
Executive Summary

The 2021-2022 grant from Thankyou Charitable Trust was utilized to support Raising The Village's (RTV's) program expansion, implementation, and strategic organizational development. This includes support across programs, operations, country expansion due diligence, and partnerships, all of which have enabled our team to reach an additional 225,314 people living in ultra-poverty in 2022. Included in this report are key updates on milestones within these areas, innovations and program activities, as well as lessons and unexpected challenges our team has faced in the past year.

From October 2021-September 2022, Raising The Village continued to make strides in pursuing our mission of ending ultra-poverty in last mile communities, all while operating in a challenging operating environment. During this time, RTV reached an additional 225,314 people, including 94,154 in Cycle 1 (January launch) and 131,160 in Cycle 2 (June launch). This includes growth into Rubirizi District and Kaliro District, which represents our first expansion into the Eastern Region. This expansion marks an important milestone in our plans for national coverage, and will serve as critical experience as a part of RTV's scaling strategy.

In implementation, partner communities participated in training in WASH, Healthy Households, Agriculture, and more, with household attendance rates exceeding our internal target of 90% participation. Standard Evaluations have shown significant progress in the ongoing adoption of best practices at the household level, with average adoption rates above our 90% target. These activity-based outcome indicators hold a strong correlation to success post-graduation. Additionally, the team piloted new initiatives such as the Village Start-up Fund (formerly known as VSLA Credit Facility) and the pursuit of innovations around agriculture and permaculture.

During this period, the Planning, Evaluation, and Learning (PEAL) team continued development of Project Venn, our custom analytics platform, and conducted our Annual Household Survey for impact progress in late August. The Operations and Finance teams continued to work to optimize team capacity, cost efficiency, and processes, while the Partnerships team pursued new opportunities that will not only meet the organization's 2022 revenue goals, but advance key strategic priorities critical to scale.

Update on Milestone and Outcomes

Programs

Reach

RTV established an annual goal of reaching 200,000 program participants, which was revised to 225,000 participants following mid-year budget review. Following the successful launch of Cycle 1 clusters in January and Cycle 2 clusters in June, this target was exceeded, with an annual 2022 reach of 225,314 beneficiaries.

Programmatic Outcomes

In August, the PEAL team conducted our Annual Household Survey to analyze outcomes as we pursue our ultimate goal of increasing household income levels to \$2/day by month 24.

Initial findings indicate a strong performance for the 2021-22 year across on-farm production and off-farm incomes indicators. Preliminary reporting shows Partner Households Graduating in 2022 exceeding targets, earning an average of \$2.45/day at 24 months up from \$1.03/day at baseline. In other words, for every \$100 invested, households unlocked \$650 by month 24.

In Appendix 1, we have included an advanced preview of the results of the Annual Household Survey. The full 2022 Impact Report, including drivers of impact and sustainability results, will be made available to the Thankyou Charitable Trust team in Q4.

Replication

As part of this growth, RTV achieved its milestone of expanding the Replication Model to two additional districts. Through Replication, many day-to-day activities were implemented by the local government, reducing RTV staff and improving efficiency through a 30% reduction in operating costs. The Replication Model reduces RTV staff per district and sees frontline district government extension staff committing 80% of their time towards RTV implementation through secondment. During this period, this model was successfully rolled out to two new districts, Rubirizi District in the South West and Kaliro District in the East. RTV is conducting a programmatic review and impact outcomes of the technical assistance model in Q4 2022 to determine if future growth will be driven by this model.

