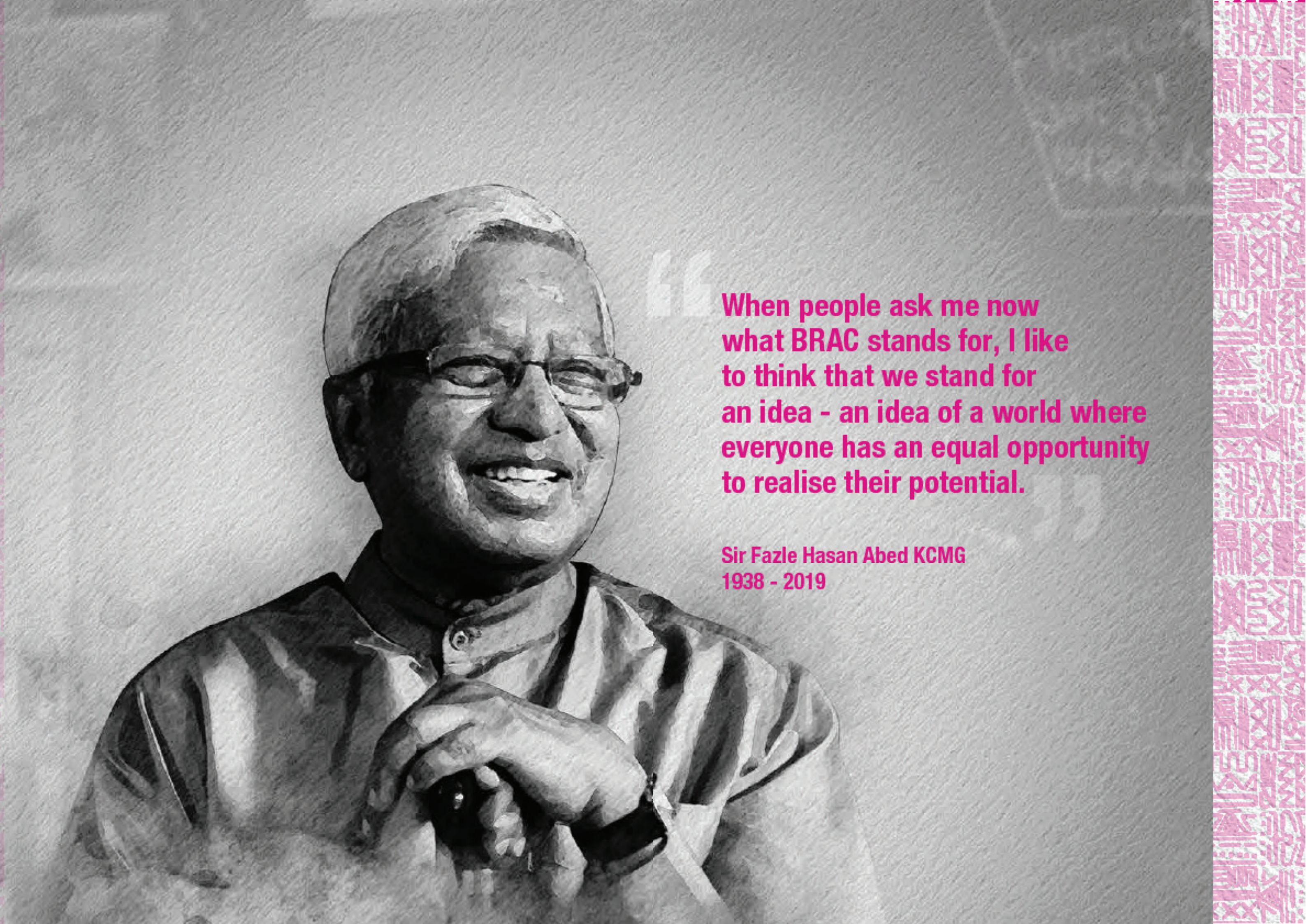




BRAC UGANDA

Annual Report 2024



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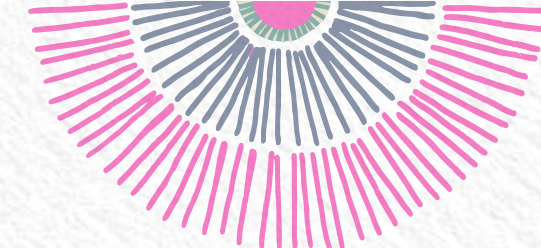
When people ask me now what BRAC stands for, I like to think that we stand for an idea - an idea of a world where everyone has an equal opportunity to realise their potential.

