

2025 Annual Report



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Note from the CEO

Raising The Village exists to build a world where last-mile communities can create a future beyond ultra-poverty. We seek to lead by example, challenge assumptions, build solutions, and redefine what is possible for communities facing the deepest forms of poverty.

In 2025, we continued building toward this vision by expanding our reach and strengthening program delivery across the region. We partnered with 647,285 community members across Uganda and in our two Learning Hub countries, Rwanda and the Democratic Republic of the Congo. This number represented a 54% increase in reach over the previous year, and brought our cumulative reach to nearly two million people by the end of the year. Our Learning Hubs enabled us to continue to deepen our understanding of how our program model performs across different contexts. In all locations, Venn, our data-for-action engine, kept our focus on program quality, cost-efficiency, and continuous improvement.

The truest measure of our work is the impact achieved in partner households. The 2023 cohort, which graduated in 2025, achieved a 6x return on program investment in 24 months, with average daily income and production rising from \$0.65 at baseline to \$2.15 at graduation. At the same time, the 2020 cohort achieved a 19x return on investment five years after launch, demonstrating that program outcomes continued to strengthen after graduation.

These results reflect the discipline of our team. Their work this year strengthened both program delivery and the organizational systems needed for what's ahead.

None of this would be possible without our supporters, government partners, and community leaders. Thank you for trusting us with this work and for believing, as we do, that a future beyond ultra-poverty is within reach.

A handwritten signature in black ink, appearing to read 'Shawn'.

Shawn Holden Cheung
Founder & CEO, Raising The Village

Why we exist

A growing challenge

Sub-Saharan Africa is home to one-sixth of the world's population, but accounts for nearly half of all people living in acute multidimensional poverty globally. The region's population is projected to reach 2.5 billion people by 2050¹, increasing pressure on already strained systems and raising the risk that a growing number of people will experience deep and overlapping forms of poverty. While meaningful progress has been made over the past three decades, outcomes remain uneven, especially in last-mile communities where barriers to income, services, and opportunity persist.

Breaking the cycle of ultra-poverty in last-mile communities

In last-mile farming communities, where poverty is highly concentrated and agriculture is the primary source of livelihood, ultra-poverty is rarely the result of a single constraint. Low agricultural productivity on small landholdings, limited savings and access to credit, poor health and food security, and weak access to services often reinforce one another, limiting households' ability to build and sustain progress.

Our program is designed to address these constraints, recognizing that sustained change depends on progress at both the household and community levels. Within 24 months, partner households achieve measurable gains in Household Income and Production (HHI+P), alongside improvements in food security, financial stability, and resilience that continue beyond graduation.

Our program is village-wide, optimized for agricultural livelihoods in last-mile contexts, and uses data to guide action at every stage of design and delivery, enabling high impact at significantly lower cost, with up to a 19x² return on investment within five years.



¹ U.N. World Population Prospects 2022. Regions based on U.N. classifications. By Lauren Leatherby.
² 2020 cohort at 60 months