To advance the Replication Model and see further reductions in RTV costs, RTV set a goal of reaching an agreement with the Government of Uganda on a direct input cost-sharing model for the 2022/2023 fiscal year. During this time, the team successfully negotiated a cost-sharing model with the Government of Uganda's Ministry of Agriculture, Animal Industries, and Fisheries

MAAIF through the Agriculture Cluster Development Program (ACDP), a \$250M initiative funded by the World Bank (WB). As part of ACDP's Value Chain Productive Alliance, an inputs cost-sharing arrangement will see ACDP support 67% of seed inputs, and 50% of other agriculture input costs in relevant districts. Negotiations have advanced quickly, with MAAIF and WB keen to leverage RTV's Project Venn platform for tracking and accountability reporting, and an initial pilot launched in Q2 2022 to serve 3 RTV partner districts. RTV was able to realize cost savings of \$50,000 USD during the pilot phase. After initial success with the pilot, RTV is pursuing an expansion of this partnership to include additional districts in 2023, and expects an agreement to be finalized soon.

Project Venn

RTV furthered the development and advancement of Project Venn as a tool that works to consistently improve program design and implementation. Project Venn is designed to support the frontline extension team, and is a set of dashboards that provide real-time information on key programmatic areas, trends, and opportunities for improvement.

In this reporting period, RTV advanced Project Venn through a number of ways. The team incorporated prototyping feedback following field trials and to update for a more "user-friendly" experience that will be critical for government partner adoption. In Q2, the team rolled out Venn's core functional dashboards (Water, Agriculture, Livestock, Health, Livestock, Check-Ins) with district-wide on-boarding training. Development also continued on tools related to digital Village Savings and Loans, with enhancements developed in Q3. In addition, following a successful pilot in Kagadi District, the trial of Venn's True-Time-in-Field tool was expanded to the Midwest Region. As a field extension officer travels through a community, the True-Time-in-Field tool informs the officer of levels of community participation in training and the adoption of key activities at the household level. In doing so, this tool helps officers optimize their time and focus energies on those who need the most support, therefore improving both impact and efficiency.

Program Innovations

During this reporting period, RTV continued innovating and adjusting our programs to improve impact, including analysis of our Village Start-up Fund and the pursuit of learnings around permaculture for last-mile communities.

Village Start-Up Fund:

The Village Start-up Fund (VSF) pilot was established in response to intense shocks to incomes and savings due to the pandemic. RTV launched the VSF pilot to accelerate partner

communities' access to affordable credit with local market rates at 20% per month. By amplifying the capacity of local VSLAs, this fund allowed households to cover basic needs, diversify incomes within a unique market, and ultimately continue to raise incomes. During this period, RTV conducted a midline analysis of Phase II of the pilot, which returned the following results for the average VSF participant over their RTV peers not participating in the pilot:

- Increase in total savings by 15%
- Increase in asset values by 104%
- Increase in seasonal crop income (single season) by 81%
- Increase in livestock income by 152%

Importantly, VSF has enabled the most vulnerable, especially women, youth and those unable to read or write, to access critical funds for basic needs, entrepreneurial investments and savings:

- Women realized a 75% gain in savings
- Participants under 30 years of age doubled their savings
- Those unable to read or write nearly doubled their personal savings

Following the success of these findings, RTV is pursuing additional growth of VSF in 2023 through Phase III expansion in 2024.

Adaptive Climate Solutions:

As further discussed in the “Lessons and Unexpected Challenges ” section found later in this report, RTV’s partner communities are increasingly impacted by a changing climate. To respond to these ongoing impacts, RTV is taking an active approach. In July, RTV’s agriculture specialists attended a training workshop on Permaculture hosted by Mainsprings in Tanzania to learn more about ways RTV can empower communities through a climate-responsive approach. RTV continues to consider soil moisture as a leading risk for rain-fed agriculture in Uganda and the team focused on permaculture farming techniques and determining adoption to RTV’s work in the last mile. Specifically, the team came away with tangible practices to integrate:

- Usage of arboriculture with fruit, fertilizer, and fuel trees along with other perennial crops to obtain higher yields while conserving soil fertility.
- Incorporating tree species with different properties, for nutrition, pesticide and repellent properties.
- Natural water management to ensure the availability of water for irrigation through dry seasons and to optimize potential for year-round farming.

