



ANNUAL REPORT 2023

NOTE FROM THE CEO

Our 2023 Annual Report highlights a year of remarkable operational growth and strategic advancements amidst global challenges. The report outlines the outputs for the cohort launched in 2023 that will set the stage for sustainable impact by graduation. The report also presents our financial summary for the year and recaps topline impact for the cohort that graduated in 2023.

In 2023, RTV continued to scale its operations and reached 301,273 people across rural Uganda, a 34% increase from 2022, bringing our cumulative reach to 966,621 by the end of the year. With a focus on continuing to maximize impact at scale, we further strengthened our data-informed approach by integrating custom-built tools for real-time data collection, weather monitoring and forecasting, and land mapping into our operational framework.

Last year, our partner communities living in ultra-poverty faced many challenges, including global inflation and climate change, that further exacerbated their vulnerability. Despite these challenges, and as a testament to their resolve, our partner communities not only continued to improve and diversify household incomes but are also building sustainable pathways out of ultra-poverty toward economic growth and self-sufficiency.

Driven by higher agriculture productivity, better market prices, and access to affordable credit, graduating partner households in 2023 increased their average Household Income and Production from \$0.84/day at baseline to \$2.23/day at graduation, \$1.59/day more than their peers. In doing so, they unlocked \$697 in Annual Program Value in 24 months, 6X the program investment. With our emphasis on reaching and impacting the most vulnerable community members, women and youth-headed households increased their Household Income and Production by 198% and 147%, respectively.

While we are truly proud of our partner community and our team's achievements, there is still a long way to go. We remain focused on maintaining the growth trajectory and addressing ultra-poverty at scale. Through continuous innovations, strategic partnerships for expansion, and consolidation of institutional knowledge and insights, we are committed to continue building pathways out of poverty for last-mile communities.

I thank our partner communities, our team, and partners and supporters for their unwavering trust. Your continued support and partnership have been instrumental in helping us work towards our vision of a world without ultra-poverty.

Best,



Shawn Holden Cheung
Founder & CEO

OUR GLOBAL TEAM

Implementing our programs in some of the most remote and difficult-to-access villages, our team forms the bedrock of our work and impact in last-mile communities. Hailing from diverse backgrounds, regions, and careers, they channel their collective passion towards one vision – a world without ultra-poverty.

Our growing team brings together deep expertise in program implementation, advanced data analytics, operations and logistics, financial management, fundraising, communications, and various other strategic functions.

202

TEAM
MEMBERS

98%

BIPOC
REPRESENTATION

95%

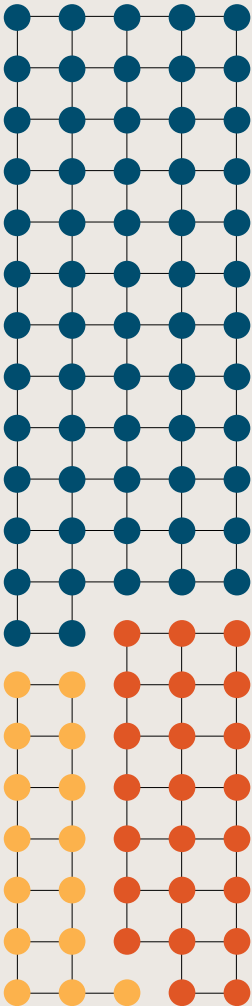
LOCAL STAFF IN
SUB-SAHARAN AFRICA

DID YOU
KNOW

2,800,000+

KILOMETRES TRAVELED
BY OUR FIELD TEAMS

To reach and work with last-mile communities in rural Uganda in 2023. That is more than **70 times** the circumference of the Earth!



- 62% Program implementation
- 15% Planning, evaluation & learning
- 23% Operations



OUR WORK

Our partner communities face systemic obstacles to increasing their incomes and breaking the cycle of ultra-poverty. These include limited access to knowledge and good-quality farming inputs, lack of affordable credit for agriculture and business, lack of access to health services and clean water, and gender and age-based social barriers. Our program model addresses these deep-rooted challenges through a multi-dimensional approach that improves incomes, addresses developmental barriers, and ensures sustainable impact.

