ANNUAL REPORT





NOTE FROM THE CEO

As I reflect on 2024, I am incredibly proud of the progress we have made and grateful to our team, partners, and the communities we serve for making it happen. This year marked the convergence of learning and innovation, strategic expansion, and meaningful impact, all centered on addressing multi-dimensional poverty in last-mile communities.

In 2024, we reached 400,274 people in Uganda, bringing our total reach to over 1 million partner community members since 2016. This milestone is not just a number – it represents the real-life journeys of a million lives out of ultra-poverty and towards social and economic well-being. For RTV, it is also a defining moment – proof that a bold, data-informed, and learning-focused approach can deliver meaningful change at scale.

At the heart of our work is a commitment to creating sustainable change driven by improved agriculture productivity and diversified livelihoods for last-mile communities. In 2024, graduating partner households achieved a 539% return on investment, signifying a 6x return on program investment in two years. At the same time, the 2019 cohort achieved 1699% or 18x return on investment five years after launch, highlighting continued progress and resilience years after graduation. Our 2024 cohort increased their average Household Income and Production from \$0.88/day at baseline to \$2.16/day at graduation, while the 2019 cohort increased it from \$1.08 at baseline to \$2.83 after five years. Women and youth-headed households from the 2024 graduating cohort increased their Household Income and Production by 185% and 142%, respectively, demonstrating the depth of our programs in reaching the most vulnerable households and creating lasting change.

Advancing our learning and adaptive approach, we launched pilot programs in Rwanda and the Democratic Republic of Congo (DRC). These learning hubs will allow us to test and refine our approach while bringing our proven model to new communities in the Sub-Saharan Africa region.

Going forward, we remain committed to leveraging evidence-based insights to create impact at scale. By integrating advanced analytics and real-time monitoring into our programs, we continue to adapt quickly, optimize resources, and maximize impact. At the same time, while we celebrate these achievements, we know there's still much work to be done. Our journey continues, driven by the belief that every community deserves the opportunity to thrive and create a secure and sustainable future.

Thank you to our partners, supporters, and the incredible communities we serve for your trust and collaboration. Your continued support and partnership have been instrumental in helping us work towards our vision of a world without ultra-poverty.

With gratitude,

Shawn Holden Cheung

Founder & CEO

OUR TEAM

Our team works side-by-side with partner households in last-mile communities day in and day out, providing ongoing support, tackling challenges, and unlocking new opportunities.

Grounded in local realities, informed by advanced data analytics, and equipped with strong technical and operational skills, Team RTV is the driving force behind our achievements and results.

By combining hands-on coaching with real-time data insights, our team supports households in improving agricultural productivity, diversifying income sources, building long-term economic resilience, and improving quality of life. Their work goes beyond delivery – it's about continuously prioritizing and adapting so that every intervention has the best chance to succeed.

VENN

Venn is RTV's integrated analytics infrastructure. It brings together our Learning, Evaluation, Data Engineering, and Software Development capabilities to power real-time decision-making in program implementation and enhance efficiency and impact at scale.

298
TEAM MEMBERS

95% LOCAL STAFF IN SUB-SAHARAN AFRICA

99% BIPOC REPRESENTATION

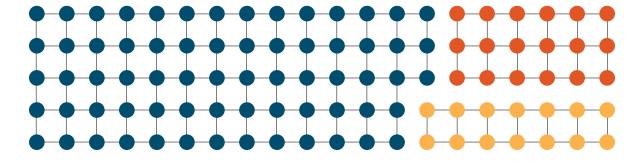
470/0 TEAM GROWTHOver 2023





18% Operations

14% Venn







DRIVING INCOME

BOOSTING AGRICULTURAL PRODUCTIVITY

To unlock the full potential of agriculture as a driver of income, we focus on three key pillars, supported by real-time data insights and adaptive strategies:

CORE INTERVENTIONS

AGRICULTURAL INPUTS

Equip farmers with good quality seeds, modern tools, and organic inputs to diversify crops, increase yields, and improve resilience.