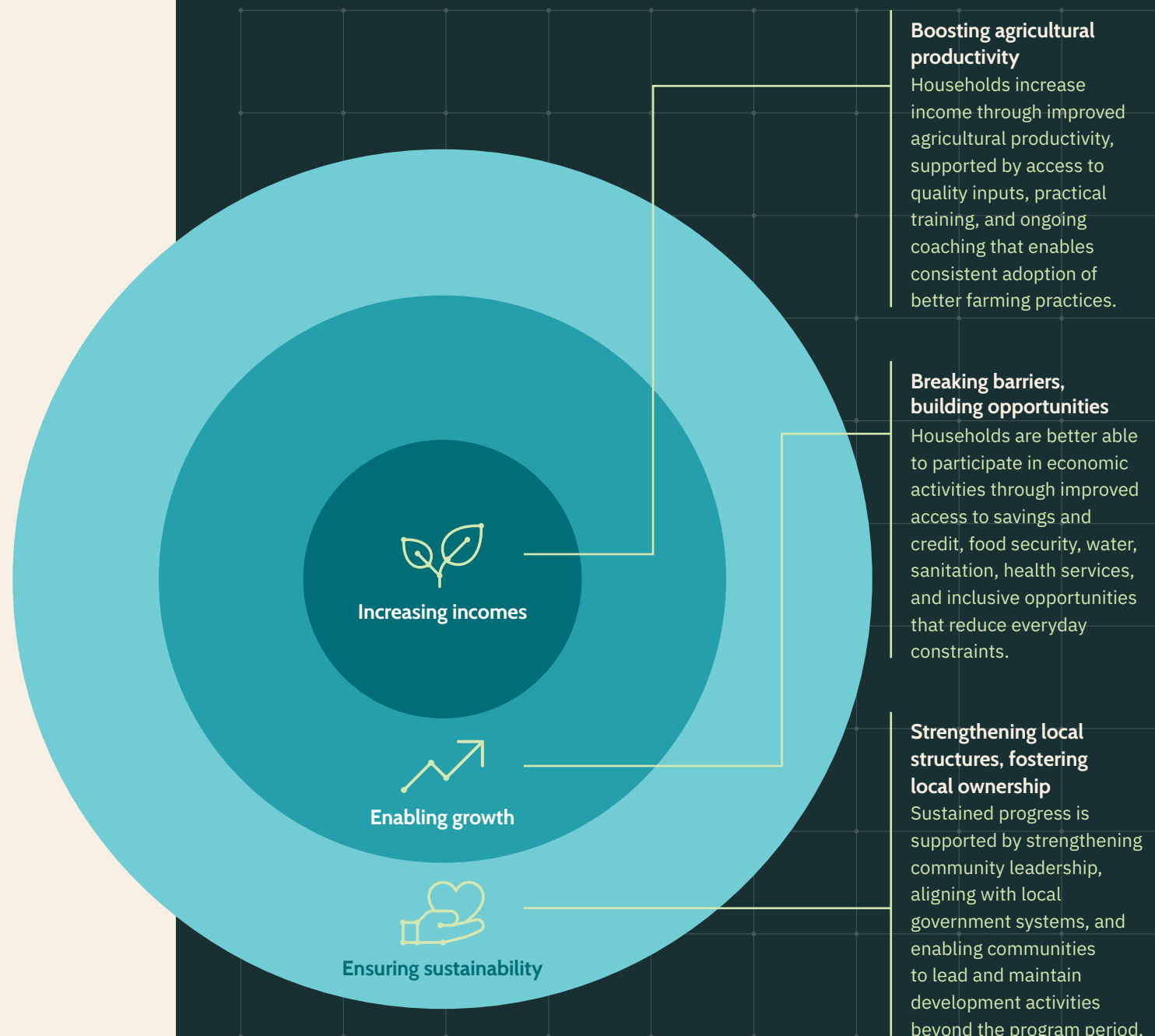
Our model

A village-wide program designed for high impact at low cost

Over 24 months, Raising The Village partners with every household in last-mile villages to move from subsistence to sustainable livelihoods. Our program increases income and production through agriculture and diversified livelihoods, enables growth by addressing barriers to participation, and ensures sustainability by strengthening local systems and leadership.

Informed by data, powered by Venn

This approach is informed by Venn, Raising The Village's integrated data and technology system. Venn shapes how programs are designed, delivered, and refined across the 24-month model. By combining household data, program insights, and digital tools, Venn enables real-time tracking of progress, supports field teams in prioritizing households, and informs program adjustments during delivery. This ensures that resources are directed where they are most needed and that implementation remains consistent across locations.



2025 highlights

Our 2025 progress reflects momentum across three pillars of our five-year strategic plan: expanding program delivery, strengthening internal systems, and deepening our evidence base and partner network.



Innovate for impact

Maximize impact efficiency and scalability

Expanded program delivery and geographic footprint:

Enrolled 647,285 new participants, including 618,386 in Uganda, 11,407 in Rwanda, and 17,492 in the DRC. We also expanded into nine new districts in Uganda, including establishing a presence in the northern region.

Demonstrated measurable income growth: Households in the 2025 graduating cohort increased their Household Income and Production from \$0.65/day to \$2.15*/day within 24 months.

Strengthened core operating systems: We introduced key enhancements to our Venn system to build intelligence and automations and strengthen end-to-end program design, delivery, and monitoring.



Invest in the organization

Build organizational capacity

Resources for growth and scale:

We exceeded revenue targets, supporting organizational growth.

Strengthened leadership: We expanded senior leadership roles across East Africa and North America to support scale.



Influence the sector

Build brand and strategic partnerships

Evidence for scale: Our model's strong outcomes and cost-efficient impact were validated by a randomized controlled trial (RCT).

Multi-country context: We advanced program expansion and learning through our Learning Hubs in Rwanda and the DRC.



*In June 2026, we updated some impact metrics to reflect corrections in currency conversions made since the last published report. These edits are minor and do not change the impact trends reported. The published 2025 Impact Report retains the originally reported figures.

2025 reach

647,285

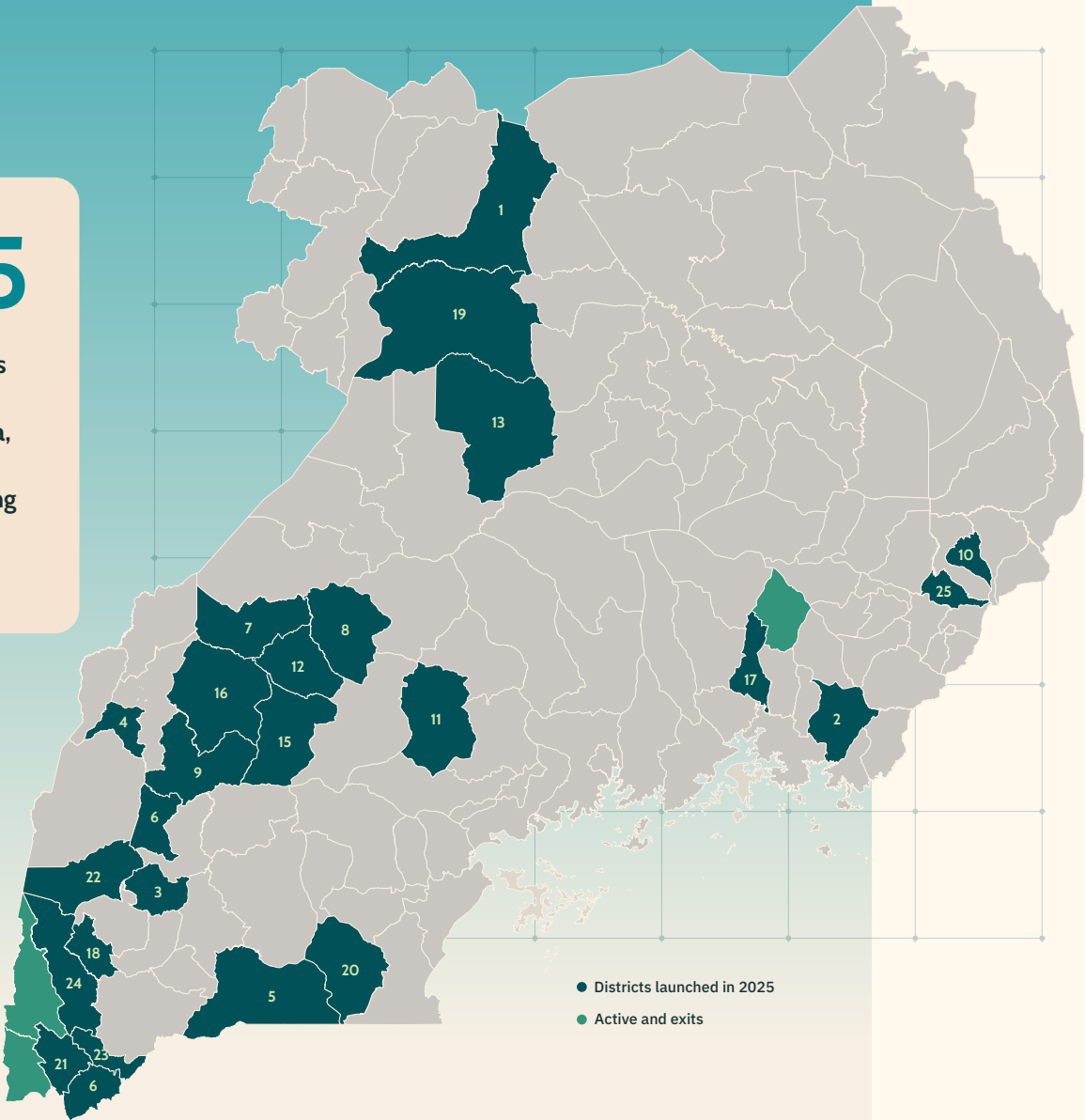
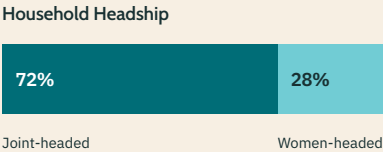
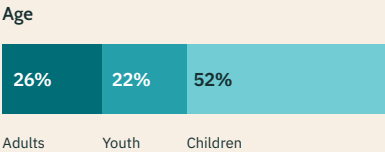
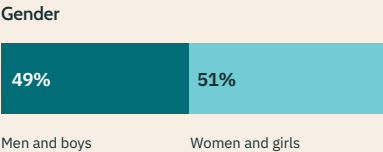
partner community members reached across our core country of operation, Uganda, and the Learning Hubs, Rwanda and the DRC, bringing our cumulative reach since 2016 to 1.9 million people.