Our programs aim to increase agricultural production and income in subsistence farming communities through high-quality agricultural inputs and technical training. Additionally, by creating community-led and peer-reviewed opportunities to develop assets and access loans and conducting training sessions while promoting the adoption of various best practices under financial literacy, WASH, and gender equity, our ultimate outcome focuses on building sustainable economic security and improving the overall quality of life.



PRE-CONDITIONS & ASSUMPTIONS

- Last-mile subsistence farming communities experiencing deep disadvantage, earning less than \$1 per day
- Communities are willing to partner for 24 months
- Communities approve project designs based on community needs prioritization
- Local government partnership in place

DISCOVERY

- District and sub-county prioritization
- Baseline village analysis
- Village census
- Identifying vulnerable groups
- Community needs prioritization
- Data-informed project design
- Community approval and agreement

OUTCOMES**IMMEDIATE OUTCOMES**

- Improved agricultural yields and market value
- Increased household savings and access to loans for investment
- Increased community capacity to lead and sustain projects
- Increased leadership and decision making participation by women and youth
- Improved health and social outcomes (food security, WASH, health information)
- Effective community-led local structures

INTERMEDIATE OUTCOMES

- Increased agricultural crop income
- Improved business income
- Increased productive assets

OUTPUT

Increased agriculture participation and productivity and diversified income sources.

INPUTS**ACTIVITIES**

24 MONTHS

**AGRICULTURE**

Inputs + training

**FINANCIAL INCLUSION**

Organizing + training

**HEALTH + EQUITY**

Inputs + training

**SUPPORT + SUSTAINABILITY**

Training + coaching



- Community engagement at cluster, village & household levels
- Local government engagement



- Agriculture training: pre-planting, in-season, perennial & post-harvest
- Agricultural seeds & tools distribution
- Community Agriculture Teams formed and trained
- Vegetable seedling distribution for food security



- Livestock care & management training
- Village Livestock Team (VLTs) formed and trained



- Health Outreaches (HOR)



- WASH training conducted, WASH Champions Committee and Water Committee formed
- Protected water sources



- Joint, women and youth Village Savings and Loan Association (VSLA) formed with gender and youth equitable leadership
- Financial literacy and VSLA training focused on agricultural and small business and other income-generating activities



- Mindset change training
- Gender equity training



- Group and household support and coaching
- Ongoing follow-up and technical support
- Household check-ins
- Activity reporting
- Standard evaluations
- Annual household survey
- Realtime monitoring & tracking

ULTIMATE OUTCOME

Enhance the economic well-being of last-mile subsistence farmers living in ultra-poverty.

- Increase in household income & production to >\$2/day within 24 months
- Reduced progress out of poverty index
- Improved quality of life
- Sustained livelihoods
- Strengthened and equitable social structures

OUR REACH

Our programs address ultra-poverty in remote farming communities with the ultimate objective of sustainably increasing and diversifying household income.

Through carefully sequenced activities that prioritize the most vulnerable, RTV focuses on increasing Household Income and Production from <\$1/day to over \$2/day by increasing agricultural income, diversifying income and productive assets, and alleviating barriers to community participation in economic activities.

Throughout the process, RTV leverages continuous and real-time data analytics to address barriers to development, inform decision-making, optimize interventions, and maximize impact.

966,621

PEOPLE REACHED
SINCE 2016



1,586

VILLAGES SUPPORTED
SINCE 2016



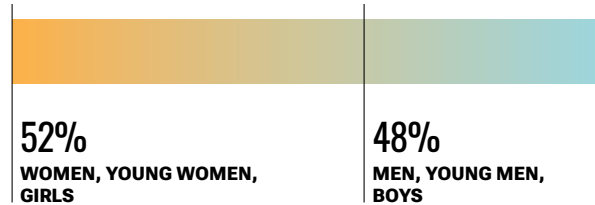
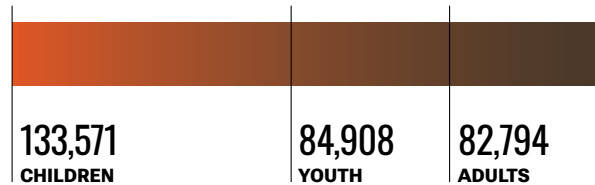
34%

