


# Support efforts to scale Graduation through governments

## Our goal

There are more than 100 million households living in extreme poverty, and our goal is to build the systems that can meet the size of this challenge. BRAC partners with governments across Africa and Asia to bend the curve of extreme poverty this decade. We help governments design and fund programmes that deliver high impact—building on what they already do, strengthening existing systems, and leveraging their existing funds.

We currently work with governments in India, Indonesia, the Philippines, Rwanda, and South Africa. Efforts are underway in Ethiopia with plans to add more countries in the coming years.

## What is Graduation?

The Graduation approach is a packaged set of interventions that in combination equip people to build sustainable livelihoods. Over a two-year period, participating households are provided with (the ABCs) a productive **a**sset, support for **b**asic needs, and ongoing **c**oaching that unlocks agency, know-how, and hope.

Dozens of rigorous evaluations prove this package addresses the multiple constraints that trap people in poverty and achieves broad and lasting impact across various contexts. Participants see lasting improvements in income, assets, food security, and wellbeing—gains that persist years after the programme ends.

# Why government-led Graduation matters now

**To reach those furthest behind, we must work through governments.**

Around 1 in 10 people, or 800 million, live in extreme poverty. We need to harness the combined powers of the public sector and private know-how to address this challenge at scale and bend the curve of global extreme poverty downward.

After more than two decades of implementing Graduation, BRAC saw a clear need to adjust our scaling approach to respond to the magnitude of the issue. In addition to our own large scale programmes outside government systems, we now also work within them—strengthening what already exists and building capacity that lasts. Only governments have the infrastructure, funding, and mandate to implement programmes that reach hundreds of millions, including those left behind by current anti-poverty efforts.

We partner with governments that have existing resources, systems, and mechanisms that can be leveraged to integrate the Graduation approach.

**Governments are ready.** In a 2025 landscape analysis report, the World Bank's Partnership for Economic Inclusion identified 38 government Graduation programmes currently running (or recently closed) across Latin America, Africa, and Asia.

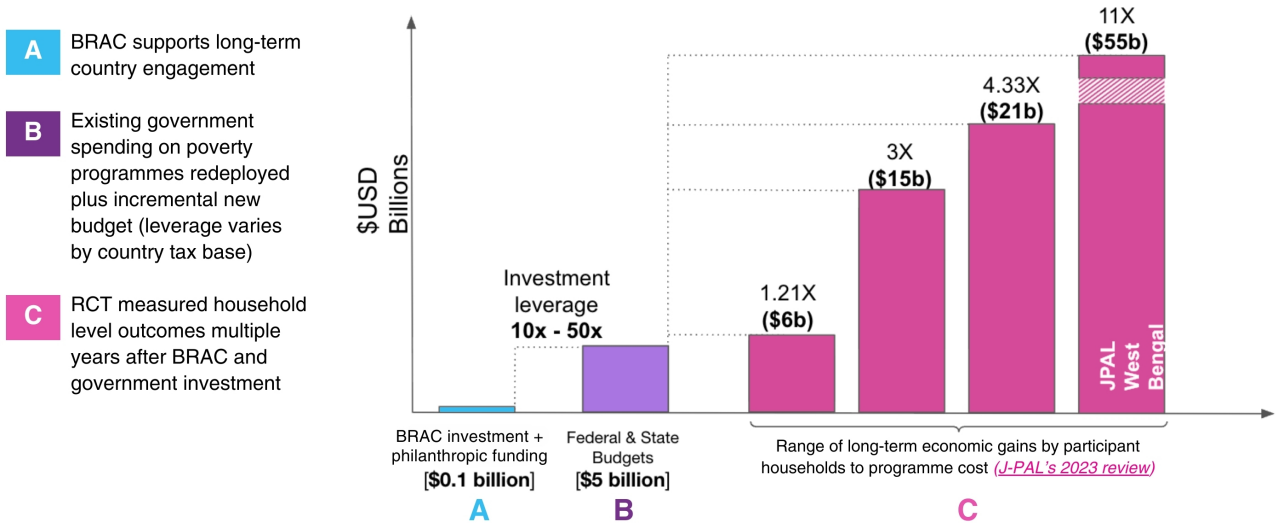
Governments are investing in this more comprehensive approach because they see firsthand that tackling extreme poverty requires something more comprehensive. They cannot, however, do this work alone. Scaling Graduation through governments requires external funding, coordination support among different government departments and local actors, and capacity strengthening to ensure sustainability and quality programming.

# How BRAC supports governments

BRAC does not fund government programmes. Instead, we provide support that helps governments design better programmes, coordinate across departments, build staff capacity, and access sustainable financing. For more details about our work, visit our webpage here.

