



# Building a Sustainable Future for All

Village Impact Report | May 2022 | Vol 12

## Letter from the CEO

If the first five months of 2022 have taught me anything, it's that equipping vulnerable populations with the skills and resources to become resilient in the face of global shocks is growing more urgent by the day. We are currently living in an era of increased global shocks—from the pandemic to climate change to [soaring food prices](#) in East Africa due to the war in Ukraine—and each of these has the potential to be catastrophic for families living in extreme poverty. In order to build a sustainable future for all, we need to make sure the most vulnerable families are equipped to adapt and thrive.

As many of you already know, results from the Village Enterprise Development Impact Bond (DIB) were released in early March. On top of positively impacting the lives of 95,000 East Africans, the DIB showcased cost-effective, sustained impact in income and asset increases for over 14,000 households. IDinsight estimated there would be \$21 million in lifetime benefits for participating households, which is more than four times the cost of the project. All of this was achieved despite the challenges of the pandemic. Even with lockdowns and market closures, our entrepreneurs succeeded in their businesses, shielding them from the worst of the pandemic's economic impacts.

This new evidence that participants of our poverty graduation program were able to increase their income and assets over several years and build resilience to large scale shocks is significant. In addition to these positive DIB results, our five-year longitudinal study found an 83% increase in consumption and expenditure and a 931% increase

in savings of program participants after five years. These results suggest that our entrepreneurs are more likely to be able to adjust to the negative impacts of climate change, the pandemic, and rising prices, as well as future crises.

What's just as important—our graduation model has proven adaptable to the biggest threats facing extremely vulnerable populations. It's through collective action that we can take on these challenges and end extreme poverty in Africa. DREAMS for Refugees, USAID Nawiri to reduce malnutrition, and UNWomen Economic Empowerment through Climate-Smart Agriculture are just a few of the collective action projects that have our poverty graduation program at their center.

You can read more about each of these projects, our DIB results, and our other exciting initiatives in our latest Village Impact Report. Thank you for your continued support—it makes all of our work possible. Because of you, we have started 4,750 businesses and trained more than 14,000 entrepreneurs this fiscal year, nearly twice as many businesses and entrepreneurs than at this point last year.