**INCREASE IN ANNUAL
REACH OVER 2022**



PEOPLE

301,273



59,788

HOUSEHOLDS

- 12,671 Women-headed
- 16,503 Youth-headed
- 30,614 Men-headed

- RUBIRIZI**
97 VILLAGES
- RUKUNGIRI**
212 VILLAGES
- KANUNGU**
264 VILLAGES
- RUBANDA**
123 VILLAGES
- KISORO**
130 VILLAGES
- MITOOMA**
187 VILLAGES
- RUKIGA**
30 VILLAGES
- KYENJOJO**
185 VILLAGES
- KAGADI**
208 VILLAGES
- KIRYANDONGO**
47 VILLAGES
- KIBAALE**
29 VILLAGES
- KALIRO**
60 VILLAGES
- LUUKA**
14 VILLAGES

UGANDA

505
VILLAGES

13
DISTRICTS



OUR IMPACT

Key highlights from our 2023 graduating cohort

\$2.23

AVERAGE HOUSEHOLD INCOME + PRODUCTION PER DAY

165% increase from \$0.84/day at baseline

6X

RETURN ON INVESTMENT

On average investment of \$114/household over 24 months

198%

INCREASE IN WOMEN-HEADED HOUSEHOLD INCOME + PRODUCTION

From baseline to graduation

147%

INCREASE IN YOUTH-HEADED HOUSEHOLD INCOME + PRODUCTION

From baseline to graduation

\$697

ANNUAL PROGRAM VALUE

Unlocked by partner households

267%

INCREASE IN HOUSEHOLD ANNUAL AGRICULTURE INCOME

From \$203 at baseline to \$578 at graduation



[READ OUR 2023 IMPACT REPORT](#)

AT 60 MONTHS

12X RETURN ON INVESTMENT

On an initial one-time investment of \$111 per household for 2018 cohort (at 60 months, 5 years since inception)

DRIVERS OF PROGRESS



“Our lives have changed a lot. The agricultural output has improved, and our earnings have increased. We even had a drought after the intervention began but overcame it with the best practices we had learned. We now produce enough to feed our families, store food for the future, sell the produce, and get a good income. My children are healthy, and I can easily pay their school fees too.”

DICK




Partner Community Member



Improving agricultural production in last-mile communities dependent on subsistence farming remains the cornerstone of our programs. With high-quality inputs, such as improved seeds and tools, technical and hands-on training on pre- and post-harvest management, and regular follow-up and support, our partner communities significantly increase agriculture yields, improve crop quality, achieve higher value, and consequently transition from sustenance to income generation.

NEW IN 2023

Driven by our commitment to continuous learning and innovation, we enhanced the focus on perennial farming in our comprehensive agriculture training program in 2023. Improvements in agricultural yields and market value for both seasonal and perennial crops remain the primary drivers of increased agricultural income. Whereas seasonal crop participation is high among partner communities as a critical source of sustenance and livelihoods, we see a significant increase in participation in perennial crop production in partner households. Based on these insights, our agriculture technical training program was further enhanced.

-  To build resilience to the effects of climate change on agriculture, we launched and piloted the **Monitoring & Forecasting and Soil Profiling & Land Mapping modules** under the Climate Smart Agriculture System. The module aims to help partner communities align their planting schedules and agricultural activities with weather forecasts based on historical data accessed through an MoU with the Uganda National Meteorological Authority (UNMA).
-  We rolled out our custom-built **Household Check-in application** to strengthen our real-time data collection and improve the adoption of best practices.
-  We expanded our **Agriculture Team** on the ground with regional and district-level agriculture representatives to support our field teams and partner communities in maximizing impact.