Sir Fazle Hasan Abed KCMG
1938 - 2019



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Country Director's Message

Dear colleagues, partners, and friends of BRAC Uganda, As we reflect on 2024, I extend my heartfelt gratitude to our frontline staff, partners, and communities for their unwavering dedication.

This year has been marked by collaboration, innovation, and impact anchored in our shared mission to create opportunities and deliver sustainable change across Uganda.

Youth empowerment remains at the heart of our work. Through our community-based approach, we've supported thousands of adolescent girls and young women with skills

training, enterprise development, and financial literacy thanks to our partners including the Mastercard Foundation, ILO, UNFPA, Standard Chartered Bank, and the Gates Foundation.

In health, we've strengthened ties with the Ministry of Health and district teams advancing eye care with VisionSpring and expanding reproductive health and self-care solutions with CHAI. With UNCDF and Goldsmith, we've extended digital health services to the last mile.

Our Graduation approach, supported by the Hilton Foundation and the Graduation Community of Practice, continues to lift marginalized households from extreme poverty. In early childhood development, we've expanded humanitarian play labs to support young children in refugee settings.

Our advocacy efforts have advanced research, policy, and grassroots engagements supporting adolescent girls and strengthening laws for vulnerable groups. Internally, we've focused on efficiency, staff development, and resource mobilisation investing in training, wellbeing, and professional growth.

As we move forward, we remain committed to learning, adapting, and deepening our impact.

Thank you for walking this journey with us. Together, we are building a more inclusive and resilient Uganda.

Spera Atuhairwe
Country Director



BRAC International at a glance

BRAC is an international development organisation that achieves large-scale transformation by empowering women and their families to overcome poverty and become resourceful and resilient.

Inspired by its 50 years of work in Bangladesh, BRAC innovates programmes in multiple countries across Asia and Africa that integrate social development with market-based solutions in partnership with local communities.

BRAC is known for its community-led, holistic approach and delivering long-term impact at scale. We work with communities in marginalised situations, hard-to-reach areas and post-disaster settings, with a particular focus on women and children. Born and proven in the south, BRAC has become a global leader in developing and implementing cost-effective, evidence-based programmes.



Our Vision

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.



Our Mission

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential.