With gratitude,

Dianne Calvi  
President and CEO



# Performance Dashboard

## FY22 Outputs to Date



**4,750**  
Businesses started



**14,200+**  
First-time entrepreneurs trained

## FY21 Cycle 2 Metrics

November 2020 - November 2021

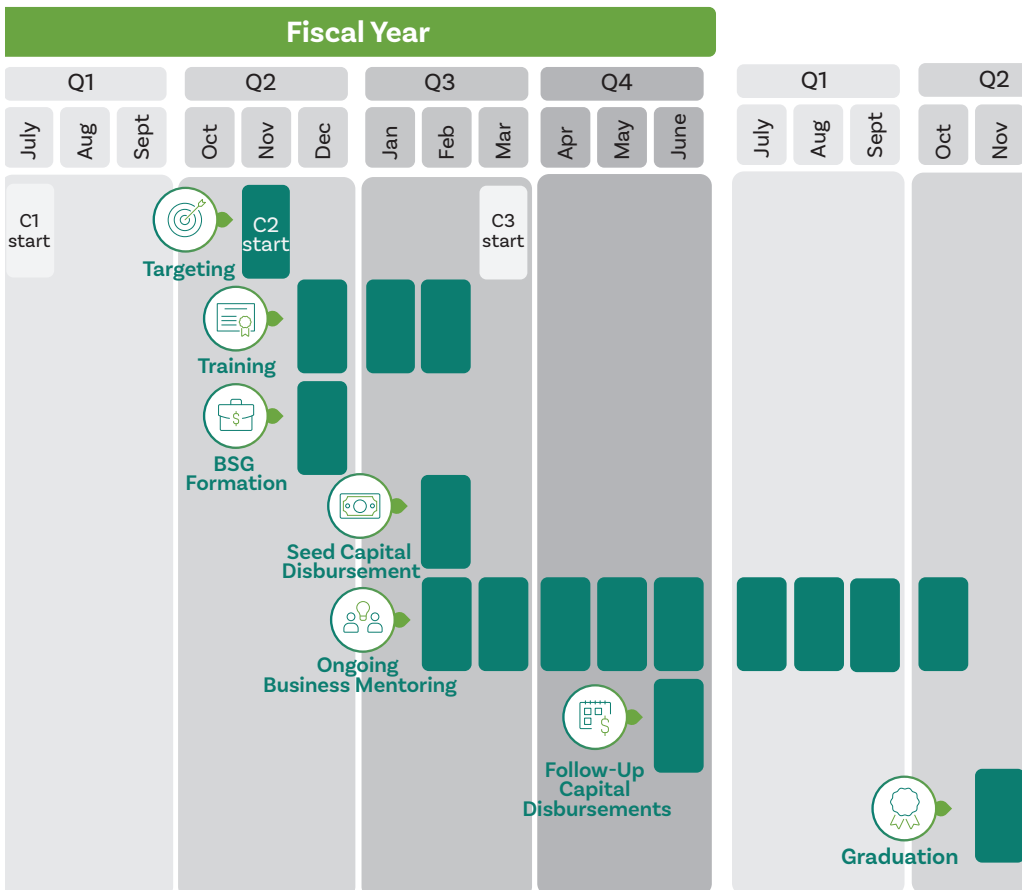
Our monitoring and evaluation systems track our core programmatic components, including using mobile phones and TaroWorks for data collection and Salesforce's relational cloud-based database for information management.

We share data in real-time with staff at all levels of the organization through customized dashboards. Access to timely and relevant data empowers staff to respond quicker, iterate more rapidly, and manage adaptively.

Village Enterprise program participants showed resilience despite the continued economic challenges due to the Covid-19 pandemic. Households saw an average increase of their consumption and expenditure by 24% (\$56) from baseline to endline, and 94% of households reported feeling better off after participating in the Village Enterprise program compared to a year prior. Household savings increased by an average of \$18 (152%) a year after the Village Enterprise program. Participants increased the amount of animal protein consumed in their household on a weekly basis by an average 40% at the endline. Additionally, participants saw an improvement in the value of their household assets increasing by 37% (\$167) on average from baseline to endline.

## Uganda and Kenya

Key Outputs	FY21C2
Newly reached villages	86
Program participants trained	5484
Lives impacted	36600
Training sessions provided	1328
Businesses started	1922
Business savings groups (BSG) established	182
% of women participants	83%



Key Outcomes	FY21C2
Average BSG savings at endline	\$1706
Average increase in household savings	\$17.60 (\$11.57 to \$29.17)
Average % increase in household savings	152%
% Increase in consumption and expenditure (C&E)	23.9%
Average increase in annual per household consumption and expenditure (C&E)	\$56 (\$234 to \$290)
Average increase in weekly animal protein consumption	39.6%

FY21 cycle 2 (FY21 C2) program participants entered our program in November 2020.

FY21 C2 endline data collection happened in April 2021. Our enumerators observed strict health and safety measures while in the field.



# Climate Resilience and Mitigation

Building sustainable futures and protecting our planet



Kenya

## Combating Malnutrition in Northern Kenya

In partnership with Catholic Relief Services (CRS) and the USAID Bureau for Humanitarian Assistance (BHA), Village Enterprise recently completed the pilot phase of [the Nawiri Project](#), an adapted poverty graduation program to combat malnutrition in Isiolo and Marsabit counties in Kenya. Following the achievement of significant positive outcomes, USAID BHA has termed our model as their flagship project and sees it as a promising approach to reducing acute malnutrition in the Kenyan arid and semi-arid lands. As a result of this success, Village Enterprise is excited to report that we have been asked to scale up our project to start 3,867 businesses in the next fiscal year.