OUTPUTS 2023 COHORT

470,152 KG

**IMPROVED
HOUSEHOLD SEEDS
DISTRIBUTED**

6

**CROP VARIETIES
DISTRIBUTED**

Beans, groundnuts,
maize, rice, soybean,
and Irish potatoes

27,873

**AGRICULTURAL TOOLS
DISTRIBUTED**

3,789 Hoes

3,273 Spades

8,965 Water/jerrycans

1,817 Spray pumps

1,908 Plastic tanks

8,121 Wheelbarrows,
trowels, other tools

1,869

**TOTAL AGRICULTURE
TRAINING SESSIONS
CONDUCTED**

505 Agricultural
preparation and
pre-planting

505 Preparing and
applying organic
fertilizers and
pesticides

469 Post-harvest
management

148 Perennial farming

242 Refresher training

95%

**OF PARTNER
HOUSEHOLDS
ATTENDED
AGRICULTURE
TRAINING SESSIONS**

3,406

**PEOPLE ENROLLED
INTO COMMUNITY
AGRICULTURE TEAMS
(CATs)**

585

**TRAINING SESSIONS
CONDUCTED FOR CATs**

592

**LIVESTOCK
MANAGEMENT + CARE
TRAINING SESSIONS
CONDUCTED**

1,318

**PEOPLE ENROLLED INTO
VILLAGE LIVESTOCK
TEAMS (VLTs)**

345

**TRAINING SESSIONS
CONDUCTED FOR VLTs**



AGRICULTURE TRAINING SESSIONS

Partner communities in each village participate in a comprehensive training program in the first six months of program inception.



COMMUNITY AGRICULTURE TEAMS (CATs)

CATs are volunteer community teams that serve as the first line of support for their village for agriculture initiatives.



LIVESTOCK TRAINING

All community members participate in Livestock Management and Care training sessions conducted in each village. Village Livestock Teams (VLTs) are mobilized and trained as volunteer community teams to promote the adoption of best practices across their communities.



IMPACT 2023 GRADUATING COHORT

184%

INCREASE IN ANNUAL AGRICULTURE VALUE

From \$203 at baseline to \$578 at graduation

76%

INCREASE IN SEASONAL CROP YIELD

Per unit planted

39%

INCREASE IN PERENNIAL CROP YIELD

Average yield improvement for highest participating perennial crops – plantain and coffee

88%

HOUSEHOLDS REPORT INCREASED AGRICULTURAL KNOWLEDGE

On improved farming practices

82%

HOUSEHOLDS REPORT INCREASED LIVESTOCK KNOWLEDGE

On improved care and management practices



“My savings group has always helped me in times of need and to have an income. Through the quick loans, I was able to start a medicine shop. The profits help me pay back the loan and cover my home needs. I am also involved in marketing for the soap-making business that our savings group started collectively. It has helped me connect and network with many community members.”

JOYCE

Partner Community Member



Often considered unbankable due to a lack of assets and credit history, last-mile communities face immense difficulties accessing affordable credit for agriculture, small business, and family needs. As a result, they remain stuck in a cycle of ultra-poverty perpetuated by low income and savings.

RTV partner communities address this by coming together and forming Village Savings and Loan Associations (VSLAs) that are structured to provide equitable representation to women and youth. Through these informal cooperatives, the members pool savings, access peer-reviewed loans, and collectively invest in agriculture, livestock, and various other group enterprises and development initiatives. VSLAs have been instrumental in providing much-needed affordable credit to invest in agriculture and small businesses, helping families build economic resilience and diversify household incomes in RTV partner communities.