Uganda

Reach
618,386

Districts
25

Villages
1,192

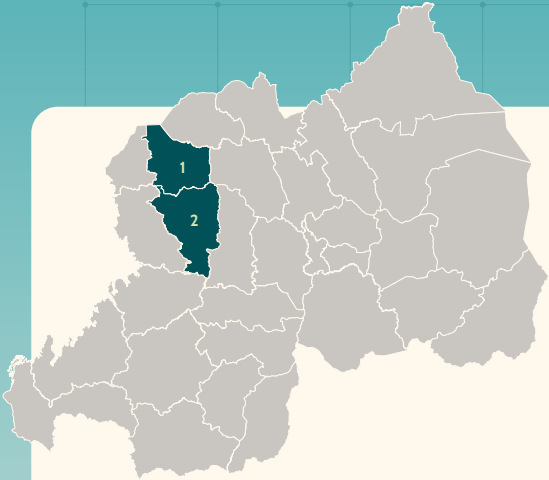


	District	Participants	Villages
1	Amuru	40,907	23
2	Bugiri	18,573	15
3	Buhweju	25,029	54
4	Bunyagabu	28,909	45
5	Isingiro	28,811	54
6	Kabale	19,972	59
7	Kagadi	30,597	71
8	Kakumiro	25,052	44
9	Kamwenge	30,086	44
10	Kapchorwa	14,283	85
11	Kassanda	25,275	59
12	Kibaale	13,385	21
13	Kiryandongo	14,926	17
14	Kitagwenda	24,884	54
15	Kyegegwa	17,543	40
16	Kyenjojo	37,708	65
17	Luuka	9,451	9
18	Mitooma	29,534	78
19	Nwoya	41,982	8
20	Rakai	20,957	34
21	Rubanda	32,352	77
22	Rubirizi	16,703	32
23	Rukiga	34,710	87
24	Rukungiri	21,159	51
25	Sironko	15,598	66

Learning Hubs

As part of our learning and adaptive framework, we are implementing multiple program delivery models to support scale across different contexts in sub-Saharan Africa.

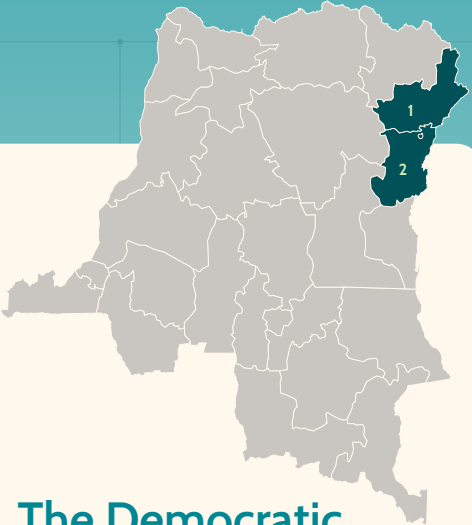
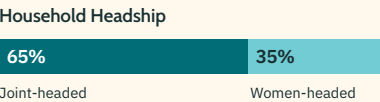
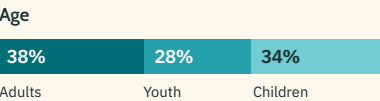
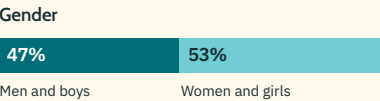
Through our Learning Hubs in Rwanda and the DRC, we are testing and adapting how the program performs across different contexts and delivery pathways, including those led by government and local partners. This work informs how we scale while maintaining quality.



Rwanda

Reach
11,407

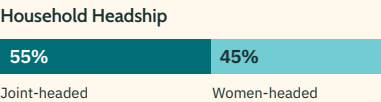
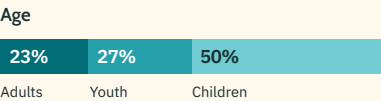
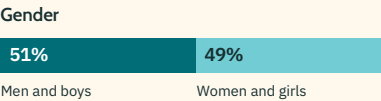
	District	Participants	Villages
1	Nyabihu	3,108	6
2	Ngororero	8,299	10



The Democratic Republic of Congo

Reach
17,492

	District	Participants	Villages
1	Ituri	5,863	7
2	Nord-Kivu	11,629	5



2025 impact at a glance

2023 cohort, graduated in 2025

The 2023 cohort involved 301,273 participants in Uganda. Results show measurable progress at 24 months. Partner households increased their Household Income and Production, driven by quality inputs and technical training that strengthened agricultural productivity. Improved access to affordable credit and essentials such as clean water, health services, and food security further enabled participation. These gains are being sustained through investments in community leadership, behavior change, and local systems, and will support lasting progress beyond the program period.