Unfortunately, due to ongoing drought, the hunger situation is worsening in Marsabit County, as seen in this [video](#). Village Enterprise is targeting 7,500 families to start sustainable businesses, helping to increase household income that will be utilized to purchase safe and nutritious foods, health products, and services. These businesses will help reduce acute malnutrition and save lives.



## Women's Empowerment and Climate-Smart Agriculture

In West Pokot County in Kenya, Village Enterprise is working with 809 entrepreneurs (80% women) to start climate-smart agribusinesses. We're also working with local county officials to develop gender-sensitive and climate-smart policies to benefit future generations of girls and women in the region. This program, known as the Women's Economic Empowerment through Climate-Smart Agriculture Project, is a partnership between UNWomen, the Food and Agriculture Organization of the United Nations (FAO), the Korea International Cooperation Agency, and Village Enterprise.

Through this program, farmers in West Pokot are becoming more resilient in the face of climate change. By receiving training on proper irrigation, planting drought-tolerant crops, and moisture retention practices, the farmers are better equipped to grow crops and run successful businesses in a changing environment.



[Read about this project on the Village Enterprise blog](#)





# Climate Resilience and Mitigation

Building sustainable futures and protecting our planet



Uganda

## Uganda Youth Engine Project

In the Agago district of Uganda, we trained 450 entrepreneurs this quarter and they have recently received their first seed capital grant. A consortium effort with GOAL and funded by NORAD, the two-year Youth Engine Project aims to create sustainable livelihoods for 1,350 youth and establish 450 businesses within the cassava and soybean value chains. During the training period this past quarter, Adyaka Wholesale Limited, a Uganda agro-processing and packaging company, provided lessons on agronomic best practices and made plans to purchase the entrepreneur's agricultural outputs once they are harvested. Entrepreneurs have also received information on agricultural inputs and markets from Akorion (EzyAgric), a global agricultural technology company.

## Reducing Poaching through Entrepreneurship

Because of the lack of economic opportunities for people living outside of Kibale National Park in Uganda, some have turned to illegal hunting and poaching in order to provide for their families. In response, the Poverty Alleviation and Removal of Kibale Snares (PARKS) Project aims to protect one of the largest remaining populations of East African chimpanzees by reducing hunting pressure in the national park through a combination of equipping the most vulnerable with the resources to start businesses and develop alternative livelihoods and anti-poaching patrols. Village Enterprise has completed the first year of this three-year project, which is funded by the Arcus Foundation and implemented in partnership with the Ngogo Chimpanzee Project. Since the onset of the project, Village Enterprise established 198 businesses and trained 635 first-time entrepreneurs in 18 villages.



Republic of Congo and the DRC

## Protecting the Environment in the Republic of the Congo and the DRC

Village Enterprise is working with the Wildlife Conservation Society (WCS) to provide consulting and technical assistance in the Nouable-Ndoki National Park in the Republic of Congo and the Okapi Wildlife Reserve in the Democratic Republic of Congo (DRC). The main objective of the Micro-Entrepreneurship and Innovation Services Project is to support WCS in empowering over 300 households to start 1,000 businesses. On top of equipping these households with the skills and resources to start sustainable businesses, the project aims to reduce environmentally destructive activities that are going on due to a lack of economic opportunities.



Nelly Munge, Village Enterprise Technical Advisor Gender, Youth, and Social Inclusion, is leading a technical assistance visit to WCS in Congo-Brazzaville and DRC. She and a small team of Village Enterprise Field Associates will support WCS as they set up an adapted version of our graduation model.





# Dreams for Refugees

## Delivering Resilient Enterprises and Market Systems for Refugees

Delivering Resilient Enterprises and Market Systems (DREAMS) for Refugees has officially started in Uganda! A joint initiative with Village Enterprise, Mercy Corps, and IDInsight with funding from Conrad N. Hilton Foundation, IKEA Foundation, Lever for Change, and Seagrape Foundation, DREAMS for Refugees aims to transform the lives of 150,000 of the most vulnerable refugees through poverty graduation and market systems development. The DREAMS Uganda team has finished targeting and recently started training 1,200 refugees to start 400 businesses. Our team is working closely with Mercy Corps

staff to identify value chains that entrepreneurs can engage through their businesses.