**Every philanthropic dollar invested in this work improves the returns of up to $50 of government spending.**

**BRAC leveraged Graduation financing (2020-2030)**



**Our support is predicated on the belief that three things must come together for government to scale:**

**1. Building political commitment:** Lasting change needs more than technical improvement—it needs political backing. We work with governments to formalise partnerships through agreements that outline priorities, shared goals, and commitments.

**2. Designing feasible programmes across governments:** Graduation often requires engaging multiple departments to work together—mapping their existing programmes and assessing how they can be strengthened and converged into a quality programme. We help identify how different departments can contribute and set up systems that make working together feasible.

**3. Ensuring programmes are designed for impact:** We help governments design programmes informed by evidence on what is needed to achieve lasting impact (referred to as the Graduation Essentials). Technical support might entail design workshops, training for frontline staff, developing criteria to reach those most in need, building monitoring systems, advising on livelihood options and asset selection, and helping governments document and share results to continue building momentum and secure future funding and infrastructure.

**We not only engage directly in-country over multiple years with BRAC teams, we also invest in opportunities for governments to learn from each other.** We host government officials to observe working programmes. Our learning programme in India allows policymakers to see government-led Graduation across multiple states, including Bihar and Maharashtra. We're building similar opportunities in Africa. These exchanges build confidence, spark ideas, and create networks of peer support.



# Partner with us to end extreme poverty

**An invitation to match the scale of this opportunity.**

The path to ending extreme poverty is not about fighting systems—it's about partnering with governments to strengthen what exists, align with their priorities, and build capacity from within.

To influence widespread adoption of government-led Graduation at scale, we invite partners to contribute in the following ways:

### 1. Multi-year flexible funding

Unlike project-specific funding, significant and flexible support allows us to respond to government priorities, seize unexpected opportunities, and invest in long-term strategies and relationship-building essential for systems change. Such funding enables:

- *Small nimble country teams working alongside governments over multiple years*
- *Design workshops and planning processes with government partners*
- *Training programmes for government staff and frontline workers*
- *Development of digital tools and innovations (like a digital public good for coaching) that influence widespread uptake and benefit the global community*
- *Documentation of results and evidence generation that builds confidence for scale*

### 2. Peer learning and convening

Graduation requires collaboration and partners who can facilitate coordination mechanisms and align efforts. Within countries, help convene government officials, local partners, and service providers around shared goals. At the regional and global levels, support government officials to visit working programmes, attend learning events, and participate in broader practitioner networks. These exchanges are catalytic—they build confidence, spark political will, and create a learning ecosystem that builds momentum. When a mayor or minister sees Graduation working in another country, they return motivated to act. Help us convene Graduation champions and connect governments looking to scale. Your networks, platforms, and voice can amplify evidence of what works to drive wider uptake.

### 3. Evidence and knowledge

Fund rigorous evaluations, development of open-source tools, and testing of innovations and adaptations that can benefit the entire Graduation community. Examples include digital coaching platforms, improved targeting methodologies, or research on what enables successful government adoption. These investments can lead to the development of public goods that help all governments, not just our partners. Help share learnings and data on government-led poverty alleviation efforts, particularly around scaling Graduation through existing programmes. Your insights on what works, what doesn't, and why help the broader community advance individual and collective efforts to combat extreme poverty. Key learnings about barriers governments face and how to address them to deliver and sustain quality programmes that deliver lasting impact are especially valuable.

### 4. Connections to multilateral and government financing

Use your relationships and platforms to help governments access multilateral funding, make the case for domestic budget allocations, and build confidence among finance ministries about returns on investment.

## Why this moment matters

Governments are ready. The evidence is strong. The infrastructure exists. What's needed now is sustained commitment from the development community to ensure governments have the funding, technical support, and peer networks to make ending extreme poverty a reality.

This is not about replacing what works—it's about taking proven approaches to the scale required. It's about building systems that last, creating networks of support among governments, and ensuring innovations benefit everyone working toward this goal.

**The cost of inaction is measured in generations.** Without government-led scale, millions will remain trapped in extreme poverty despite proven solutions. With the right support, we can help governments reach everyone who needs it.

**Join us.** Your investment—whether financial, technical, or through your networks—can help create lasting change that reaches millions and builds a world where extreme poverty is no longer an accepted reality.

For more information on how to partner with us, contact Courtney Calardo. You can also visit our website to learn more about our work with governments.



***The opportunity to end extreme poverty at scale is real.***

***Be a part of making it happen.***

*February 2026*

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