities that have existing economic and social relationships, live in geographic proximity, and share key infrastructure. In partnership with our clusters, we focus on 3 key areas:

01

REMOVING IMMEDIATE BARRIERS
TO LIVELIHOODS

02

DEVELOPING DIVERSE INCOME
GENERATING PROJECTS

03

BUILDING LOCAL CAPACITY
AND ENGAGEMENT TO CONTINUE
PROGRESS

RTV PARTNER FAMILY

- Subsistence farmers living on less than 1 acre
- Earn less than \$1.25/day
- Persistent undernourishment and food scarcity
- Require more than 1 hour to collect 20 litres of water
- Limited access to basic healthcare, no affordable access to emergency care

Program Timeline



VILLAGE ENGAGEMENT + PROJECT DESIGN

MONTH -3

RTV meets with district governments to identify at-risk populations with limited access to services and high poverty rates. Reviews ensure RTV activities align with government development plans.

MONTH -2

Government introduces RTV to communities to ensure strong relationship building and coordination. A series of community-wide focus groups engaging women, youth, children, and the elderly, drive the village prioritization and goal-setting process.

MONTH -1

Community-wide design sessions are conducted to ensure full village participation around proposed community projects, with an emphasis on women and youth engagement. The community then votes and selects 7-10 projects that are finalized in a signed formal agreement.

IMPLEMENTATION

MONTH 0

Community members, local government leaders, and RTV come together to review and confirm program commitments.

MONTH 0-6

The 6 month intensive program begins by addressing barriers to participation such as lack of access to water, sanitation, and health (WASH) before rolling out livelihoods programming that includes training and demonstrations in agriculture, livestock, and financial literacy. Seeds and livestock are distributed to the first cohort of households and group beneficiaries.

MONTH 6-12

Refresher trainings and outreach programs are completed. The first cohort of households and community groups pass on seeds and livestock inputs to the second group.

TRANSITION

MONTH 12-24

RTV continues household follow-up and mentorship of project groups for successful adoption and habit creation.

MONTH 24

Communities are now independently managing initiatives and graduate from the program.

GRADUATION

Thank You



Together, we can achieve what is impossible alone. Thank you to our partners for believing in what we do and generously supporting our work.

Addax & Oryx Foundation
DAK Foundation
David Weekley Family Foundation
Genesis Charitable Trust
Grapes for Humanity
Greater Impact Foundation
Imago Dei Fund
Montpelier Foundation
Mortenson Family Foundation
Pace Family Foundation
Peery Family Foundation
Planet Wheeler Foundation
RA5 Foundation
Sall Family Foundation
Segal Family Foundation
Tawingo Fund
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The Government of Uganda