Household Income and Production

\$2.15* per day
more than 3x from baseline and \$692* higher than peers over 24 months.

Return on Investment

6x
return achieved for every dollar invested in RTV.

Program Value

\$771*
unlocked per household with an initial investment of \$123 per household.

Women-headed households

251%
increase in annual Household Income and Production from baseline to graduation. Over 24 months, women-headed partner households earned \$735* more than their peers in income and production.

Youth-headed households

205%*
increase in annual Household Income and Production from baseline to graduation. Over 24 months, youth-headed partner households earned \$634* more than their peers in income and production.

Visit our 2025 Impact Studio



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Impact Story

A shared path forward

Apolo and Sylvia's story

Apolo and Sylvia are neighbors in a last-mile village in the Ugandan district of Mitooma. Like many families in their community, they rely on subsistence farming to support their households. But years of low agricultural yields, poor sanitation, and limited access to savings have made it challenging to improve their livelihoods and plan for the future.

In 2025, their community partnered with RTV to improve agricultural income and to address barriers preventing households from fully participating in economic activities. The inputs and coaching they've received have helped them improve their crop production; provided their families with nutritious food and access to affordable credit to invest in livestock and small businesses; and encouraged them to take on leadership roles to drive progress across their community.

Subsistence farming challenges

Apolo, a father of four, grows beans, bananas, coffee, Irish potatoes, maize, and vegetables. But for years, lack of knowledge on planting and crop management best practices and crop diseases kept his harvests low. "My gardens faced many challenges, and my understanding of how to enhance my production was minimal, resulting in very low harvests that barely met our home needs and offered little opportunity for earning an income," he recalls.

Sylvia, who lives nearby with her husband and child, faced similar constraints in farming. She and her family also suffered from frequent illnesses due to poor hygiene practices. "We used to suffer from illnesses like diarrhea, typhoid, cough, and malaria frequently," she explains. Without affordable credit, investing in improved seeds, farming equipment, livestock, or sanitation upgrades remained out of reach.

“

I began to see remarkable improvements in my gardens in a relatively short time.

— Apolo

Seeds of change

In the first six months of the program, Apolo and Sylvia participated in technical training sessions on pre-planting preparation, use of organic fertilizers and pesticides, crop management, and post-harvest handling and storage practices. They received good-quality seeds and farming tools designed to improve agricultural production and food security. They applied the new inputs and techniques immediately.

“I learned to make and apply organic fertilizers and pesticides from local materials at no cost, to dig water trenches in my gardens to manage runoff, and to improve the care of my banana plants,” says Apolo. “As a result, I began to see remarkable improvements in my gardens in a relatively short time.”

Apollo and Sylvia also planted backyard and compound gardens using seedlings and skills they acquired through the program. The yields increased their household food security. “We now

enjoy a variety of fresh vegetables like sukuma wiki, spinach, eggplants, cabbage, amaranth, and black nightshade, something that wasn’t common in the past,” says Sylvia. This not only meant better nutrition for the family but also improved health and more time for income-generating activities.

Sustainable growth

As her family’s health and food security improved, Sylvia began focusing on expanding her household income. Through the program, she learned techniques to more effectively manage her livestock and joined a women’s Village Savings and Loan Association. “I took a loan of UGX 300,000 from the women’s VSLA to purchase two goats, which I believe will help me earn more income in the future.”

After several months in the program, Apolo was elected as an Agriculture Champion. He has supported 20 households to adopt new farming techniques. “Being an Agriculture Champion has provided me with a significant edge in understanding various farming techniques,” he says. “It also pushes me to apply my knowledge in my own gardens properly since I need to serve as a role model for others in my community.”

Looking ahead, Apolo hopes to continue expanding his farming and support his children’s education, while Sylvia plans to grow her livestock activities into a small business.

Together, their experiences show how practical training, improved access to resources, and community-led leadership can help families improve health, strengthen incomes, and create more resilient outcomes.



Sylvia puts an insect trap on her coffee plants



Apolo with his family outside their home in Mitooma district

2025 in focus



Agriculture



Boosting productivity and income through inputs, training, and improved practices

Agriculture is the primary driver of income growth in partner communities. Households receive good quality inputs and essential tools to support initial adoption and ensure broader, village-wide access to improved practices. This is complemented by practical training focused on land preparation, planting, use of organic inputs, crop management, and post-harvest handling. Ongoing coaching reinforces consistent application over time to boost production and increase yields.

Outputs: 2025 cohort

Agriculture inputs

Access to quality agricultural inputs is a key driver of improved productivity and income growth. Partner households receive high-quality seeds and essential tools to support timely planting, strengthen crop management, and increase yields.

3,315 tons
of good-quality household seeds distributed

114,304
agriculture tools distributed
including hoes, spades, spray pumps, plastic tanks, tarpaulins, pickaxe, and trowels.

11
crop varieties distributed
including beans, maize, rice, soybean, field peas, onions, cassava, millet, groundnuts, Irish potatoes, mucuna, and field peas.

Agriculture training sessions

Partner communities in each village participate in a comprehensive training program in the first six months of the program. Sessions focus on agricultural preparation and pre-planting, post-harvest management, perennial farming, collective marketing, coffee disease control, pest management, and value addition.

6,472
training sessions conducted

94%
partner households attended sessions

1,192
demo gardens established at the village level and used during agricultural training to demonstrate improved farming practices. Demo gardens were planted with crops such as maize, Irish potatoes, beans, soybeans, ground nuts, onions, field peas, and sunflower. At harvest, the proceeds from the sale of the demo garden crops were contributed to VSLAs, and communities were encouraged to reinvest the profits to replant the gardens and sustain production over time.

