



2025 ANNUAL REPORT

CAPABLE

**2025
ANNUAL REPORT
DURABLE
TRANSFORMATION**

TRANSFORMATION BEGINS WHEN EXTREME POVERTY ENDS.

We are CAPABLE. We operate on a single, uncompromising calling: seeing every individual member of a household make a complete and permanent exit from extreme poverty.

Working in our own communities is the foundation of our success.

BY THE NUMBERS

We partner with families at the bottom of the economic ladder: earning between \$0.15 and \$0.77 per day, far below the \$3.00 extreme poverty line. Over two years, they build commercial farms and client-owned cooperatives that drive economic, social, and environmental transformation across Northern Uganda.

Poverty alleviation requires proof. Since 2018, our model has grown reach by 18x while decreasing cost to serve by 85%. For every \$1 we invest, our clients realize a **\$32.44 increase** in five-year income.

This is our 2025 impact.

BY THE NUMBERS

2025 Individuals Served:

26,876

2024-2025 Cohort

Average Acreage per Household:

12

2024-2025 Cohort

Jobs Created (FTE) in 2025 :

6,041

2024-2025 Cohort

Total Cooperatives:

155

Active at end of 2025

Cooperative Growth:

18%

Average annual growth, 2018-2025

2025 Radio Trainings:

2M

Listeners

Our Team:

76

Full-time staff

Cost Efficiency:

85%

Reduction in cost-to-serve since 2018

Districts Served:

**NWOYA, OMORO,
LAMWO**

Active operations, 2025

2025 IMPACT— RESULTS MATTER

We lead with our outcomes because they are the ultimate measure of transformation. Independent experts from Uganda's National Agricultural Research Organization (NARO) and Gulu University verified every data point below. This is transformation measured rigorously, reported honestly.

→ **ENDING EXTREME POVERTY**

→ **NO ONE LEFT BEHIND: QUARTILE ANALYSIS**

→ **MORE THAN MONEY**

RESULTS

→ Ending Extreme Poverty

Cohort 2024-2025 average daily income per household member at endline:

\$4.25

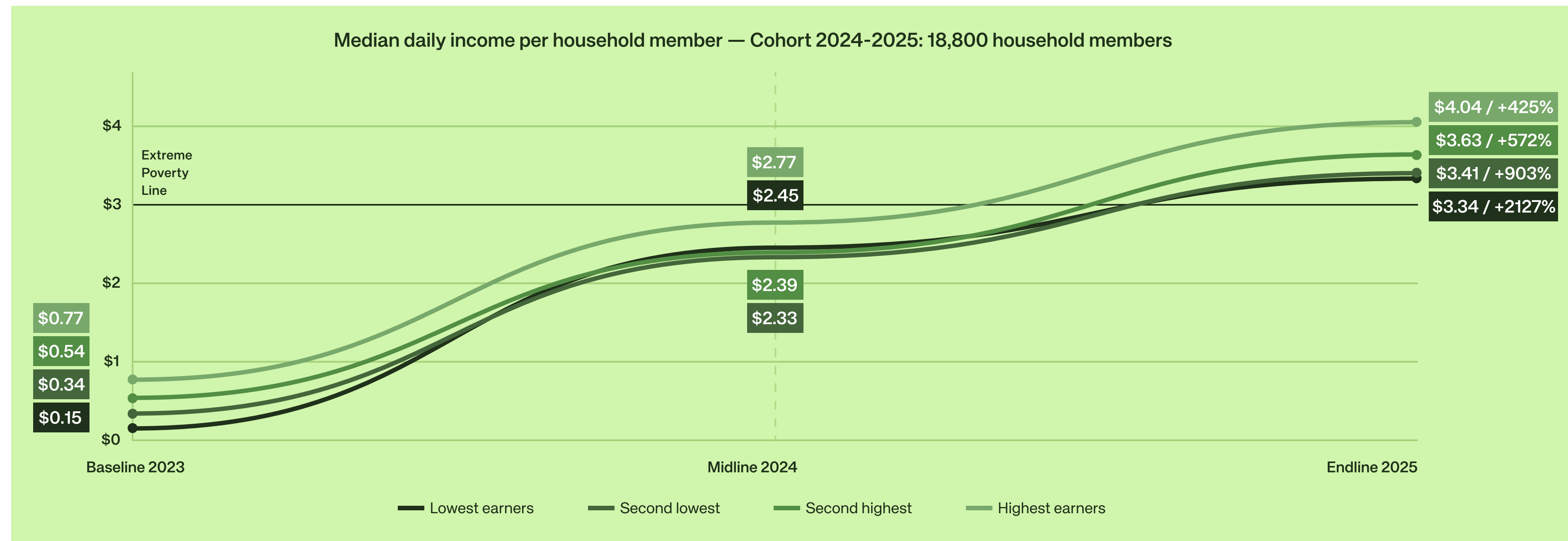
(PPP, 2021)