\rightarrow

Select crop varieties and quantities based on yield and price projections, past performance, soil profiles, weather patterns, and farmer feedback.

DATA INFORMED DELIVERY

TECHNICAL KNOWLEDGE TRANSFER

Deliver comprehensive training programs and cost-effective solutions at the village level covering pre- and post-harvest management, organic farming techniques, and income diversification strategies.



Use attendance, knowledge, and performance metrics to refine training content, identify gaps, and tailor programs to specific community needs.

COACHING & MENTORSHIP

Provide ongoing, hands-on support to farmers at the household level, ensuring they can effectively implement new techniques and sustain long-term growth.



Track the adoption of best practices through regular checkins and surveys, and support households throughout the program lifecycle, prioritizing practices that are key drivers of social and economic impact.



ENABLING GROWTH

BREAKING BARRIERS, BUILDING OPPORTUNITIES

To create an environment where communities can thrive, we address critical barriers and open doors to new opportunities, leveraging data to optimize impact:

CORE INTERVENTIONS

FOOD SECURITY

Introduce nutrient-rich vegetable varieties to ensure a sustainable source of food and generate supplementary income for households.

DATA INFORMED DELIVERY

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Track adoption, yields, and household food consumption to monitor the effectiveness of interventions, customize varieties, and pivot strategies as needed.

WATER ACCESS

Improve access to clean water in water-stressed communities, enhancing health through improved hygiene and sanitation, and enabling more time for productive activities.



Use topological surveys and community feedback to prioritize water infrastructure projects where they are needed most.

HEALTH IMPROVEMENT

Promote good sanitation and hygiene (WASH) practices and preventative health awareness to reduce disease and improve overall well-being.



Measure health outcomes through surveys and track the adoption of WASH practices that lead to improvement in health and well-being.

FINANCIAL INCLUSION

Establish Village Savings and Loan Associations (VSLAs) with equitable representation of women and youth in the leadership structure to promote a culture of savings and provide local access to credit. Paired with financial literacy training to help the groups and individuals diversify income sources and build assets.



Track savings rates, loan usage, and income diversification to identify and scale successful models across communities.

EQUITABLE DEVELOPMENT

Promote inclusive growth by training women and youth in leadership and decision-making, ensuring their active participation in economic activities and community development.



Monitor participation rates, leadership roles, and social and economic outcomes, and prioritize check-ins for women and youth-headed households to ensure equitable representation.



ENSURING SUSTAINABILITY

STRENGTHENING LOCAL STRUCTURES, FOSTERING LOCAL OWNERSHIP

To ensure lasting change, we focus on strengthening local systems for communities to lead their own development, supported by robust monitoring and evaluation:

CORE INTERVENTIONS

LOCAL STRUCTURES

Establish community-based support structures for agriculture, VSLAs, collective marketing, WASH, water access, and other initiatives, ensuring resources and knowledge are locally available.

DATA INFORMED DELIVERY



Use community feedback mechanisms to assess the effectiveness of local structures, promote inclusivity, and adapt them to evolving needs.

LOCAL GOVERNMENT COLLABORATION

Train and leverage local government extension workers to deliver programs effectively, ensuring alignment with community needs and government priorities.



Monitor the reach and impact of extension services, using data to improve coordination and resource allocation.

COMMUNITY-LED DEVELOPMENT

Support communities to self-organize, identify opportunities, and implement initiatives that boost incomes, improve infrastructure, and enhance quality of life.



Track community-led projects and their outcomes, providing project-specific insights to scale successful initiatives.

2024 AT A GLANCE

Raising The Village (RTV) is a dynamic, learningdriven organization operating at the intersection of program implementation, data analytics, and best practice development to address ultra-poverty in sub-Saharan Africa (SSA).