As a next step, RTV will be evaluating enhancements as part of its programmatic review in Q4 and developing a concept around permaculture demo gardens and regeneration centers in different hub regions to act as study sites, and is developing seedling nursery facilities to allow for cost effective scaling of inputs for beneficiaries.

RTV will also be accelerating its Agriculture Early Warning System, which will allow for RTV to determine soil moisture and rainfall patterns in regional areas to further enhance program planning of inputs, training, and real-response for the frontline extension team and partner households.

Operations

Human Resources

To expand our team capacity, RTV set a headcount goal of 132 staff in 2023. While we are on track, we anticipate a reduction in the total headcount based on budgeting priorities.

RTV's current staff count is 117 (109 Ug, 8 NA) with a projected end of year team of 127. In North America, recent hires include two additions to bolster the Partnerships team: a Program and Grants Coordinator and a Partnerships and Office Administrator.

For Q4, RTV aims to focus on hiring senior leadership in East Africa.

Procurement

The Procurement team established a milestone of completing and operationalizing a Procurement Dashboard, which has been established with basic supplier Service Level agreements (SLAs). With the initial version successfully developed, the team is now adding data and working on additional key performance indicators to be included and updated with basic supplier service level agreements in the remaining quarters of 2022.

Finance

RTV's 2022 annual budget was set at \$5.6M, while maintaining an internal reach goal of \$6.15M. Within the mid-year budget and revenue review conducted by the finance team, the budget was revised to \$6.25M, in order to replenish cash reserves and account for ongoing inflation. Due to these revisions, the fundraising team maintains an internal reach goal of \$6.8M, with \$6.1M secured as of October 31st, 2022. The team actively continues to submit new proposals, build new and existing relationships, and pursue opportunities to raise additional funds.

For 2022, RTV established a milestone of maintaining a Direct Cost-Per-Beneficiary at USD \$27.30, which would be accomplished by engaging the finance team in an advisory role through timely projections, and instances and reasons for any deviations. After the Cycle 2 2022 program roll-out, RTV's annual average Cost-Per-Beneficiary is tracking at \$25.73.

As inflation continues across the globe, RTV continues to feel the impacts of increased costs, especially fuel prices, which have risen 30%. RTV had budgeted a 12% increase in overall operating costs by Q2, a combination of operating efficiency activities, accelerated deal shares, and a revised inflation figure of 8.5% for 2022 contributed to a cost per beneficiary 'beat'. In light of rising inflation, RTV will continue to find opportunities for improved efficiency, but anticipate a two year period of increased inflation before the Bank of Uganda reaches its 5% annual inflation target. RTV will aim to provide future cost per beneficiary reporting in both nominal and real figures in future reporting.

Country Expansion

RTV has undertaken "Step 3" of our expansion strategy. At this time, RTV has completed "Step 5" of desk research. The organization continues to strategize around expansion plans, including the identification of key districts for expansion in Uganda and the shortlisted 5 countries for further exploration. This includes in-depth regional and country analysis and on-ground visits, including but not limited to the tracking of rainfall patterns, research regarding potential synergies with existing initiatives, and other indicators of suitability. Starting December 2022, the team has scheduled site visits with local and national government partners to further guide expansion efforts.

Partnerships

Revenue

RTV's original revenue goal was to secure a target of \$5.6M through a diversified mix of renewals, partnerships growth, and new sources of funding. After the midyear budget review, which included analysis of continued inflation, we revised our target to \$6.25M. The team maintains an internal stretch goal of \$6.8M to advance the strategic priorities of the organization. As of the close of September 30, 2022 financials, \$6.1M of this goal has been fulfilled.

In addition to successful renewals of existing support, to date, RTV has added seven new foundation partners in 2022. This includes the addition of two core funders through RTV's first government grant with Global Affairs Canada and a commitment of USD \$750,000 annually for three years from an anonymous child-focused foundation, with the remaining five new partners contributing a cumulative total of \$183,877.