As we prepare to expand DREAMS for Refugees into Ethiopia, Winnie Auma, Village Enterprise Vice President of Programs, and Leah Okero, Director of Partnerships, traveled to Dollo Ado refugee camp in April. And in May, Village Enterprise, Mercy Corps, and IDInsight came together for a workshop to align around the integrated graduation and market systems development compliments ahead of implementation in Ethiopia.

# Scaling through Government

## Kenya Social Economic Inclusion Project

In collaboration with the Boma project and the Global Development Incubator, Village Enterprise is working alongside the Government of Kenya to implement the Kenya Social Economic Inclusion Program (KSEIP) in five counties around the country. In addition to training 3,750 first-time entrepreneurs to start their own businesses, we are building the capacity of government officials to

implement economic inclusion activities into existing social protection programs. The first-time entrepreneurs went through a rigorous selection process which included Village Enterprise targeting as well as verification by the Kenyan government. With targeting complete, Village Enterprise business mentors are starting business and financial literacy training this month.

# Digital Solutions in the Field

## Digital solutions to revolutionize small business development in Africa



In the previous fiscal quarter, the technology team conducted a series of needs assessments with our entrepreneurs in Kenya, Uganda, and Rwanda. This feedback directly informed the development of the Digital Framework and related Digital Development Activity Plan.

Since the development of this plan, both the technology team and the programs team have been busy running digital development activities. The first activity is a review of existing digital solutions (and potential partnerships) for business savings group record keeping.

Based on the current training and mentoring program, the technology and programs teams collaborated to design a scope and sequence for a set of digital content as a complement to face-to-face program delivery. The creation of educational multimedia content will become available to our entrepreneurs with the eventual release of our initial mobile phone-based application that has been in design, increasing the time on task for training and mentoring as well as increasing access to program content offline in video and audio format.





# Development Impact Bond Success

## Proven Positive and Sustained Impact

On International Women’s Day (March 8th), we were proud to officially launch the results from the [Village Enterprise Development Impact Bond](#) (DIB). We exceeded our targets, sustainably improving the livelihoods of 95,000 East Africans, including 70,000 women and children, and shielding them from the worst of the pandemic’s economic impacts. Results from the randomized controlled trial demonstrated positive and sustained increases in household spending and net wealth, projecting an increase in lifetime household income of over \$21 million!

These results show that a lighter touch poverty graduation model, when implemented well, can match and even outperform the more costly (in terms of resources and participants’ time) models. This has significant implications for benefit-cost ratios, with Village Enterprise’s RCT now demonstrating one of the highest benefit-cost ratio when compared to RCT-evaluated poverty graduation programs (140% vs. 88% for the highest benefit-cost ratio from programs featured in [Science](#), i.e., graduation implementation in India). And these results were achieved even in the context of the global Covid-19 pandemic. The RCT showed sustained impact, despite the challenges of the pandemic, between the first and the final cohort which graduated 2.5 years and six months before data collection, respectively. This offers new evidence on the ability of graduation programming to sustain impact over many years and build resilience among participants. Especially in the African context, where families face ongoing shocks, successfully building resilience is a foundational need for creating sustainable impact.

Based on the positive results and experience from the Village Enterprise DIB, we hope to contribute to the scale-up of results-based financing to drive accountability, impact, and efficiency in the poverty alleviation space.