RTV delivers a holistic development model designed to support subsistence farming households by generating immediate and sustainable incomes. Operating primarily in Uganda, we partner with remote, underserved communities over 24 months, focusing on regions beyond the reach of conventional development efforts.

Our approach combines improving agricultural productivity, income diversification, and community participation—supported by tailored training and inputs. Leveraging a low-cost, scalable poverty graduation model, we prioritize the most vulnerable through data-informed strategies, ensuring broad and inclusive impact.

The program's ultimate goal is to increase Household Income and Production (HHI+P) above \$2/day within two years, breaking generational poverty cycles. As a result, our partner communities achieve higher incomes, long-term resilience, and a sustainable transition from subsistence farming to income generation.

KEY HIGHLIGHTS

opportunities.

Launched Learning Hubs in Rwanda and DRC, reaching 18,586 community members. These hubs refine program methodology in different contexts, leverage technology, and explore scaling

Launched and scaled our custom-built Implementation application, a unified platform to enable adaptive program delivery, customized support, household check-ins, monitoring, and reporting.

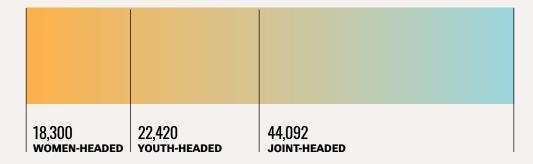
Introduced program innovations, including:
Collective Marketing modules to enhance community bargaining power; Perennial Farming Training to boost crop value; Refined local leadership models to strengthen community-driven development.