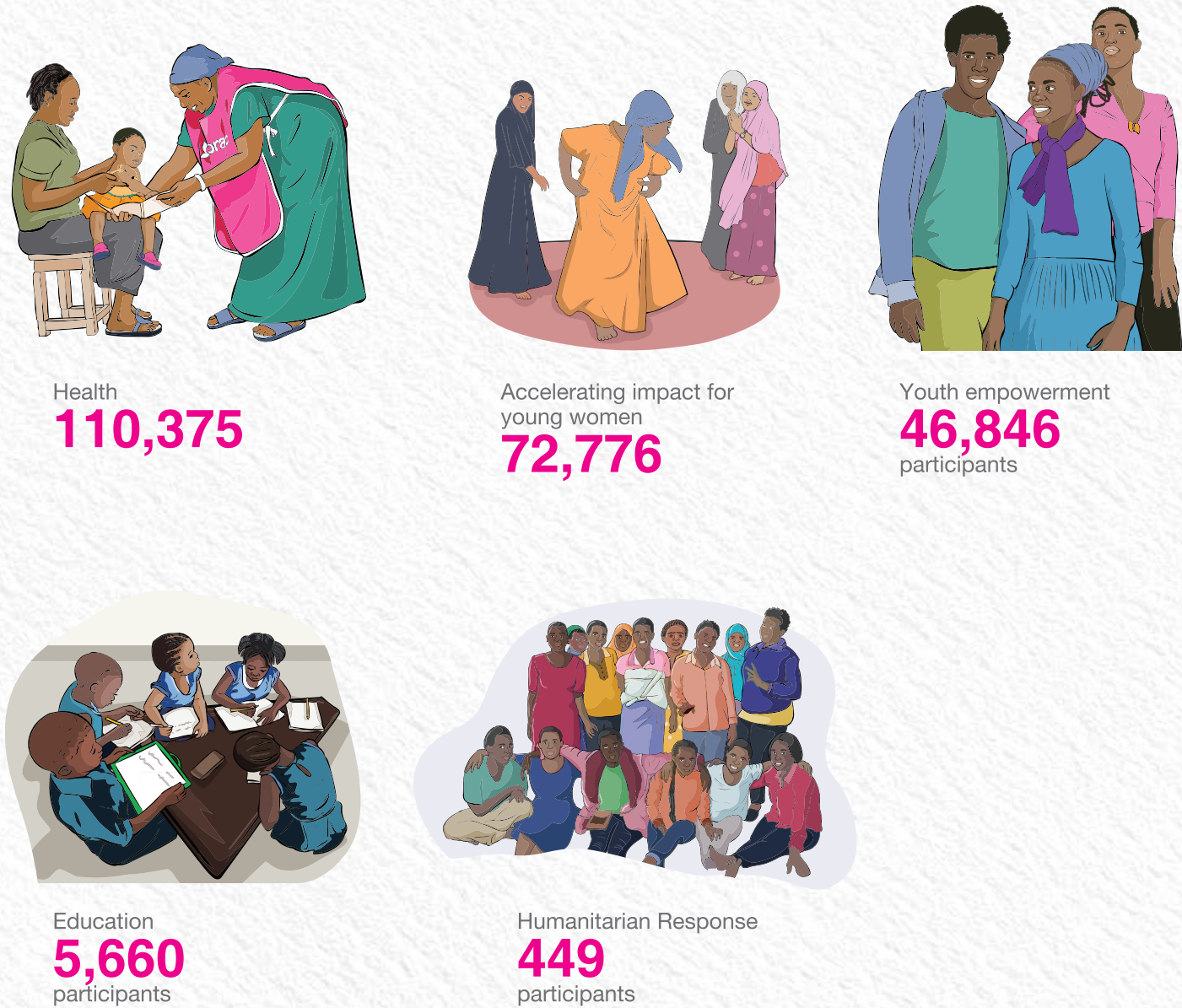
BRAC

across the world



AFSL : Agriculture, Food Security and Livelihood	DRMP : Disaster and Risk Management Programme	IDP : Integrated Development Programme	SDP : Skills Development Programme
AIM : Mastercard Foundation Accelerating Impact for Young Women in Partnership with BRAC	ECD : Early Childhood Development	MF : Microfinance	UDP : Urban Development Programme
BEP : BRAC Education Programme	EPRP : Emergency Preparedness and Response Programme	MG : Migration	UPG : Ultra Poor Graduation
BYP : BRAC Young Professionals	GJD : Gender Justice and Diversity	RMG : Readymade Garments	UPGI : Ultra Poor Graduation Initiative
CCP : Climate Change Programme	HCMP : Humanitarian Crisis Management Programme	SE : Social Enterprises	WASH : Water, Sanitation and Hygiene
CD : Communicable Disease	HNPP : Health, Nutrition and Population Programme	SELP : Social Empowerment Legal Protection	YE : Youth Empowerment
DIG : Disability-Inclusive Graduation Programme	HRLS : Human Resources and Legal Aid Services		

Overall reach by country and by programme



In 2024, BRAC in Uganda reached over **230,000** participants across its programmes.

BRAC in Uganda

Country overview

Uganda has shown immense resilience in the face of economic and geopolitical challenges, with projected growth increasing from 5.3% in FY23 to 6.0% in FY24. However, this growth has not translated into widespread prosperity, as poverty remains a major issue. Four in ten Ugandans live below the international poverty line of USD 2.15 per day, and while anticipated oil revenues may offer some relief, long-term poverty reduction depends on investments in human capital, infrastructure, and social protection. Many households remain highly vulnerable to financial shocks, limiting their ability to escape poverty.

With over 75% of Uganda’s population under 30, youth employment remains a pressing concern. Many young people struggle to transition from education to the workforce due to limited access to quality education, vocational training, and job opportunities. The country’s low Human Capital Index reflects these challenges, with Ugandan children expected to reach only 38% of their full productivity potential due to inadequate healthcare and education. Women and girls face even greater barriers, including high dropout rates caused by early marriage and teenage pregnancy, as well as limited economic opportunities. Addressing these challenges requires targeted investments in skills development, education, and economic empowerment.

BRAC in Uganda continues to align its work with the country's national development goals as outlined in the Third National Development Plan and Uganda's Vision 2040. These development plans aim to transform Uganda to a modern and prosperous society within 30 years. These goals are designed to increase household incomes, improve the quality of life for Ugandans, and are closely aligned with the Sustainable Development Goals (SDGs) that Uganda has committed to achieving. BRAC in Uganda, through its various programmes in health, education, financial inclusion, and agriculture, supports these national goals by working towards improving the quality of life in Uganda.





HEALTH

Overview

Our model of community-based healthcare continues to bring lifesaving services and information directly to the doorsteps of people living in poverty in Uganda.