**4,766**

Businesses started in rural Kenya and Uganda



**14,100**

First-time entrepreneurs trained (75% women)



**481**

Business savings groups formed



**95,000**

Lives transformed

## The Future of Results-Based Financing

### Scaling Results-Based Financing in Rwanda

In April, Village Enterprise CEO Dianne Calvi and Rwanda Country Manager Sylvere Mwizerwa met with several important Rwandan government officials including the Minister of Local Government, the Director of Local Administrative Entities Development Agencies, and their technical advisors. These government officials expressed interest in partnering with Village Enterprise to design and launch an outcomes fund that will support scaling of results-driven graduation programming in Rwanda. We have already put in place a Memorandum of Understanding with the government, and we are planning a co-creation and co-design meeting with high level government officials in the early summer.

## Press on the Village Enterprise DIB

On top of the publication of the full evaluation findings from IDInsight, results from the DIB have been featured in a number of key publications and events, and Village Enterprise continues to be a thought leader in results-based financing, including:

- an in-depth Devex article [“Development impact bond in Uganda, Kenya hits targets despite COVID-19”](#)
- a Government Outcomes Lab webinar [“Engaging with Evidence: results and learnings from the Village Enterprise Development Impact Bond”](#)
- a Brookings Institution’s event [“Breaking the cycle of poverty through innovative finance: Lessons from the Village Enterprise development impact bond and beyond”](#)

For a full listing of articles and features of the DIB, please see our [“In the News Section”](#) at the end of this report.



# Five-year Longitudinal Study

In November and December of 2021, Village Enterprise completed a longitudinal study of more than 400 entrepreneurs in Kenya and Uganda from our FY2017 business cycles. We are thrilled to announce that five years later, outcomes for these entrepreneurs and their families are positive. Over the past five years, consumption and expenditures of our entrepreneurs increased 83% and household savings increased 931% (after adjustment for inflation). Since data collection happened at the end of 2021, these results demonstrate the positive impact of the program despite the challenges of the ongoing pandemic. In fact,

88% of our entrepreneurs reported that the skills they learned from Village Enterprise helped them to cope with the economic shocks of Covid-19.

In addition to the results from the DIB RCT, these results provide more evidence of the ability of our entrepreneurs to build long-term resilience to global shocks and continue to better their own lives and the lives of their family members for many years after the end of the program. We are in the process of finalizing the full five-year longitudinal report, and we are excited to share it with you in the coming weeks.

## New Staff Hires

Building a world-class African team

### KENYA

Emmanuel Kibet Kering  
Lawrence Bosco Losogo  
Sharamo G Odana Dabello  
Timothy Lmaimpya Ledany  
Teresa Gumatho Galwab  
Dub Sharamo Korme  
Binya Bonke Chechekuna  
Lerimas Daniel Lekerde  
Jemimah Talaso Galboran  
Shindes Veronica Gudere  
Dominic Diba Butte  
John Baicha Amiyo  
Samuel Roble Hallo  
Anne George Orre  
Teresa Leah Galsaracho  
Christopher Roble Arigelle  
Eve Sereya Lemotou  
David Haldayan Ekallo  
Roba Ganya Wosera  
Midina Boru Budha  
Chiri Bonaya Garibo  
Sampil Denge Dokata  
Roba Guyo Barako  
Talaso Ibrae Huka  
Sabdio Buqato Tullu  
Ganno Hurri  
Hamate Roba Sharamo  
Raphael Elimlim Ekiru  
Austin Lokwawi Lokademo  
Joshua Koribok Arkerech  
Wato Wario  
Godfrey Oyota Sande  
Juliet Cheptoris Bera  
Lydia Akoth Muga  
Barbara Ndinda Mutinda  
Belinda Awour Ongadi  
Gloria Namwaki Juma

Eliakim Ouko Odera  
*Director of Finance*

Evelyne Mkungo  
*Vice President of People and Culture*

### RWANDA

Busingye Debrah  
Anny Benilde Uwonkunda  
Uwase Redempta  
Muhorakaye Hosiane  
Byimana Alexis  
Muhawenimana Angelique  
Mukakalisa Beathe  
Uwamahoro Aline  
Uwajeneza Apronie  
Umotoniwase Honorine  
Mukashyaka Adelphine  
Murakatete Claudine  
Ndindiriyimana Pierre Claver  
Sekamana John  
Tuyishime Samuel  
Rukundo Jean Claude  
Muterahajuru Prince Didier  
Umuhire Ashraf  
Tuyishimire Nobert