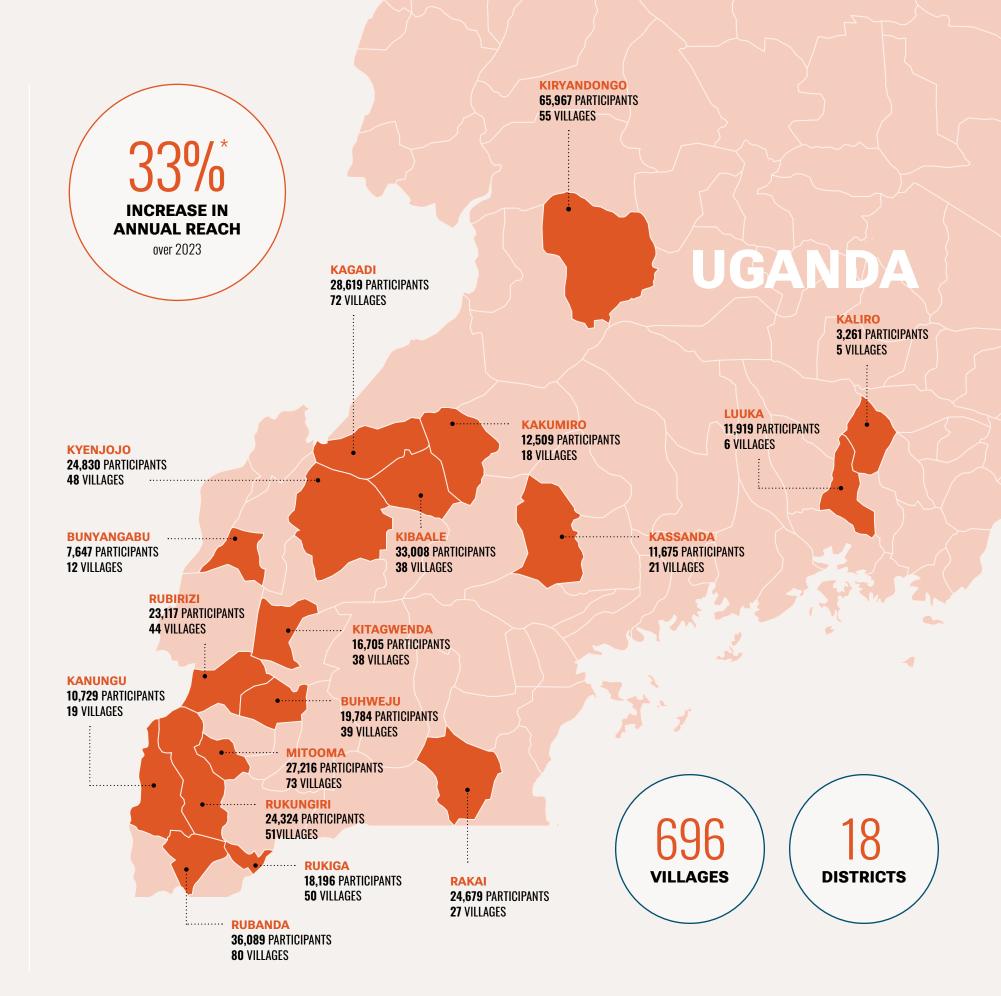
OUR REACH IN 2024



84,812 HOUSEHOLDS



^{*}Excludes population reached in Rwanda and DRC through learning hubs and pilot programs.



OUR IMPACT

Our 2022 cohort successfully graduated in 2024, making significant progress over 24 months

\$2.16

AVERAGE HOUSEHOLD INCOME + PRODUCTION PER DAY

For the 2024 graduating partner households, a 145% increase from \$0.88 per day at baseline, \$584 more than peers over 24 months

6X RETURN ON PROGRAM INVESTMENT at 24 months

539%

RETURN ON INVESTMENT

For an average investment of \$111/household over 24 months

185%

INCREASE IN WOMEN-HEADED HOUSEHOLD INCOME + PRODUCTION

From baseline to graduation, from \$0.72/day at baseline to \$2.04/day at graduation, \$652 more than peers over the period of 24 months.

\$707

ANNUAL PROGRAM VALUE

Unlocked by partner households, 6X the program investment

142%

INCREASE IN YOUTH-HEADED HOUSEHOLD INCOME + PRODUCTION

From baseline to graduation, from \$0.84/day at baseline to \$2.02/day at graduation, \$576 more than peers over the period of 24 months.



DRIVING INCOME

BOOSTING AGRICULTURAL PRODUCTIVITY

Strengthening agricultural productivity in last-mile rural communities is a cornerstone of our holistic approach to addressing multidimensional poverty. By improving farm productivity, communities increase household incomes, enhance food security, and unlock economic potential in these underserved regions.

As a key pillar of our program methodology, our community-driven programs focus on boosting agricultural income and creating pathways for income diversification. We collaborate with last-mile communities to deliver training on Good Agronomic Practices (GAP), provide access to quality seeds and tools, and establish local cooperatives and committees to build capacity and ensure long-term sustainability. These efforts lead to larger harvests, higher-quality yields, increased sales, and diversified income streams, enabling households to transition from subsistence farming to income generation.

This complements the other components of our holistic approach, which address additional dimensions of poverty, ensuring a comprehensive and sustainable impact on the communities we partner with.



"I used to spend my hard-earned money on fertilizers and pesticides, yet my yields were always poor. It was disheartening. When RTV introduced training, I felt hopeful again. I focused on learning how to make natural fertilizers, especially for my coffee. My coffee leaves used to be yellow, but now they are green after applying compost and liquid manure. Regular pruning has also helped. Seeing my crops thrive brings me immense joy."