Livestock management training

Village-level livestock management training provides households with practical knowledge on animal care, disease prevention, and productivity.

1,192
livestock management and care training sessions conducted

95%
partner households attended livestock training sessions

Outcomes: 2023 cohort (graduated 2025)*

363%

increase in total Agricultural Value per partner household from baseline. Partner households produced \$644 more than peers over 24 months.

478%

increase in Annual Agriculture Income from baseline. Partner households earned \$329 more than peers over 24 months.

368%

higher Seasonal Agriculture Value and **354%** higher Perennial Agriculture Value. Partner households outpaced peers, whose values grew by 24%.

441%

higher Seasonal Agriculture Income and **550%** higher Perennial Agriculture Income from baseline, compared to 16% and 30% growth, respectively, among peers.

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Spotlight

Soil profiling

Having accurate data about soil health and fertility helps our teams make targeted recommendations on seed selection and agricultural practices to maximize agricultural production. In 2025, we scaled our soil profiling pilot project in Uganda to generate localized soil data at scale: Using baseline soil maps and a new mobile scanner, our teams analyzed nutrient levels and soil composition directly with communities. The resulting data informed both agricultural input selection and the focus of coaching. This low-cost, technology-enabled approach, approach will drive better outputs and increased output efficiency.

“

We used to have the mindset that our situation could never change. But my life has really changed. I didn't believe that our land could be fertile or yield anything. But all that has changed because of the training.

Patrick

Partner community member, Nwoya District



Financial inclusion

-  Increasing incomes
-  Enabling growth

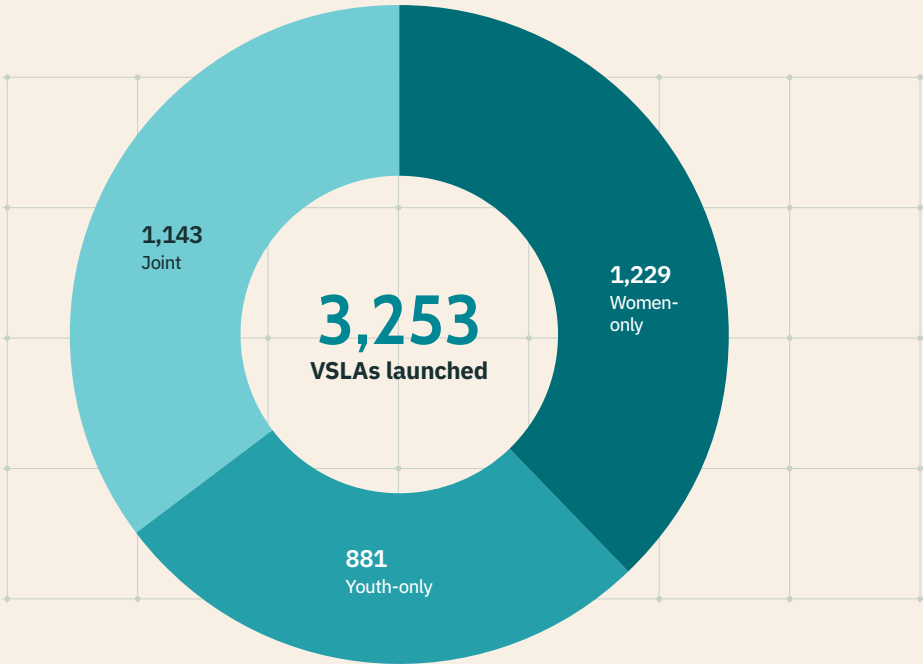
Expanding access to savings, credit, and income-generating opportunities

Access to savings and credit enables households to invest in their livelihoods and meet their financial needs. Village Savings and Loan Associations (VSLAs), which community members form and manage, provide structured access to saving, borrowing, and collective financial decision-making. Additionally, community initiatives launched through these VSLAs further support income diversification and local economic activity.

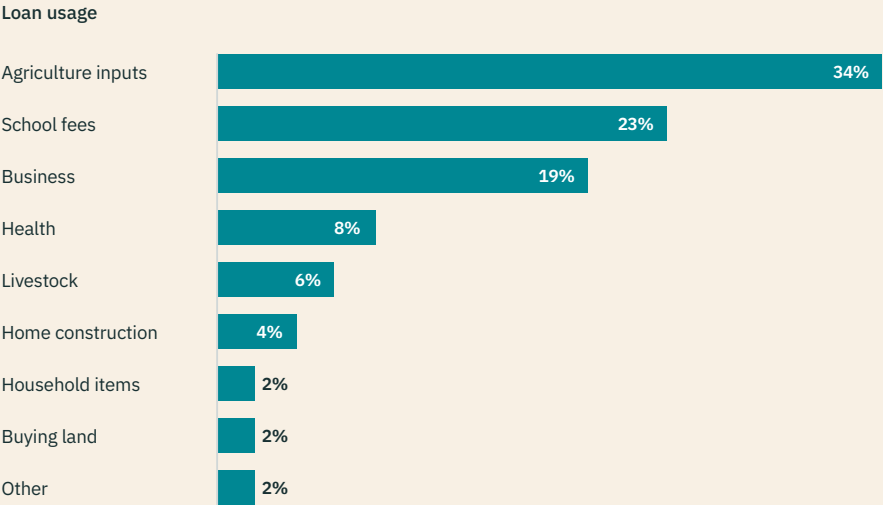
Outputs: 2025 cohort

1,046
community initiatives
launched including livestock, agriculture, business, and home improvement initiatives.

1,192
training sessions delivered for financial literacy, VSLA, and business enterprise selection.



Outcomes: 2023 cohort (graduated 2025)



68%
participation rate among partner households compared to 26% for peer communities.

121%
higher average annual savings in RTV communities (generalized to all households) compared to peers.



“

Before we started the very first VSLA in our village in 2025, we never had savings groups. It was always difficult to find financial help when we needed it, and we often had to borrow from neighboring communities at high interest rates. That is not the case anymore.