Percentage increase from baseline (\$0.45):

844%

→ No One Left Behind

Quartiles – Averages can hide the families who need us most. We track outcomes by median income quartile to ensure no one is left behind. The lowest earners grew 2,127%, from \$0.15 to \$3.34 per day, the steepest gain of any group. Every quartile crossed the extreme poverty line.



RESULTS

→ More Than Money

Agency:

24%

Improvement in Locus of Control

Connection:

23%

Increase in Spiritual Wellbeing

Wellness:

95%

Improvement in Physical and Mental Health

Cash Savings:

680%

Increase

Net Worth:

232%

Increase

Evidence-Based Agency:

We report income over consumption because it captures agency: the freedom to make choices about children's education, building assets, and planning for the long term. But income alone isn't transformation. We assess outcomes holistically across the core pillars of our theory of change: agency, wellness, connection, and prosperity.

Gender Equity as Infrastructure

Female leadership isn't a diversity target; it is a functional requirement for durable transformation. When women lead cooperatives and have equal control of household income, families invest differently: faster income growth, better nutrition, and immediate investment in education. Gender equity is essential to a community's success.

THEORY OF CHANGE

Massive economic impact requires more than agricultural inputs; it requires deep human stewardship. Extreme poverty is a psychological trap as much as an economic one. Providing inputs and capital without addressing trauma, mindset, and agency yields temporary results.

Our Theory of Change is built on a holistic triad of support. We operate a high-touch, two-year accelerator that surrounds every household with specialized professionals to ensure personal transformation drives economic permanence.

The Counselor (Agency):

Delivers professional, one-on-one mental health care. Walks alongside clients to heal trauma, build resilience, and shift the mindset from "I can't" to "I'm CAPABLE."

The Agronomist (Yield):