In 2024, we expanded access to essential services, including family planning, maternal and child health, and vision care. Our all-women network of community health workers delivered these services within their own communities while also facilitating linkages to formal providers. We promoted self-care approaches such as self-administered contraceptives—putting more decision-making power in the hands of women. The health programme also enhanced access to eye care through vision screening initiatives and the distribution of affordable reading glasses. By integrating healthcare with economic empowerment, communities not only experienced better health outcomes but also accessed livelihood opportunities. Through partnerships with the Ministry of Health, District Health Teams, and international organisations, the programme strengthened healthcare delivery through training, capacity building, and innovative service models.

Objectives

- To provide antenatal care, postnatal care to expecting mothers
- To provide integrated community case management protocol for early identification and treatment of children under-5 suffering from common infectious diseases
- To develop the capacity of community health workers to identify and treat malaria, pneumonia, and diarrhea in communities that we serve

Key numbers

265,705 people reached through a network of 1,315 community health workers operating in 55 districts across Uganda.

883 village health team members and 54 ToTs trained to expand access to self-injectable family planning in partnership with the Ministry of Health and the Clinton Health Access Initiative

153,960 people received vision screening through the Reading Glasses for Improved Livelihoods (RGIL) initiative.

78,821 individuals were diagnosed with presbyopia, and 55,416 accessed affordable reading glasses.

432 community health promoters trained to distribute affordable reading glasses—creating a self-sustaining, incentive-based distribution model.





Projects under the health programme

In 2024, BRAC in Uganda implemented two projects under the Health programme. They are:

- **Scaling-up DMPA-SC Self-Injection (SI) Project-** Funded by the Clinton Health Access Initiative, this project aimed to expand the adoption of DMPA-SC self-injection in communities. Implemented in partnership with the Ministry of Health and District Health Teams, the initiative focused on analysing and updating the ministry’s community-based reporting tools to enhance data reporting on self-injection in Buikwe District and accelerate the nationwide scale-up of DMPA-SC SI.
- **Reading Glasses for Improved Livelihoods (RGIL)-** Supported by VisionSpring, the project provided vision screening and integrated eye care services to individuals aged 35 and above with presbyopia who earn less than USD 4 per day. It offered affordable reading glasses and establishes efficient referral networks to address presbyopia and promote better livelihood outcomes.

Way forward

The health programme aims to ensure access to healthcare and improved nutrition through improving access to quality maternal, child and adolescent health services by, improving access and better utilising reproductive and maternal health services, improving well-being of children between 0-5 years of age (including nutrition and immunisation), improving hygiene and sanitation for target households, supporting mental health programming as well as incorporating mental health as a cross cutting element in other programmes and increasing involvement of male participants to ensure gender equity.



ACCELERATING IMPACT FOR YOUNG WOMEN (AIM)

Overview

The Mastercard Foundation Accelerating Impact for Young Women in Partnership with BRAC (AIM) program in Uganda is equipping 322,500 adolescent girls and young women (AGYW), with age-appropriate entrepreneurship, employability, and life-skills training, as well as the tools to start and scale their own businesses. The five-year program will operate across seven African countries: Sierra Leone, Liberia, Uganda, Tanzania, Rwanda, Ghana, and Kenya - and applies BRAC's globally-recognized, evidence-based approaches using microfinance, youth empowerment, agriculture, and skills development to improve lives and livelihoods.

Objectives

- Build life skills- Strengthen agency and voice to act on aspirations
- Sustainable livelihoods- Entrepreneurship and employability training, and tools to start and scale businesses
- Create an enabling environment- To support the growth of girls and young women to realise their potential

Key numbers

72,776 participants received life skills through 736 AIM clubs across 46 branches in seven regions: Masindi, Fort Portal, Mbale, Kamuli, Mukono, Kampala, and Iganga

1,472 mentors trained to deliver social empowerment sessions

4,912 Youth Development Committees (YDC) established to advocate for adolescent girls' and young women's rights, addressing harmful gender norms, and linking peers to social protection services

261 Community Livelihood Promoters (CLPs) and 260 Community Agriculture Promoters (CAPs) trained in agronomic practices, animal husbandry, business management, and post-harvest handling

9,588 small trade participants received cash transfers through BRAC Uganda Bank Ltd to set up small and medium-sized businesses

31,686 participants received livelihood support

1,208 participants trained in vocational skills such as tailoring, cosmetology, and soap-making, in partnership with six TVET service providers

30 ECD micro-enterprises established, supporting 1,040 learners aged 3–6 years

1,173 Village Savings and Loan Associations (VSLAs) actively saving out of the targeted 1,463

Way forward

Empower youth to pursue successful pathways to adulthood through increasing access to holistic and inclusive socio-economic opportunities by, 1) improving access and utilisation of SRHR services, 2) increasing agency and decision making among adolescents and youth, 3) creating an enabling environment by engaging men, families and communities, 4) increasing engagement of youth in dignified economic activities, 5) improved skills for work

Increase financial resilience of people living in poverty by providing financial services and 1) providing financial literacy and financial inclusion services and enterprise development, 2) skilling young people especially young women for dignified employment, income generation and self-reliance, 3) increase asset ownership and control by women

What sets the programme apart?