ASUMAN

Partner community member

11 2024 ANNUAL REPORT



OUTPUTS

2024 COHORT



AGRICULTURE INPUTS

1,894 tons

IMPROVED HOUSEHOLD SEED DISTRIBUTED

9

CROP VARIETIES DISTRIBUTED

Beans, maize, rice, soybean, field peas, onions, cassava, millet, and Irish potatoes

76,998

AGRICULTURAL TOOLS
DISTRIBUTED

8,484 Hoes

7,690 Spades

27,311 Watering cans and jerrycans

4,512 Spray pumps

5,056 Plastic tanks

23,945 Tarpaulins, pickaxe, trowels, and other tools



AGRICULTURE TRAINING SESSIONS

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

4,237

TOTAL AGRICULTURE TRAINING SESSIONS CONDUCTED

696 Agricultural preparation and pre-planting

696 Preparing and applying organic fertilizers and pesticides

696 Post-Harvest management

696 Perennial farming

44 Refresher training

626 Collective marketing

87 Coffee champions

92%

PARTNER HOUSEHOLDS ATTENDED AGRICULTURE TRAINING SESSIONS



AGRICULTURE CHAMPIONS

Agriculture champions play a vital role in promoting and supporting agricultural development within their allotted households. These individuals take on proactive roles in implementing sustainable agricultural practices, disseminating knowledge, and driving positive change in their communities.

4,012

PEOPLE ELECTED BY
THEIR COMMUNITIES AS
AGRICULTURE CHAMPIONS

408

TRAINING SESSIONS
CONDUCTED FOR
AGRICULTURE CHAMPIONS

IMPACT

2024 GRADUATING COHORT

219%

INCREASE IN AGRICULTURE INCOME

From \$90 at baseline to \$287 at graduation, \$285 more than peers.

27%

AVERAGE YIELD IMPROVEMENT FOR PERENNIAL CROPS

From baseline to graduation.

85%

HIGHER AVERAGE PERENNIAL CROP VALUE

For major crops, banana, and coffee, in partner households compared to peers.

179%

INCREASE IN AGRICULTURE VALUE

From \$211 at baseline to \$587 graduation, \$520 more then peers.

57%

YIELD IMPROVEMENT FOR SEASONAL CROPS

From baseline to graduation.

67%

HIGHER AVERAGE SEASONAL CROP VALUE

For participating partner households in nine major crop varieties in comparison to peers.

90%

PARTNER HOUSEHOLDS KNOWLEDGEABLE ABOUT IMPROVED FARMING PRACTICES

At graduation compared to 66% in peer households.





ENABLING GROWTH

BREAKING BARRIERS, BUILDING OPPORTUNITIES

Multidimensional poverty stems from the interconnected nature of deprivations –such as lack of access to water, food security, healthcare, and affordable credit – affecting household incomes and overall quality of life. These barriers limit time and resources for productive work, erode savings, and perpetuate poverty, with gender and age further intensifying these challenges.

RTV's holistic approach unlocks time, resources, and opportunities, enabling communities to break free from multidimensional poverty and build sustainable livelihoods.

14

Our second pillar focuses on addressing these challenges by:

REMOVING BARRIERS TO DEVELOPMENT

Partnering with last-mile communities to identify and address obstacles, including providing sustainable food sources, constructing water systems, promoting hygiene and sanitation, and raising health awareness.

PROMOTING FINANCIAL INCLUSION

Establishing cooperatives like Village Savings and Loan Associations (VSLAs) and delivering Financial Literacy Training to enable access to affordable credit for agriculture, livestock, and small businesses.

ENSURING EQUITABLE DEVELOPMENT

Implementing Gender Equity and Mindset Change training to improve the participation of women and youth in household and community-level decision-making, ensuring at least 40% of women and 20% youth representation in leadership roles.

OUTPUTS

2024 COHORT



ACCESS TO AFFORDABLE CREDIT

2.277

VSLAs LAUNCHED

761

WOMEN-ONLY VSLAs

679

YOUTH-ONLY VSLAs

2,277

VSLA KITS DISTRIBUTED

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

573

COMMUNITY INITIATIVES LAUNCHED

130 Livestock-based initiatives

291 Agriculture-based initiatives

126 Business-based initiatives

13 Home improvement-based initiatives

13 Infrastructure and others



FOOD SECURITY

21

SEEDLING VARIETIES DISTRIBUTED TO PARTNER HOUSEHOLDS

16,962,400 SEEDLINGS

DISTRIBUTED



HEALTH CARE

Health Outreach (HOR) days are organized in partnership with local health officials, who provide treatment and referrals for common ailments. These sessions also cover education on nutrition, family planning, maternal health, stress management, and prevention from and care of common diseases.