OUTPUTS 2023 COHORT

1,812

**TOTAL VSLAs
LAUNCHED**

589

**WOMEN-ONLY
VSLAs**

587

**YOUTH-ONLY
VSLAs**

60%

**OF PARTNER
HOUSEHOLDS
PARTICIPATE IN VSLAs**

1,161

**VSLAs KITS
DISTRIBUTED**

Each kit includes a lockbox, an accounting book, stamp, stamp pad and ink

**COMMUNITY INITIATIVES
LAUNCHED BY VSLAs**

50% Livestock-based initiatives

44% Agriculture-based initiatives

4% Business-based initiatives

2% Home improvement-based and other initiatives

IMPACT 2023 GRADUATING COHORT

LOAN USAGE



25%
SCHOOL FEES



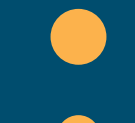
23%
LIVESTOCK



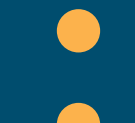
22%
AGRICULTURE



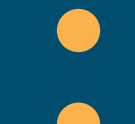
13%
BUSINESS



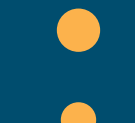
5%
HOUSEHOLD ITEMS



3%
LAND PURCHASE



3%
MEDICINE/ HEALTH



3%
HOME CONSTRUCTION



2%
DEBT REPAYMENT



1%
OTHER

53%

**HIGHER SAVINGS
FOR HOUSEHOLDS
PARTICIPATING IN
VSLAs**

Compared to non-participating households

99%

**HOUSEHOLDS
PARTICIPATING
IN VSLAs ARE
ACTIVELY SAVING**



“Earlier, the water we’d fetch had a lot of sand and mud. During the rainy season, it would even flood, making it very dangerous for us to access water, and we would frequently fall sick. Since the construction of the water source and the availability of clean water, things improved a lot. We now wash our clothes more frequently and no longer worry about headaches and flu, which we used to get from the stream. I am especially relieved that my newborn baby will not suffer from frequent diseases and will be healthy.”

PATIENCE

Partner Community Member





Access to services and resources that promote physical and social well-being plays a crucial role in addressing barriers that prevent last-mile communities from participating in income-generating activities.

Access to clean water and health services, good hygiene and sanitation practices, and food security improve overall health, reduce medical expenditure, and result in an improved quality of life for families. At the same time, community engagement and discussions that promote the representation of women and youth in leadership roles, financial literacy, shared family-level decision-making, and gender equality pave the way for more sustainable and equitable development.

RTV programs improve physical and social well-being through various initiatives centered around community needs and barriers. Compound and vegetable gardens ensure food security and good nutrition, while Health Outreaches (HORs) provide essential health check-ups and referral services. Training sessions on gender equality, social inclusion, WASH, and financial literacy promote long-term behavior change for equitable and holistic development.

OUTPUTS 2023 COHORT

FOOD SECURITY

18
VARIETIES OF VEGETABLE
SEEDS PROVIDED

3,278,278
SEEDLINGS DISTRIBUTED

WASH

213
WATER WELLS CONSTRUCTED

129
SPRINGS REHABILITATED

101
RAINWATER HARVEST TANKS

566
WASH TRAINING SESSIONS

52,061
TIPPY TAPS INSTALLED BY
PARTNER HOUSEHOLDS

59,788
LATRINES BUILT BY PARTNER
HOUSEHOLDS

57,994
DISHWASHING RACKS BUILT
BY PARTNER HOUSEHOLDS





HEALTHCARE

1,463
HEALTH CLINIC DAYS

126,548
HEALTH TREATMENTS
AND REFERRALS

SOCIAL DEVELOPMENT

2,100
HEALTHY HOUSEHOLD
TRAINING (HHT)
SESSIONS CONDUCTED

- 505 Mindset and behavioral change
- 505 VSLA formation and operation
- 505 Financial literacy
- 505 Gender equality and social inclusion
- 80 Refresher training sessions

54%
OF LEADERSHIP
POSITIONS HELD BY
ADULT AND YOUNG
WOMEN

65%
REPRESENTATION OF
WOMEN AND YOUTH
IN AGRICULTURE
TRAINING SESSIONS




IMPACT 2023 GRADUATING COHORT

FOOD SECURITY
90%
**HOUSEHOLDS
CONSUMING
VEGETABLES FROM
THEIR OWN GARDEN**

 An increase from 8%
at baseline

42%
**DECREASE IN
SPENDING ON
VEGETABLES
BY PARTNER
HOUSEHOLDS**
WASH + HEALTH CARE
84%
**HOUSEHOLDS
WITH ACCESS TO
CLEAN WATER
SOURCES**
23%
**REDUCTION IN
WATERBORNE
ILLNESSES FOR
CHILDREN**
44%
**COMMUNITY-
LEVEL REDUCTION
IN WATERBORNE
ILLNESSES**
\$3.40
**REDUCTION IN
SPENDING ON
MEDICAL CARE**

 In monthly medical
expenses compared
to peers

SOCIAL DEVELOPMENT
277%
**INCREASE IN COMMUNITY
LEADERSHIP POSITIONS
HELD BY WOMEN**
74%
**INCREASE IN CAPACITY
FOR ECONOMIC DECISION-
MAKING BY WOMEN**
80%
**INCREASE IN CAPACITY
FOR ECONOMIC DECISION-
MAKING BY YOUTH**
198%
**INCREASE IN HOUSEHOLD
INCOME + PRODUCTION FOR
WOMEN-HEADED HOUSEHOLDS**
From baseline