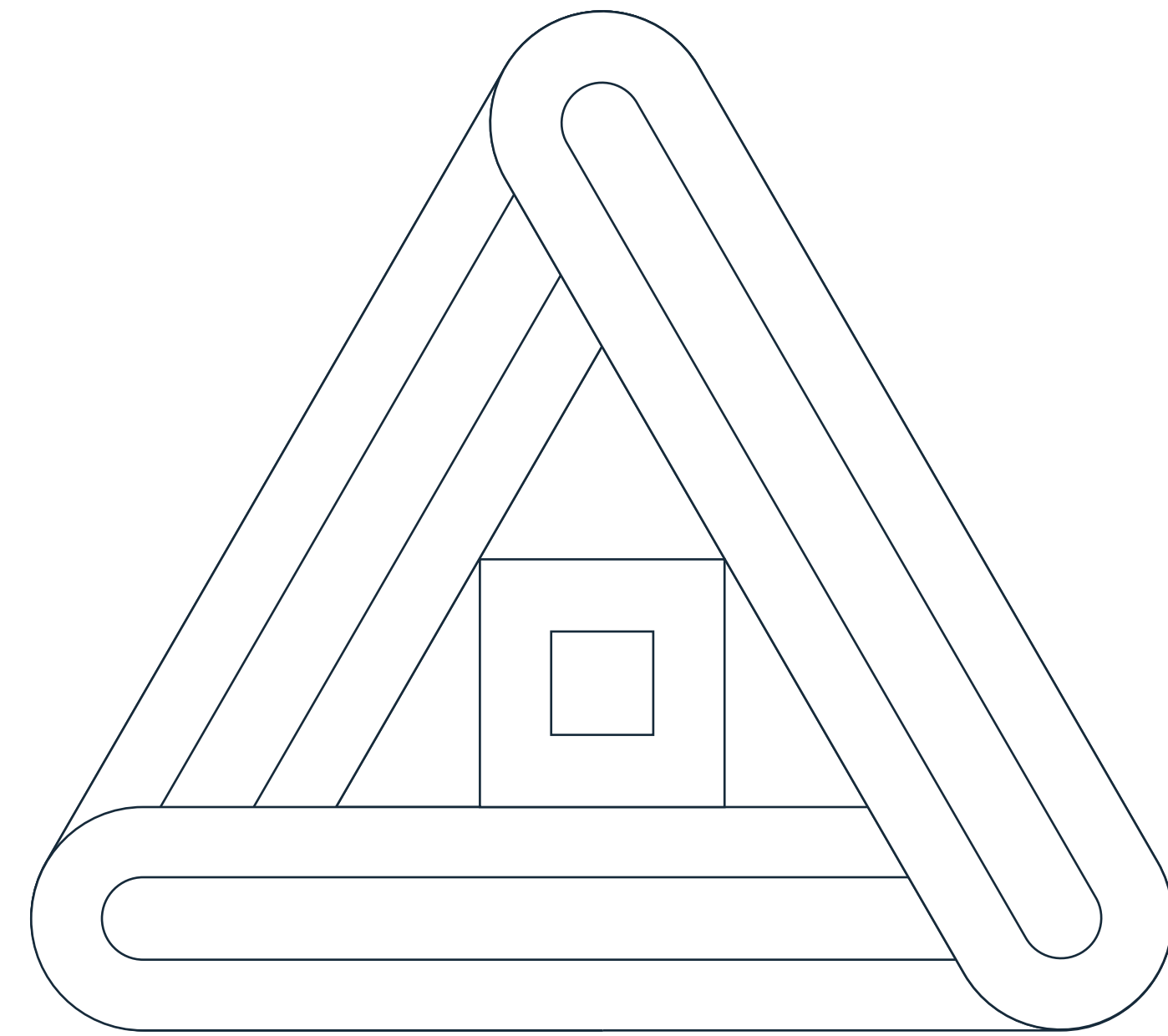
Delivers intensive, climate-smart agriculture training that maximizes yield and acreage as families transition from subsistence to commercial farming.

The Business Mentor (Market):

Provides individualized financial planning, low-cost capital access, and direct market linkage to ensure farmers capture the maximum value for their harvests.

Risk Mitigation:

Rapid agricultural income growth drives the initial exit from extreme poverty, but income diversification makes it permanent. Our Business Mentors work one-on-one with clients to develop side businesses, value-addition enterprises, and off-season revenue streams beyond farming. This multi-income approach ensures families can weather crop failures, market fluctuations, and climate shocks without falling back into poverty. Diversified households build financial resilience that grows year over year.



WHAT DRIVES RESULTS

You can't end extreme poverty with inputs and surveys. We walk alongside families for two years, deeply, individually. We track outcomes for five years after that. We help build cooperatives that keep transforming communities long after we leave.

The next pages show how.

Proximity:

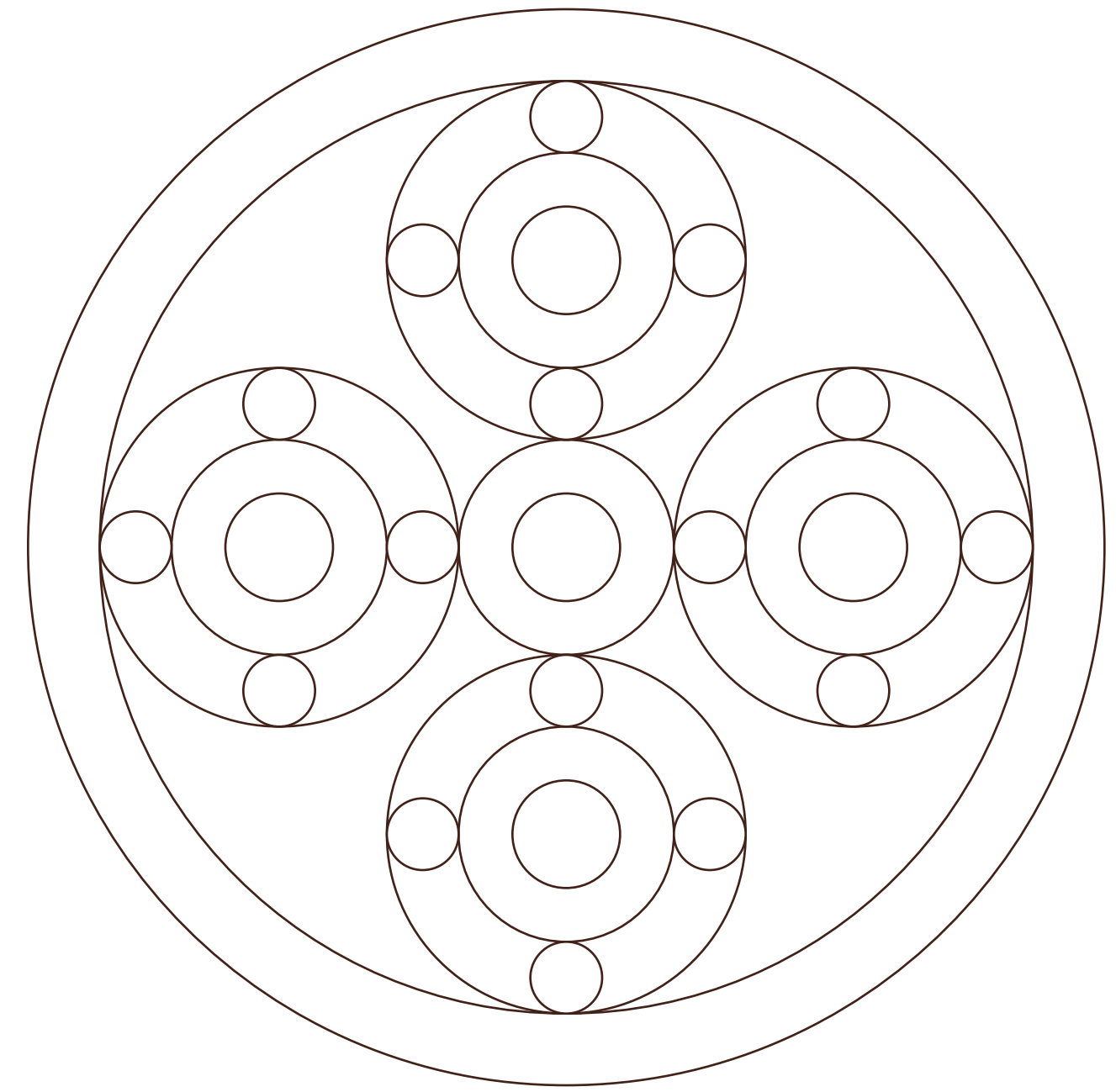
We are from here. Our agronomists, business mentors, and counselors share the language, the land, and the history of Northern Uganda with the families we work alongside. Shared roots and deep relationships drive results.

Accountability:

We rigorously measure our outcomes at the individual level. If one person is left behind, the job is not done. We deploy tablet-based data collection, live-impact dashboards, and GPS mapping to deliver the most impactful services at the exact right time.

Cooperatives:

Personal change becomes communal strength. At graduation, our farming groups become formal, client-owned cooperatives that anchor the local economy long after our two years end.