1,85

HEALTH OUTREACH DAYS

93%

PARTNER HOUSEHOLDS ATTENDED HEALTH OUTREACH DAYS



1,197
WASH TRAINING SESSIONS

74,168
TIPPY TAPS INSTALLED BY PARTNER HOUSEHOLDS

83,964
LATRINES BUILT BY
PARTNER HOUSEHOLDS

78,918
DISHWASHING RACKS
BUILT BY PARTNER
HOUSEHOLDS



WATER ACCESS

270
SHALLOW WELLS
CONSTRUCTED

167
SPRINGS REHABILITATED

29
RAINWATER HARVESTING
TANKS INSTALLED



"I would spend countless hours fetching water from distant sources, and it was a daily struggle. I used to spend so much time getting water, and we never had enough for cleaning or proper hygiene. Now, with the water source closer to my home, combined with the improved farming practices taught to us, I started growing crops on a larger scale. I started selling harvests to increase my income. I also started a small business selling a local beverage to the community. Clean water has given me the time to improve my life and support my family."

ANGELLA

Partner community member

OUTCOMES



ACCESS TO AFFORDABLE CREDIT

78%

HOUSEHOLDS PARTICIPATING IN VSLAS

In partner communities compared to only 21% in peer communities.

161%

HIGHER SAVINGS FOR VSLA PARTICIPATING PARTNER HOUSEHOLDS

Than comparable peer households.



HEALTH CARE

33%

LESSER SPENDING ON **TREATMENT OF ILLNESSES**

In partner households compared to peers.



FOOD SECURITY

82%

PARTNER HOUSEHOLDS CONSUME VEGETABLES GROWN IN THEIR OWN GARDENS

At graduation, 36 percentage points more than peers.

PARTNER HOUSEHOLDS HAVE ACCEPTABLE FOOD CONSUMPTION SCORE

With a score of >35 at graduation (for adults and children 6+ years), compared to 63% in peer communities.



WASH

PARTNER HOUSEHOLDS HAVE ACCESS TO CLEAN WATER

Compared to 49% at baseline.

MINUTE REDUCTION IN WATER COLLECTION TIME PER TRIP

From 49 minutes at baseline to 30 minutes at graduation.

PERCENTAGE POINTS FEWER INSTANCES OF WATERBORNE DISEASES

From 21% at baseline to 9% at graduation.

LOAN USAGE

AGRICULTURE INPUTS 27% **SCHOOL FEES** 26%

LIVESTOCK

17%

BUSINESS

12%

MEDICINE/ HEALTH



HOUSEHOLD ITEMS



HOME CONSTRUCTION

3%

LAND PURCHASE



OTHER

3%





ENSURING SUSTAINABILITY

STRENGTHENING LOCAL STRUCTURES, FOSTERING LOCAL OWNERSHIP

Access to services and resources that promote physical and social well-being plays a crucial role in providing last-mile communities the time and space to invest in income-generating activities.

Access to clean water, health services, and food security improves overall health, reduces medical expenditure, ensures children continue going to school, and results 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 2024 COHORT



SOCIAL DEVELOPMENT

2,805
HEALTHY HOUSEHOLD
TRAINING (HHT)
SESSIONS CONDUCTED

696 Mindset and Behavioral Change (HHT 1)

696 VSLA Formation and Operation (HHT 1)

696 Financial Literacy (HHT 2)

696 Gender Equality and Social Inclusion (HHT 3)

21 Refresher training sessions

7,998
WOMEN IN LEADERSHIP POSITIONS

6,679
YOUTH IN LEADERSHIP POSITIONS



"Earlier, the community members would live independently. We did not have savings groups or associations. Even if someone wanted to start a business, we did not know how to do so. I underwent financial literacy and mindset change training, and ever since then, my life changed. I joined the Youth VSLA, where I started saving money weekly. I was also elected the chairperson of the VSLA by my fellow youth, and this greatly improved my leadership skills."