Godfrey

Partner community member, Kakumiro District

Health and wellbeing



Enabling growth

Improving food security, water access, and health outcomes

Improved access to food, water, sanitation, and health services reduces illness and supports participation in economic activities. Households increase food production through compound and backyard gardens, using seedlings and training to improve access to diverse, nutritious food, reduce reliance on markets, and ensure consistent food availability. At the same time, investments in water infrastructure and WASH practices strengthen hygiene and sanitation at the household level. Health outreach sessions, delivered in partnership with local health officials, provide treatment, referrals, and education on prevention and key health practices. Together, these interventions reduce time and financial burdens associated with illness, enabling greater participation in productive activities.

Outputs: 2025 cohort

Food security

25,572,600
seedlings distributed

20
varieties of vegetable seedlings
distributed on average for each
household

WASH and health services

351
wells and boreholes
constructed, springs
rehabilitated, and rainwater
harvest tanks installed

103,173
dishwashing racks built
by partner households

125,203
latrines built by partner
households

1,202
WASH training sessions
conducted

3,367
Health Outreach (HOR)
days held. Health Outreach
(HOR) days are conducted
in partnership with local
health officials to provide
treatment and referrals for
common illnesses, as well
as education on nutrition,
maternal health, family
planning, and disease
prevention.

114,054
tippy taps installed by
partner households

Outcomes: 2023 cohort (graduated 2025)

Food security

87%
partner households consumed vegetables
grown in their own gardens at graduation,
37 percentage points more than peers.

80%
partner households (adults and children
6 years old and older) had an acceptable
Food Consumption Score (>35) at graduation,
compared to 64% of peer households.

WASH and health services

83%
partner households had access to
clean water from protected sources at
graduation, up from 61% at baseline.

13
percentage point reduction in number
of households reporting waterborne
diseases in the previous 30 days at the
time of the 2025 Annual Household
Survey, compared to baseline.

16%
less expenditure on treating illnesses
by partner households compared to peer
households in the last 30 days at the time
of the 2025 Annual Household Survey.



“

Before, I would travel to other villages when our well ran dry. Now, collecting water is no longer a time-consuming task. I have more time for my gardens and household work.

Scovia

Partner community member, Buhweju District

Community systems and leadership



Strengthening local systems, leadership, and long-term capacity

Sustained progress depends on strong local systems and leadership. Community Champions, elected from within partner communities, support the adoption of improved practices at the household level across agriculture, WASH, and livestock management. Combined with training on mindset and behavior change, financial literacy, and gender equality and inclusion, these efforts strengthen decision-making and help communities to lead and sustain development activities beyond the program period.

Outputs: 2025 cohort

Social and behavior change training

1,192

mindset and behavioral change sessions conducted

1,192

gender equality and social inclusion training sessions conducted

71

general refresher sessions conducted

Community leadership

6,541

Agriculture Champions elected

6,541

WASH Champions elected

1,192

Village Champions elected

478

Coffee Champions elected

9,133

women in community leadership positions

7,403

youth in community leadership positions

Outcomes: 2023 cohort (graduated 2025)

66%

of women-headed and 72% of youth-headed households reported improvements in their capacity to overcome development challenges in the last 12 months, compared to 34% and 45% of respective peers.

76%

of partner households reported that women actively participated in decision-making regarding economic activities, six percentage points higher than in peer communities. Participation extended across multiple areas, from farming to livestock to non-farming economic activities.

46%

of partner households reported joint decision-making across all six key domains (family planning, children's education, children's health, household savings, household expenditure, and women's employment), compared to 29% of peers.

“

Mindset change training became my favorite. It significantly shifted my perspective. It instilled confidence in me, leading me to volunteer for the role of Village Champion.

Enid

Partner community member, Kanungu District



Looking ahead

Looking ahead, we plan to further scale our reach, maintain cost-efficiency, and strengthen partnerships and systems that enable delivery at scale. Through continued investment in our model, data systems, and government collaboration, we aim to continue to deliver impact and ensure that progress is sustained over time.



Innovate

Scale program delivery: Enroll one million participants across Uganda and Learning Hubs by 2027.

Expand geographic footprint: Expand program delivery in East Africa and continue refining our model to deliver impact in diverse contexts.

Strengthen outcomes at scale: Increase Household Income and Production for partner communities and maintain consistent results across cohorts with strong returns on program investment.



Invest

Resources for continued growth: Continue building upon revenue streams to expand reach and innovation and improve service delivery at scale to achieve 7x returns on program investment for graduating cohort.

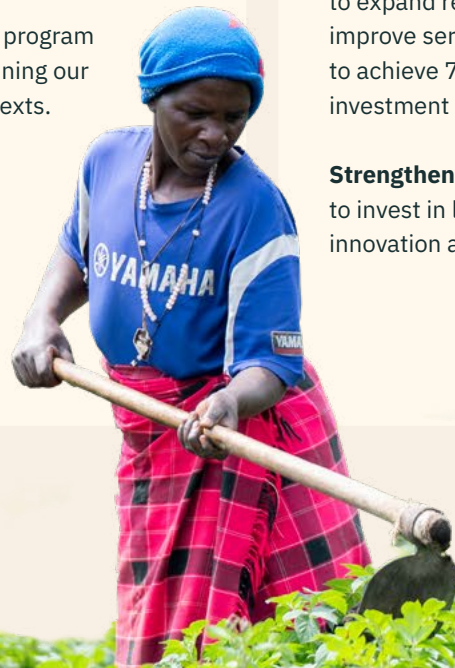
Strengthened leadership: Continue to invest in local leadership to advance innovation and scale.



Influence

Sector engagement: Strengthen RTV's role in the sector by demonstrating cost-effective impact and sharing evidence from program results and independent studies.

Scale through partnerships: Establish strategic partnerships with governments and implementing partners to support broader adoption of the model, and contribute to scalable solutions for last-mile communities across sub-Saharan Africa.



Our values

Our values reflect who we are and where we are headed. They serve as the guide to how we work together.