### UGANDA

Ariku Emmanuel  
Rusoke Pauline  
Ajok Betty Lanyero  
Eton Juma  
Gabriel Sebbi  
Idia Jonathan  
Yada Manisuri Kibajo  
Namata Esther  
Harmony Faidha Irene  
Achidri Sabiri  
Amono Edward  
Ojas Ware Santino  
Muna Hellen  
Yesua Aliku Uriah Yesua  
Baker Charles John  
Hindum Nassa  
Candia Isaac  
Adaku Nelson  
Ayikoru Glorious  
Avibo Luke

### UGANDA cont.

Akandru Modnes  
Batali Eli Moses  
Jokudu Jackline Julius  
Ajidra Fauzu  
Jurua Umar  
Guma Albert  
Aloro Moses  
Taban Majid  
Ofwono Paul  
Ahalam Mahmud

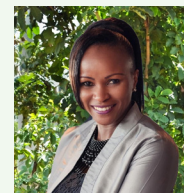
### USA

Brett Slezak  
*Vice President of Marketing and Communications*

## New Staff Spotlight

### Evelyne Mkungo

*Vice President of People and Culture*



Evelyne is a strategic and transformational leader with over 16 years of HR experience in large multinational companies in IT and pharmaceuticals in Africa. Previously she worked at Microsoft as an HR Lead for West, East & Central Africa, Southern Africa, and Indian Ocean Islands. She has a track record of talent development, leadership development, budget control, and data-driven decision-making. Evelyne is based in Nairobi but will spend four to six weeks each year in the United States.



# In the Press

[Surviving the Storm of the Pandemic - Lessons from the Village Enterprise Development Impact Bond](#)  
GOLabs – Apr 26, 2022

[Breaking the Cycle of Poverty through Innovative Finance: Lessons from the Village Enterprise Development Impact Bond and Beyond](#)  
Brookings Institution – Apr 26, 2022

[Enhancing Government Effectiveness - DIBs, a Valuable Tool for a Much Broader Agenda](#)  
Market Links – Apr 21, 2022

[Having Risen from Extreme Poverty, She Now Leads the Way for Others](#)  
Superpowers for Good Podcast – Apr 5, 2022

[Africa's First Development Impact Bond Lifts Thousands out of Poverty](#)  
Impact Investor – Mar 15, 2022

[Africa's First Development Impact Bond for Poverty Alleviation Cuts Poverty for 95,000 People in East Africa During Pandemic](#)  
Africa.com – Mar 10, 2022

[Results and Learnings from the Village Enterprise Development Impact Bond](#)  
GOLabs – Mar 9, 2022

[A Look into Results of the Village Enterprise Development Impact Bond Evaluation](#)  
IDinsight – Mar 8, 2022

[Building Women's Resilience in the Face of Covid-19](#)  
TrickleUp – Mar 8, 2022

[Development Impact Bond Uganda, Kenya Hits Targets Despite COVID-19](#)  
Devex – Mar 8, 2022

[Village Enterprise Development Impact Bond Findings](#)  
IDinsight – Mar 8, 2022

[How Systems-Thinking Led to a Breakthrough in Tackling Poverty in West Pokot](#)  
Wasafiri – Mar 2, 2022

[Focusing on What Matters: Role of Results-based Financing in Adapting to Changing Realities](#)  
Yale Philanthropy Conference – Feb 17, 2022

[Innovative Funding to Solve Extreme Poverty](#)  
Invest for Good – Feb 16, 2022

[Arcus Foundation: Small Businesses Take Off in Rural Congo, Easing Pressure on Lomako Forest Habitat of Endangered Bonobo](#)  
Arcus Foundation – Feb 11, 2022

[20 Companies Fighting Poverty](#)  
Confido – Feb 9, 2022