147%
**INCREASE IN HOUSEHOLD
INCOME + PRODUCTION FOR
YOUTH-HEADED HOUSEHOLDS**
From baseline

LOOKING AHEAD

We remain committed to sustainably addressing ultra-poverty in last-mile, subsistence farming communities. Driven by a data-informed and government-integrated approach, our major strategic priorities are improving program efficiency, investing in and building organizational capacity, and scaling up our programs in the Sub-Saharan Africa region. Additionally, by piloting innovative systems and technologies and integrating them into core program delivery, we will continue to focus on optimizing resource allocation and maximizing impact.



SCALE

Expand the direct service program by continuously advancing and integrating Venn, our advanced data analytics ecosystem, into the program framework.

Advance partnerships for expansion in Sub-Saharan Africa.



INNOVATE

Continue piloting and integrating innovative strategies into the core program to improve program delivery at scale.

Advance Project Venn, our custom data analytics platform, to improve efficiency, optimize resources, and ensure sustainable impact.



BUILD

Focus on transforming systems and operations to support growth and scalability through improved resource allocation and program delivery efficiency.

Invest in and scale organizational capacity and knowledge for consistent program delivery.

FROM
THE FIELD



A THRIVING COMMUNITY ENTERPRISE

“We knew coffee had good potential, but weren’t sure how to set up an enterprise and lacked capital,” says Deborah from Nyamirambi village in Kanungu, “But our path to creating the Bakdet General Enterprise became easier when we partnered with RTV.”

Nestled in the heart of Kanungu, Nyamirambi has been home to coffee farmers like Deborah, who would sell their harvest as raw or dry berries. With growing tourism in the surrounding national parks and demand for coffee in the cities, the community realized that selling their harvest as processed coffee presented an excellent opportunity to improve their incomes. However, doing so individually required substantial capital and resources.

In 2021, the community from Nyamirambi and surrounding villages partnered with RTV to improve agricultural yields and income. Deborah and other community members participated in training sessions on modern farming practices, financial literacy, forming savings groups and enterprises, and various other topics focused on improving incomes and addressing barriers to development. Armed with knowledge and the support structures created as part of the program, the community decided to pool resources and invest in processing and selling coffee. As a result, Deborah and 12 other members came together to form the BanyaKyeshero Development Trust, or Bakdet general enterprise – a group initiative that processes and sells coffee its members produce.



“The knowledge of the importance of organic fertilizers and manure and how to make it ourselves helped us transform our farming. We increased the yield for both our farms and coffee plantations”, says Deborah.

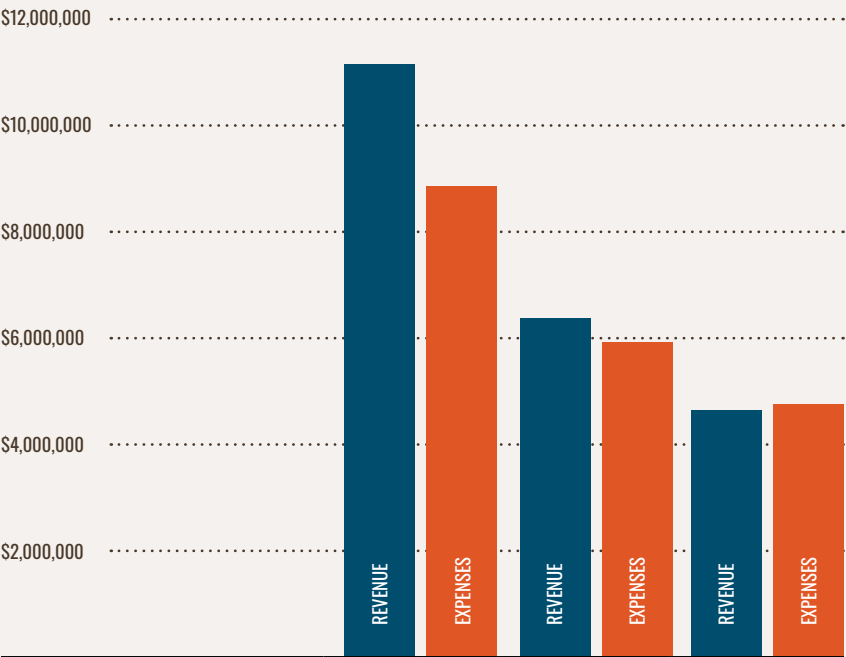
The increased agricultural income from good quality maize, beans, groundnuts, and Irish potato seeds and modern farming techniques helped fuel the coffee processing enterprise. Good post-harvest practices, such as drying coffee beans on tarpaulin sheets, also helped improve self-life and reduce wastage.