Learn fast, adapt faster

Raising The Village is powered by data and insights. We continuously measure progress to understand what works and what doesn't. We encourage everyone to show up with ideas that will create and strengthen pathways out of ultra-poverty.



Chart your path

We're committed to creating a world where last-mile communities and teammates can chart their own futures. Our programs and organization unlock choices, voice, and resilience so progress is directed by those who live it.



Build together

We partner with last-mile communities and local governments as co-architects of every solution. Collaboration extends inside Raising The Village also, where teams bring together expertise and learnings to realize our vision.



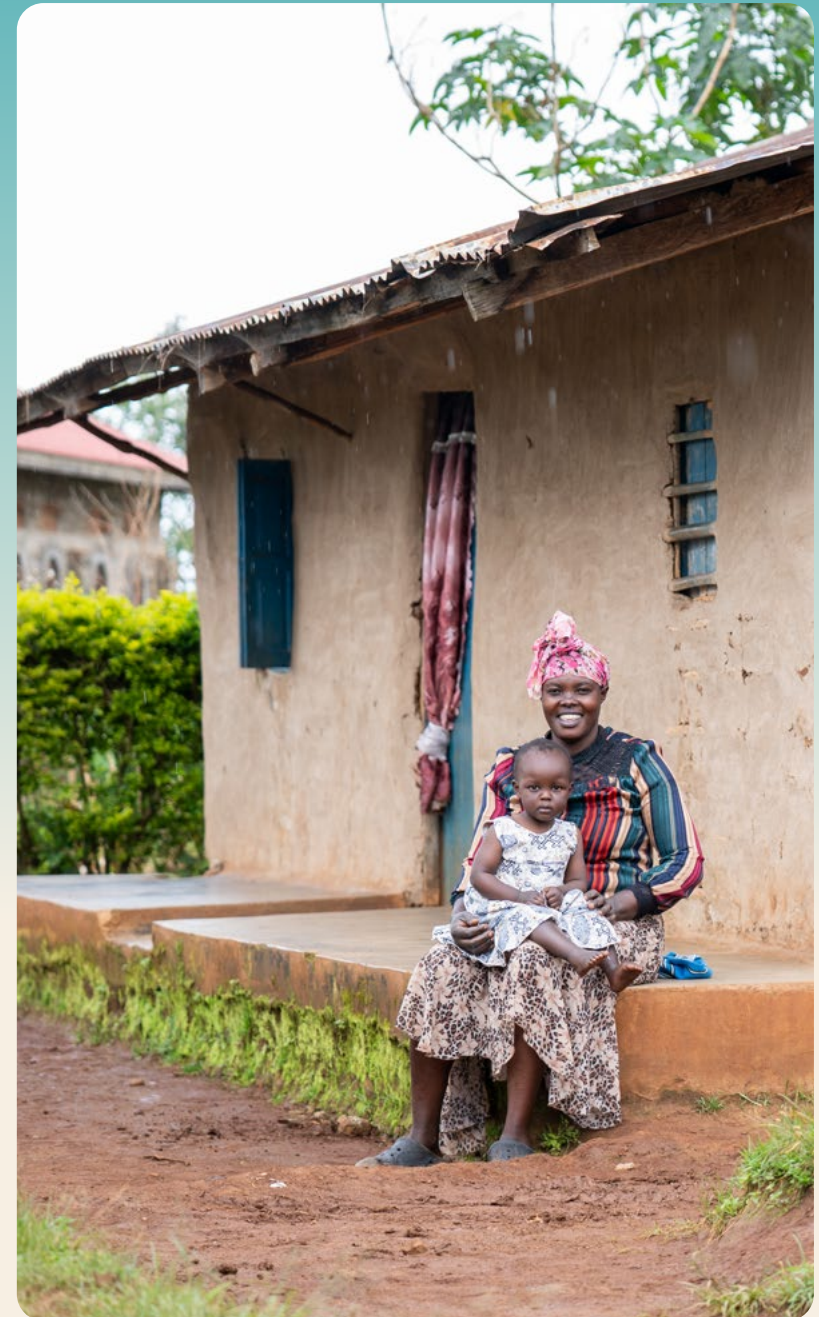
Work in the open

We share goals, decisions, results and lessons learned so anyone can see where we shine and where we stumble. Feedback – up, down and across – is invited early and often to keep us humble, accountable and build trust.



Go the last-mile

No distance, obstacle, or challenge is too great for us to collaborate with overlooked communities. When others step back, we press forward to close the distance between ultra-poverty and possibility.



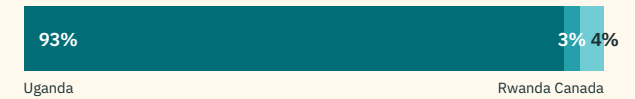
Our team

Our team is the heartbeat of our work. Their commitment to continuously prioritizing and adapting so that every intervention has the best chance to succeed is how we achieved the reach and impact you see in this report. We thank them for their efforts.