Government and Big NGO Partnerships

To reach our revenue goal, our team has been actively submitting new proposals, building relationships, and pursuing opportunities to raise the remaining funds for the year. This includes pursuing opportunities for Government / Big INGO (BINGO) Partnerships through submission and efforts to build organizational readiness for a target of 12% of annual funding for 2022 and 20% of annual funding by end of 2023. Within this milestone, the team is on track. Our first government grant, a partnership Global Affairs Canada, successfully launched in Q2 and represents approximately 8% of total funds raised, with additional government support realized through in-kind support from the Government of Uganda, as referenced previously in this report.

To build upon this progress, the partnership team plans to develop a targeted strategy to connect with bilaterals and Big INGOs for future funding. To further diversify our funding, we also aim to pursue support from additional foundation, corporate, and individual supporters, including establishing a matching grant around accelerating RTV's growth.

Team Capacity

Finally, the team has made progress in our goal of expanding the partnership team to increase capacity. As mentioned, we recruited a Partnership and Office Administrator in Q2. This role primarily supports the partnerships team through administrative support, tracking, and gift acknowledgement. We also recruited a Program and Grants Coordinator to support Government grants in Q3. Additional support roles around partnerships and communications are actively being recruited.

Lessons and Unexpected Challenges

Government Partnerships

RTV has leveraged relationships established during COVID-19 emergency response activities and identified solutions for key challenges facing our government partners, such as support in hitting key impact targets that unlock additional international funding opportunities for ministries and local governments. Together, these lessons have resulted in ahead of schedule advancements of government partnerships and cost-sharing arrangements to the benefit of RTV. In many ways, we are learning the right questions to ask. Government partnerships require constant engagement and will be an area where RTV continues to build its capacity.

Expansion to the Eastern Region

Following expansion to the Eastern region with Cycle 1 2022, RTV has been able to successfully expand its presence in the region with sufficient operational support and team capacity. This includes continuing the addition of government involvement in the “Replication Model,” with two government staff (Parish Chief and Community Development Officer) with an 80% secondment to RTV program implementation. The lessons learned during this expansion will be critical as RTV pursues national and regional scale, which include understanding government capacity around technology, and level of effort. Another learning is around forming the right ‘makeup’ of a 3-person team from RTV to ensure the correct knowledge and experience set in each district.

Team Capacity

As RTV grows, we are identifying the needs for additional hiring at the executive level, particularly in Uganda. The job-market for proximate leadership remains tight with aggressive compensation required to meet these goals. RTV remains committed to recruiting the right people for the right role. We are also seeking to grow our PEAL team, and support for the Partnership team to enable organizational growth.

Changing Climate

A changing climate is increasingly impacting our partner communities, and therefore guiding RTV’s program approach. In Q3 2022, a number of climate events impacted our partner communities, including consistent hail storms and flooding in the West and Southwest Regions, which significantly damaged crops in select clusters. To respond, RTV replaced seedlings and inputs for affected communities and provided additional on-the-ground support. In the Midwest and East Regions, changing rainfall patterns and drought are affecting crop growth, which has pushed RTV to accelerate its bottle irrigation supplies, and triage agriculture approaches in severe drought conditions. In both cases, RTV has incurred additional direct program costs, for resupply and supplemental training.

Volatility in the Economic Environment

Globally, external factors like the pandemic and conflict in Ukraine have heightened economic volatility, from supply chains to commodities. As mentioned, RTV continues to feel the impacts of increased costs, and project an annual rise in budgeted costs of 8.5% for 2022. To respond, the finance and partnerships team worked closely to adjust budget and revenue targets in order to enable program growth. RTV will continue to monitor the global situation, and find opportunities for improved efficiencies that enable us to pursue our ambitious vision for scale.