Each group member of the Bakdet enterprise pooled part of their increased income, and a small workshop was set up to grind dried coffee beans and store them. Additional capital through RTV’s VSLAs helped provide the final impetus. “The financial support from RTV helped us buy packaging material and give Bakdet its final shape,” says Deborah. The group soon established a small supply chain to sell their branded and packaged coffee. Apart from selling to local residents, a major part of their production is supplied to the Bwindi National Park administration, which sells it to visiting tourists and transports it to local dealers and sellers in Kampala.

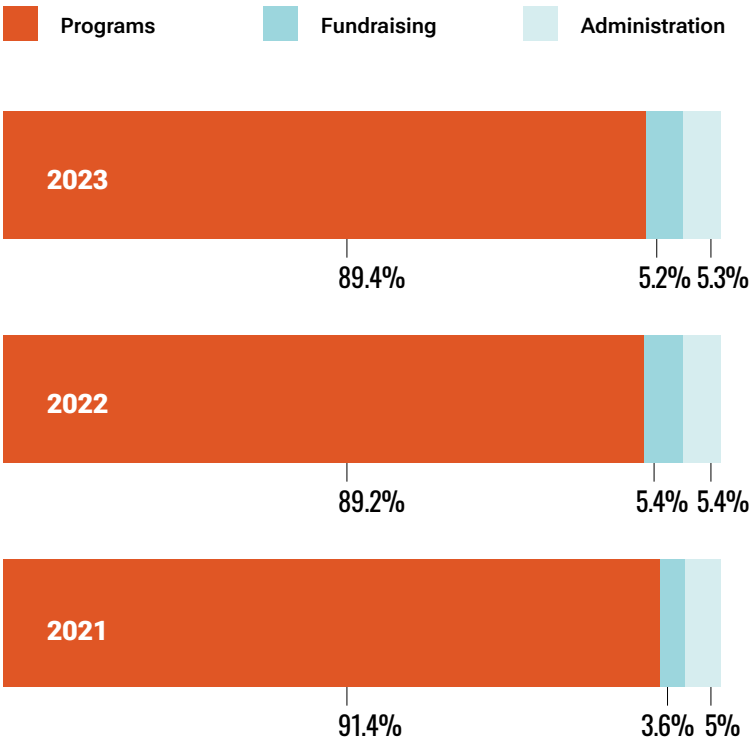
“In a good week, our enterprise earns UGX 250,000 to UGX 300,000 by selling our coffee”, says Deborah. The group reinvests part of its profit in the business and its VSLA to increase production and buy equipment. While inspiring, Deborah feels Bakdet Enterprise’s journey is far from its peak. “We want to transition from manual production to advanced machines, increase production, and sell to a broader market,” she shares about their future plans.



FINANCIAL SUMMARY (USD)



	2023	2022	2021
REVENUE			
Total revenue	\$ 11,860,182	\$ 6,380,673	\$ 4,651,347
EXPENDITURES			
Total expenditures	\$ 8,933,585	\$ 5,930,857	\$ 4,758,585
Program expenditures	\$ 7,916,958	\$ 5,290,459	\$ 4,348,486
Support expenditures	\$ 1,016,627	\$ 640,399	\$ 410,099
Fundraising	\$ 462,695	\$ 321,557	\$ 170,611
Administration	\$ 553,932	\$ 318,842	\$ 239,488



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Raising The Village is grateful for the support of our partners in 2023.

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