BUSOBOZI

Partner community member



OUTCOMES 2024 GRADUATING COHORT

89%

OF WOMEN AND YOUTH-HEADED HOUSEHOLDS REPORT A PERCEIVED REDUCTION IN ECONOMIC CONSTRAINTS

Due to RTV program interventions.

85%

OF WOMEN-HEADED PARTNER HOUSEHOLDS AND 87% OF YOUTH-HEADED PARTNER HOUSEHOLDS FEEL AN INCREASE IN PARTICIPATION

in household and community decision-making.

63%

OF HOUSEHOLDS REPORTED THAT WOMEN PARTICIPATE IN HOUSEHOLD ECONOMIC ACTIVITIES

In partner communities, compared to 56% in peer communities.

LOOKING AHEAD

We remain committed to sustainably addressing ultra-poverty in last-mile, subsistence farming communities.

Improving program efficiency, investing in and building organizational capacity, and scaling up our programs in the Sub-Saharan Africa region remain our major strategic priorities for delivering sustainable impact at scale. Additionally, by piloting innovative modules and integrating them into core program delivery, we will continue to focus on optimizing resource allocation and maximizing impact.







INNOVATE

- Adapt program impact and efficiency for replication of success across diverse contexts.
- Build Uganda as a case for country-level transformation with high-impact efficiency.
- Evolve using our current ecosystem as the foundation to iterate the next version of the program model with a strong focus on impact efficiency and scalability.
- Scale across the sub-Saharan Africa region with a progressively iterative program strategy.

INFLUENCE

- Build strategic cross-sector partnerships to expand reach and improve service delivery at scale.
- Advance thought leadership through broader sector engagement.

INVEST

- Build strategic organizational capacity by investing in upskilling and local leadership to advance innovation and scale.
- Advance innovation timelines and program refinement by investing in Venn, our custom data analytics platform.



CREATING A SPACE FOR HERSELF

Sharon's Story

"Our finances were unpredictable; we never planned ahead and often had trouble paying for necessities," shared Sharon, "Our farm output was low, nothing seemed to work, and we couldn't figure out why. As a result, we (Sharon and her husband, Bright) would often blame each other and be stressed all the time."

Living in a remote village in the Yorodani Cluster in Kagadi district, Sharon and Bright's life used to be filled with anxiety. Traditional farming methods and limited knowledge had led to low harvests and food insecurity. Lack of financial planning further exacerbated the situation, with Bright usually being the sole decision maker on spending. They would often fall short of money to pay for school fees for their children. "It was difficult to arrange for money even when my kids fell ill," said Sharon.

In June 2022, when RTV partnered with their community through FLIP (From Last Mile Into Possibilities) with support from the Government of Canada through Global Affairs Canada (GAC), Sharon and Bright saw the opportunity to turn things around. "We were in church when the local village head talked about a new organization (RTV) coming to our village and providing training on good farming techniques, hygiene, and personal finances," Sharon recalled, "I was excited and couldn't wait to be part of the project."

Sharon and her husband participated in various training sessions. The topics covered included good farming practices, usage of good quality inputs, financial literacy, and savings groups or VSLAs. They also joined the community for sessions on gender equality and social inclusion. "We learned how to pool savings as a group and use it for future needs. As a family, we also started budgeting for monthly expenses and plan ahead," shared Sharon. Soon, they witnessed gradual changes.