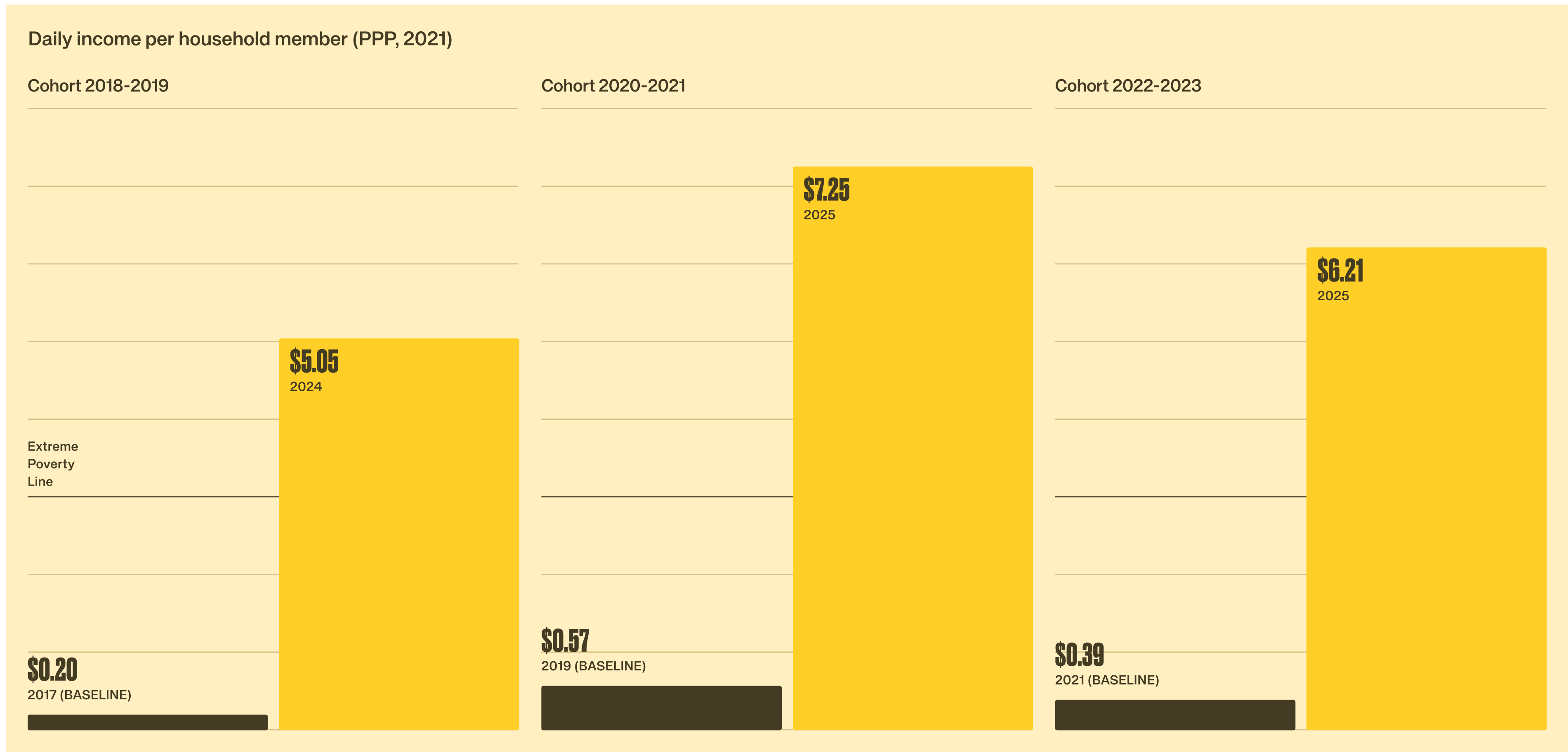
Climate Resilience:

Climate adaptation isn't a separate project; it is embedded in every level of our agronomy training. Through our Northern Uganda Climate Resilient Agriculture (NUCRA) partnership, we ensure economic gains withstand unpredictable weather and regional shocks.

DURABLE OUTCOMES

Five years after graduation, our clients continue to increase their income. We measure against the \$3.00 extreme poverty line to ensure families have real resources to weather shocks. Our 2020-2021 cohort proves this durability: \$0.57 per day at baseline, \$7.25 by year five.