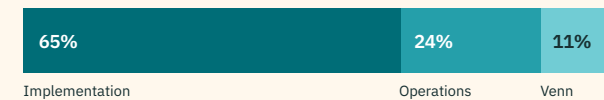
438
team
members

46%
team growth
over 2024

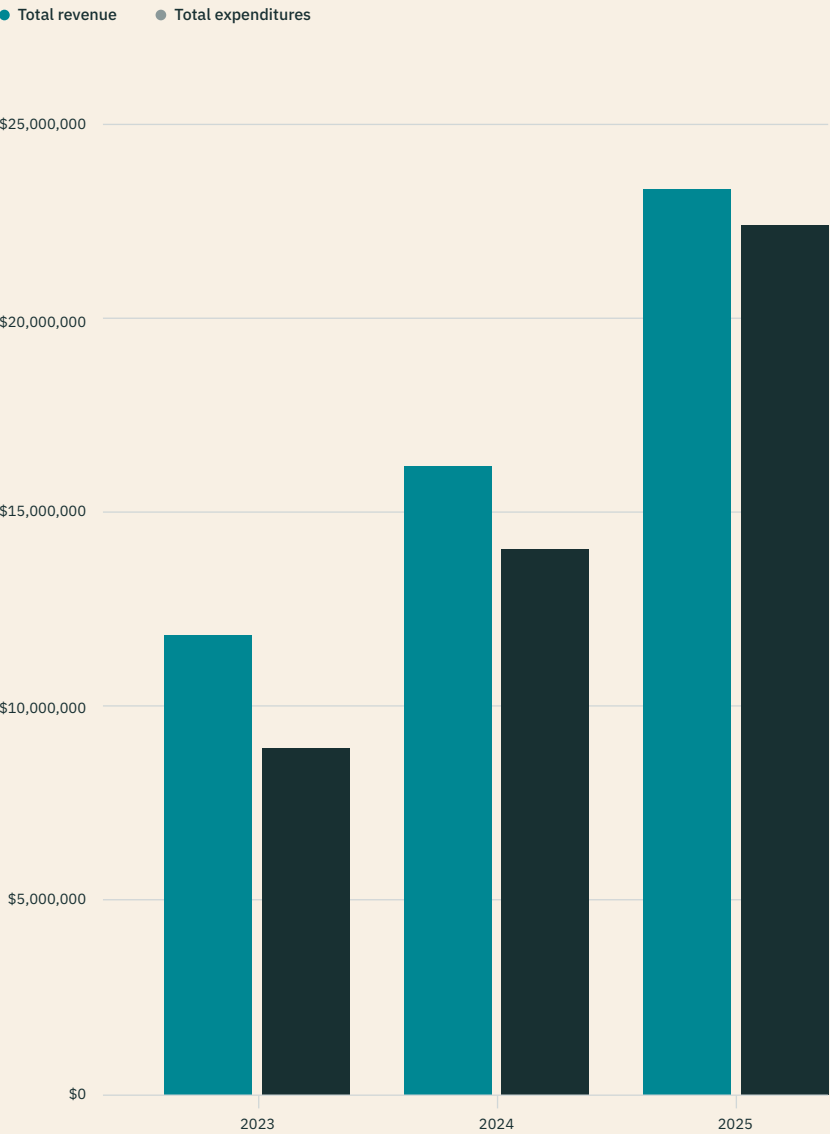
Team members by country



Team members by area



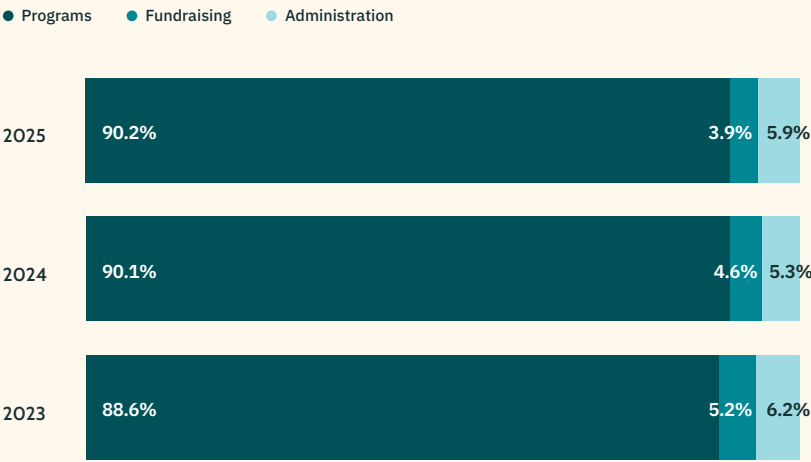
Financial summary (USD)



USD

	2025	2024	2023
Total revenue	\$23,402,717	\$16,217,848	\$11,860,182
Total expenditures	\$22,461,695	\$14,080,591	\$8,933,585
Program expenditures	\$20,261,337	\$12,679,143	\$7,916,958
Support expenditures	\$2,200,358	\$1,401,448	\$1,016,627
Fundraising	\$882,765	\$648,996	\$462,695
Administration	\$1,317,593	\$752,452	\$553,932

Program and support expenditures



Acknowledgments

We are grateful to the individuals, foundations, and partners who make our work possible. We are evolving our approach to partner recognition to better reflect partner preferences, privacy considerations, and our commitment to responsible stewardship.

Board of Directors

John Phyper, *Chair*
James Newton, *Treasurer and Interim Secretary*
Bertrand Assamoi
David Feather
Joel Lamstein
Katie Macc
Lydia Muhangi
Shawn Holden Cheung
Tom Fry
Viraj Desai

Friends of Raising The Village Board of Directors

Brian Kitching
Murisiku Raifu
Nate MacKinnon
Natraj Ramachandran

The Democratic Republic of Congo (DRC) Implementing Partners

Mavuno
Association pour le Développement
Social et la Sauvegarde de
l'Environnement (ADSSE)

Government of Uganda

District governments of Amuru, Bugiri,
Buhweju, Bunyagabu, Isingiro,
Kabale, Kagadi, Kakumiro, Kaliro,
Kamwenge, Kanungu, Kapchorwa,
Kassanda, Kibaale, Kiryandongo, Kisoro,
Kitagwenda, Kyegegwa, Kyenjojo, Luuka,
Mitooma, Nwoya, Rakai, Rubanda,
Rubirizi, Rukiga, Rukungiri, and Sironko
Ministry of Gender, Labour, and Social
Development
Ministry of Agriculture, Animal Industry,
and Fisheries
Uganda National Meteorological Authority

Government of Rwanda

District governments of Nyabihu and
Ngororero
Rwanda Governance Board
Ministry of Local Government
Ministry of Agriculture and Animal
Resources
Rwanda Agriculture and Animal Resources
Development Board
Rwanda Data Protection Office
National Institute of Statistics of Rwanda
Rwanda Soil Information System



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Uganda

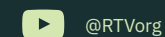
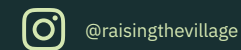
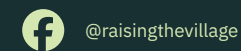
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