Their harvest began to improve with good quality inputs and new practices such as using manure and organic fertilizers and pesticides. With improved and more stable income, Sharon and Bright joined Village Savings and Loans Associations (VSLAs) and encouraged some of their elder children to join youth VSLAs. By the end of each year, the family pooled their collective savings to buy land. "Our savings and loans from the VSLA helped us buy land for growing coffee and passion fruit," Sharon shared.

The overall change in the household dynamic has been evident. "My husband and I now jointly make major decisions and plan our budgets and spending together. I feel we love and respect each other more and play an equal role in the household. I feel alive again," Sharon shares. Sharon and Bright are happy and work together as a team. They plan to buy more land for farming and ensure their children's education up to university.

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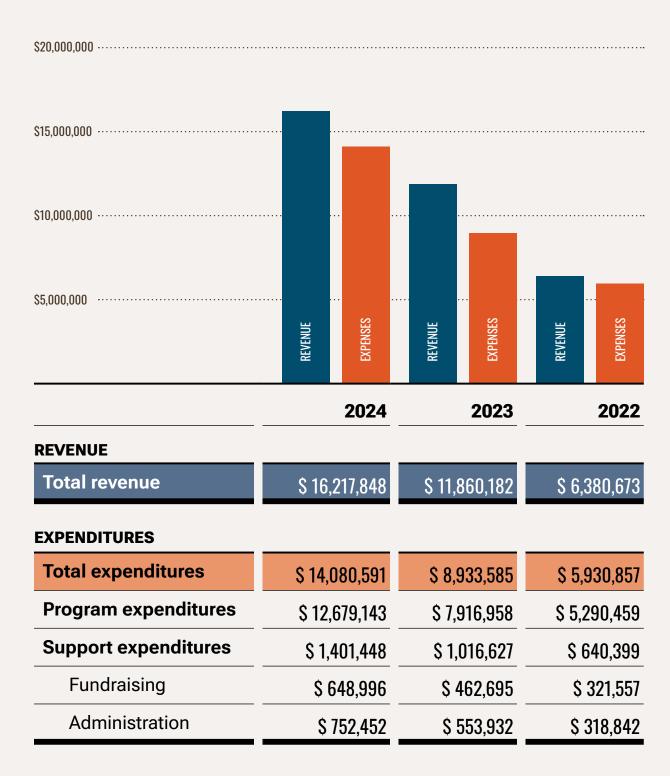
Top right Sharon tending to her coffee plants

Bottom right
Sharon with her children

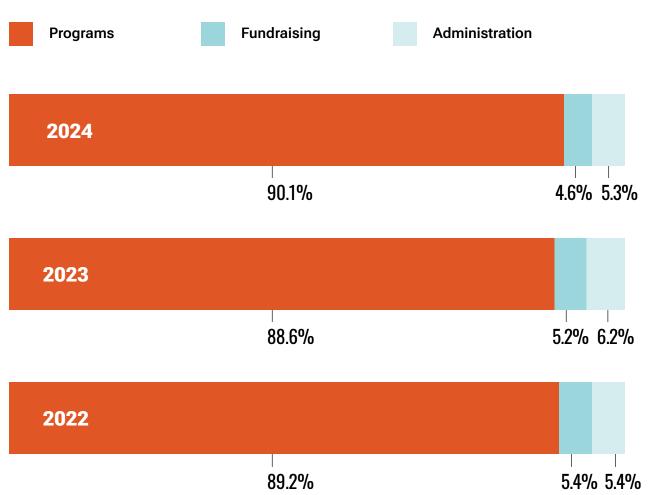
Right Sharon's son using the tippy tap

21 2024 ANNUAL REPORT

FINANCIAL SUMMARY (USD)







22 2024 ANNUAL REPORT

OUR PARTNERS

Raising The Village is grateful for the support of our partners in 2024.

This donor list reflects donations received from January 1, 2024, to December 31, 2024.

Raising The Village makes every effort to ensure the accuracy of our donor list. For any inquiries, please email ask@raisingthevillage.org

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