ECONOMIC ENGINE



Permanent Infrastructure:
Cooperatives ensure that our clients' exit from extreme poverty is permanent. At graduation, our farming groups become formal, client-owned cooperatives that provide essential services indefinitely: low-cost financing, shared storage, value-addition processing, and market linkage. These services anchor the local economy and keep client incomes growing long after our direct support ends.

MULTIPLIER EFFECT

Tens of thousands of new members have joined the cooperatives our clients built. They've begun earning above the extreme poverty line, too. This is how regional economic transformation happens: our clients are implementing world-class economic development programs long after our two-year intervention ends.

\$3.63/DAY

Average daily income per household member (2021, PPP)

26,000

New cooperative members

155

Active cooperatives

18%

Average annual cooperative growth

CELPEKE COOPERATIVE



In 2020, Celpeke village was nearly deserted.

By 2025, it's a business hub.

The Nwoya Celpeke Maize and Soybeans Cooperative started with 20 farmers. Today, 52 members farm collectively, but the impact extends far beyond membership. In 2025, the Cooperative secured a contract with SIMLOW, a Kenyan seed company, to produce 100 acres of hybrid maize seed. They delivered 172 tonnes, generating 327 million UGX (\$91k) in gross revenue.

After operational costs, the cooperative retained 133 million UGX (\$37k) in net profit. This became a revolving credit fund, offering agricultural loans to members and neighbors who previously had no access to formal banking. Non-member farmers can now borrow to purchase seeds and tools, and productivity has risen across the entire village as a result.

Members used profits to acquire tractors and dual-purpose threshing machines, which they rent to the broader community at affordable rates. Hundreds of families who once relied on hand tools now access modern machinery.

The physical transformation is striking. Eighteen members built permanent homes. Eleven constructed commercial premises at the trading center. One launched a hardware business and acquired a commercial vehicle for deliveries. The Cooperative employs 93 individuals, including refugees from DR Congo who receive free shelter while working on the farms.

Churches built permanent structures. The community started a private school. Trucks now arrive regularly, seeking farm produce from what was once a desolate village. Nearby cooperatives visit Celpeke requesting mentorship.

This is the multiplier effect. Our two-year investment ends. The cooperative continues growing, generating income, and pulling neighbors out of poverty without further support from us.

CONTINUOUS IMPROVEMENT

Seeing clients earn above the extreme poverty line takes constant testing. We're never satisfied with what worked yesterday. Some pilots run for a season, others reshape the program mid-cohort. What works gets integrated, what doesn't gets dropped. This is how we improve outcomes, reduce costs, and reach more families with each new cohort.

Staff-to-Household Ratio Optimization

Test: Increased staff capacity from 300 to 500 households per team.

Result: 1,174 households self-integrated into farmer groups, achieving \$3.63/day average income (85% of primary client outcomes).

Action: Scaled all Cohort 2026-2027 teams to 500-household capacity, reducing cost-per-individual by 17% while maintaining outcome integrity.

Combined Group Trainings

Test: Combined two 30-household groups into single 60-household training sessions to reduce staff time.

Result: Each group has its own elected leadership. Combined sessions blurred accountability and broke down self-management.

Action: **Discontinued.** Groups remain separate at 30 households. Field teams now visit three groups per day individually.

Community Counseling Symposia

Test: Piloted community-wide counseling reaching beyond core participant groups.

Result: Restored household stability across hundreds of families. Local government formally requested regional expansion.

Action: Integrated as mandatory Cohort 2026-2027 programming based on government endorsement and measured social stability outcomes.

Solar Irrigation (NUCRA Partnership)

Test: Equipped 50 households in high-drought areas with solar-powered irrigation.

Result: Solar-equipped farmers maintained year-round production and off-season horticulture. Achieved 2x income compared to rain-dependent farmers.

Action: Expanding solar irrigation access in drought-vulnerable zones to mitigate climate risk and secure water-dependent income streams.