Ebola

This past month, RTV paused activities in one of our operating districts due to an Ebola case that traveled into the area. This pause impacted implementation activities and reporting for select clusters in Kagadi District. Following the completion of the quarantine for the villages, there was thankfully no community spread, and the pause has since been lifted. We will continue to monitor the cases in the neighboring districts closely and operate at a “Yellow” alert level which sees us practice additional safety measures. Within the organization, an Ebola taskforce has formed in order to assess the impact on programming and operations, and to provide contextual updates. The team continues to follow local and national guidelines following the spreading outbreaks across the country, including preventative measures to mitigate health and safety risks, and will monitor the situation accordingly.

Financials

A financial snapshot through Q3 2022 has been provided as attachments.

Appendix 1 - 2022 Annual Household Surveys: Impact Preview

Summary

For 2022 Graduating Households, the average Partner Household’s income and earnings rose from \$1.03/day to \$2.45/day, enabling households to cross the threshold of poverty.

This change was realized as more Partner Households participated in farming, used improved seeds, engaged in training, and accessed community based financial services. Agricultural gains remain the main driver of economic growth, with partner households improving yields by an incredible 62%, realizing a 151% higher agricultural value compared to their peers.

In 2022, RTV used real-time data analytics to be effective and efficient. Each RTV investment of \$100 per household unlocked \$650 in household income within the first 24 months. Five years after program inception, the average ROI for Partner Households grew 18x.

Additional Highlights:

- *Income and Earnings:* By graduation, the average household increased their income and earnings by 138% and earned an average of 52% more per day over their peers.

- *Quality of Life:* Gains were felt both financially and in quality of life, with a 9.1 improvement in the Grameen Poverty Probability Index, 3x the speed of their peers.
- *Reaching the Vulnerable:* Impacts were felt by the most vulnerable, with lowest income earners, women, and youth all seeing improvements in income and quality of life.

Agriculture:

- *Participation:* The number of Partner Households generating income through seasonal agriculture increased by 43% and through perennial agriculture increased by 36%.
- *Annual Agricultural Value:* Through higher yields and market values, RTV Partner Households increased their annual agricultural value from \$236 to \$592, outperforming their peers by \$253 this year.
- *Yields:* By pairing improved seeds and training on the best agronomic practices, the overall yield among RTV Partner Households improved by 62% by Month 24, compared to a 5% increase in the peer group.

Off-Farm Labor:

- *Income Streams:* Last mile households utilized diverse combinations of agriculture, small business, day labor, salaried employment, and livestock to meet their needs.
- *Entrepreneurial Small Business:* RTV Partner households participating in small business earned a median of 48% more than their peers by being open more months each year, accessing low-interest loans, and having more items in stock.
- *Day Labor:* Opportunities remained local, seasonal, and agriculture-based. While there was an initial rise in day labor participation in year one, households transitioned to other on- and off-farm income generation by Month 24.

Village Savings and Loans (VSLA):

- *Saving:* Partner Households participating in VSLAs saved 26% more every month when compared to their peers.
- *Utilizing Loans:* Partner Households were 2x more likely to use a loan for agriculture investments, with other key investments focused on education and medical care.

- *Inclusive Participation:* RTV Partner Communities have a 180% higher rate of women participating in saving.

Quality of Life:

- *Food Security:* At graduation, 92% of Partner Households consumed vegetables grown from their own gardens.
- *Clean Water:* 86% of Partner Households have access to clean water sources within 1 km of their home, compared to 46% of peers.
- *Time Savings:* Reducing distances to clean water sources saved Partner Households an average of 1 hr and 16 minutes each day, freeing up hundreds of hours each year for economic activities
- *Health:* Partner Households experienced a 27% decrease in non-waterborne illness and 42% decrease in waterborne illness due to improved access to clean water and the facilitation of key sanitation-based infrastructure, and were 74% more likely to report experiencing no depression compared to their peers.
- *Education:* Across all cohorts, RTV helped keep over 7,000 children enrolled in school as compared to peers.