Hemp for Soil Restoration

Test: Distributed 400kg hemp seeds to farmers with degraded plots.

Result: Deep taproot system restored nutrient levels. Farmers reported higher harvests on restored plots.

Action: Established peer-to-peer seed distribution network, eliminating synthetic fertilizer dependency.

Clean Energy Stoves

Test: Trained 128 community trainers to teach energy-saving stove construction across all districts.

Result: 97.8% reduced firewood use. 99% reduced smoke emissions.

Action: Rolling out across all Cohort 2026-2027 households based on health and environmental impact.

BEYOND THE NUMBERS

Atim Eunice

In 2009, Atim Eunice and her husband Odong built a grass-thatched hut on his ancestral land in Pakiya village. They had no tools beyond what they could carry, no savings, and seven children to feed. For the next fifteen years, they farmed three acres by hand and took casual labor in neighbors' gardens to cover school fees.

The LRA killed her father in 2000, the year she finished primary school. Secondary school never happened. Her family fled to an IDP camp and survived on World Food Programme rations.

In 2024, Eunice joined the Pakiya B group. With Capable's support, she and Odong expanded from three acres to ten acres of maize and five of soybeans in the first season. The harvest was modest, undercut by middlemen, but it covered school fees and seed for the next planting. They reinvested everything.

The second season of 2025 was the turning point. Focused entirely on white maize, they harvested 150 bags and earned 21.6 million UGX (\$6k), more than four times their first-season income.



Today Eunice runs a clothing business and a grocery shop. She built two commercial units at the trading center, one leased to Airtel, and bought three more acres for future development. She employs ten casual laborers each season. All seven children are in school, including one in nursing college.

She also built two permanent homes with metal roofs. The first has five rooms. The second has two, including a modern kitchen and space for her older children. The whole family moved out of the grass hut.

But the hut still stands in her compound. She kept it on purpose. "That hut is not shame," she says. "It is my teacher."

WHAT'S NEXT

We've increased reach 18x since 2018 and reduced cost per individual by 85%. This is the foundation we build from.

Over the next four years we'll reach an additional 104,000 individuals and create an additional 25,000 full-time-equivalent agricultural jobs across seven Northern Uganda districts.

2026-2027 Cohort (two-years post program):

48,000

Individuals

2028-2029 Cohort (Endline):

56,000

Individuals

Cumulative reach since 2018: 194,000 individuals and 46,000 full-time-equivalent agricultural jobs sustained across all active and graduated cohorts by 2029.

Projections are grounded in cohort-by-cohort track record and a conservative 12.5% growth rate. Observed rates average 17-24%, and iterative testing has consistently driven further efficiency gains.

Looking Beyond Direct Implementation

Three additional channels are in development to reach hundreds of thousands more individuals: strategic franchising in Mozambique, NUCRA partnership incubation with locally-led organizations, and precision radio reach.

UNCOMPROMISING EFFICIENCY

Efficiency is a moral imperative. We have consistently reduced our cost per individual while our clients earn more than double the extreme poverty line long after graduation. We remain deeply grateful to the partners and board members who champion this rigorous, evidence-based approach.

2025 FINANCIALS

Our clients earned \$11.14 million in new income from a \$1.46 million investment. We grew revenue 27% year over year while keeping nearly 90 cents of every dollar in program.

Revenue	2024		2025	
Corporate donations	\$500,000	29.4%	\$300,000	13.9%
Individual Donations	\$99,527	5.8%	\$150,155	7.0%
Foundation Grants	\$1,102,111	64.8%	\$1,627,050	75.4%
NUCRA Grant			\$80,000	3.7%
Investment Income	\$30			
Total Revenue	\$1,701,668		\$2,157,205	
Expenses	2024		2025	
Program	\$1,409,918	91.8%	\$1,228,697	84.2%
NUCRA Program			\$80,000	5.5%
General & Administrative	\$63,249	4.1%	\$66,361	4.6%
Fundraising	\$62,538	4.1%	\$83,658	5.7%
Total Expenses	\$1,535,705		\$1,458,716	

Locally Guided. Globally Supported.

Our governance prioritizes the lived experience of those we serve. Our strategy is guided by a local Ugandan Board featuring world-class expertise, including PhDs in Psychology, Agronomy, and Theology. They are backed by a U.S. Board that is 43% African, providing a unique global governance structure built on proximity and accountability.

Funding Partners

<u>1% For The Planet</u>	<u>Delta Fund</u>	<u>Greater Impact Foundation</u>	<u>Imago Dei Fund</u>
<u>Intellitect</u>	<u>Kartchner Engineering</u>	<u>Migmir Fund</u>	<u>Micah 6:8 Foundation</u>
<u>MiiR</u>	<u>The Pilgrim Foundation</u>	<u>SAJE Foundation</u>	<u>Stewardship Foundation</u>
<u>Vista Hermosa Foundation</u>	<u>Western Union Foundation</u>	<u>Woven Foundation</u>	<u>Younger Family Fund</u>

Global Board Members

<u>Dr. Irene Akita</u>	<u>Dr. Christopher Dratele</u>	<u>Vincent Komakech</u>	<u>Tyler Lafferty</u>
<u>Vicky Okello</u>	<u>Rev. Willy Olango</u>	<u>David Oyite</u>	<u>Roberta Romano</u>
<u>Blain Teketel</u>	<u>Kimberly Westerfield</u>	<u>Doreen White</u>	



FARMERS FIRST, ALWAYS.

To Our Partners,

Working in the community where I was born makes every achievement deeply personal. Growing up in Northern Uganda's Adjumani District, I witnessed and experienced the hardships of extreme poverty. I also saw the transformation possible when families receive the right support at the right time.

At Capable, this lived experience shapes our approach. Accountability means looking a neighbor in the eye and knowing our program provides the exact resources, training, and capital required to make a permanent exit from extreme poverty. We don't measure success by marginal income gains. We measure it by permanent, life-changing milestones: families building homes with metal roofs, farmer groups investing in tractors, parents securing the best education for their children, and the psychological shift from "I can't" to "I am capable."

In 2025, we proved that when you define success by local realities and trust the community with deep stewardship, the results compound. We expanded our reach, helped farmers navigate a changing climate, and watched our graduated cooperatives continue to grow their economic impact years after our direct support ended.

As we look toward 2026, our mission remains clear. We will keep putting farmers first, align our work with Uganda's national development goals, and continue building a model the region can rely on.

To the partners and supporters who made this year possible: thank you. Together, we are building a future of dignity and prosperity in Northern Uganda, and we invite you to remain with us as we continue to prove what is possible.

Apwoyo matek,

Idro Dominic
Co-Founder and Executive Director

RADICAL DATA TRANSPARENCY

Poverty Benchmark

We measure against the International Extreme Poverty Line: \$3.00 per day, per household member (2021 PPP).

Normalization

Raw UGX is inflation-adjusted to 2021 values, then converted to USD at the fixed 2021 PPP rate.

Outlier Management

We winsorize the top and bottom 1% of in-program data and 2.5% of post-program samples. ROI is calculated across the full dataset to capture total wealth created.

Post-Program Sampling

A stratified panel study tracks the same households over time. Sample size uses Cochran/Yamane at 5% margin of error and 95% confidence, with buffers for attrition and winsorization. Stratification across baseline income quartiles ensures the poorest are always measured.

ROI Calculation

For each post-baseline year, we adjust the baseline forward for inflation, calculate real income gain, convert to USD at that year's weighted average exchange rate, and sum across years. Cohort 2024-2025 ROI: 721% (\$8.21 gained per \$1 invested).

Independent Verification

All outcomes verified by PhD researchers at Gulu University and Uganda's National Agricultural Research Organization (NARO).

Connect with our team.

Reach out to Co-Founder Sean Galaway to dive deep into our model or explore partnership opportunities. Based in the U.S., Sean manages our international partnerships to power the work led by Co-Founder and Executive Director Idro Dominic and our 75-person team here in Uganda.

[Schedule a call](#)

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