The Mastercard Foundation Accelerating Impact for Young Women in Partnership with BRAC (AIM) programme is distinct from other programmes for several key reasons such as its focus on adolescents, the programme's comprehensive approach, a robust partnership with Mastercard Foundation, operating at scale allowing significant impact, for promoting empowerment and leadership skills among participants, the strong emphasis on a sustainable model and community engagement to ensure that the benefits of the programme are long-lasting and extend beyond the direct participants.



YOUTH EMPOWERMENT PROGRAMME (YEP)

Overview

Our youth empowerment programme in Uganda is grounded in the flagship empowerment and livelihoods for adolescents (ELA) model targeting adolescent girls and young women (AGYW) supporting their successful transitions into adulthood. The programme combines social empowerment (safe spaces, life skills, sexual and reproductive health and rights, education, and GBV prevention), economic empowerment, and stakeholder engagement. Using a mentorship model, ELA clubs—open to both in-school and out-of-school youth—create inclusive spaces for young people to build confidence, skills, and agency. The approach also involves boys and young men to challenge harmful gender norms and promote positive change, aiming to improve the lived experiences of girls and young women.

Objectives

- To address gender dynamics, challenge negative social norms, and improve girls' lived experiences.
- To improve the status of girls and young women in their communities
- To promote systems strengthening, and involvement of government and local leaders, parents, caregivers, and the broader community in improved livelihood of girls and young women.

Key numbers

2,198 adolescents and youth trained in financial literacy and supported with startup and booster capital for enterprise development

27,292 adolescent girls and boys received life skills training and sexual and reproductive health and rights education

6,400 adolescent girls provided with menstrual hygiene kits

731 mentors trained in financial literacy and safeguarding

2,413 school management committee members trained in SRHR education to enhance school-based support systems

458 school administrators received training in leadership and management skills to improve school governance and inclusivity

13,754 parents, religious, and community leaders engaged in community dialogues on GBV prevention and parenting sessions

83 Village Savings and Loan Associations supported with kits to facilitate saving and borrowing

UGX 47,029,000 (USD 12,842) collectively saved increasing access to finance for adolescents and young people





Projects under the youth empowerment programme

With support from the Mastercard Foundation, UNFPA, Women Win, Bill & Melinda Gates Foundation, and Standard Chartered Foundation, BRAC Uganda's Youth Empowerment Programme (YEP) implemented four major projects:

- Empowerment and Livelihood for Adolescents Plus (ELA+)
- GOAL
- Empowerment and Livelihood for Adolescents in School (ELAS)
- Scholars Transition Entrepreneurship Fund (STEF)

The programme used an integrated approach focused on social empowerment, economic empowerment, and stakeholder engagement to equip adolescents and youth with life skills, financial literacy, and career pathways while working closely with parents, local governments, and private sector partners.

What sets the programme apart?

The youth empowerment programme is grounded in BRAC's flagship Empowerment and Livelihood for Adolescents (ELA) model where we work to create opportunities that support positive outcomes for adolescent girls and young women and enable them to transform their lives, families and communities. The goal is to support the autonomy and self confidence needed to pursue a successful pathway to adulthood, including economic self reliance, through addressing the complex needs at this critical life stage. Unlike many programmes that focus solely on education or economic empowerment, the ELA model is a combination of both education and livelihood training. The programme also places an emphasis on creating safe spaces where adolescent girls can meet and learn in a supportive environment, where there is a strong component of mentorship and peer-to-peer learning.



EARLY CHILDHOOD DEVELOPMENT AND ULTRA POOR-GRADUATION PROGRAMME IN REFUGEE SETTLEMENTS

Overview

With funding from Conrad N. Hilton Foundation, BRAC in Uganda is implementing a two-generation model that integrates early childhood development (ECD) and livelihood interventions to support refugees and host communities in Rhino and Imvepi refugee settlements.

This initiative targeted 700 ultra-poor households aiming to build sustainable livelihoods for parents while promoting early childhood development for 4,050 children aged 3-5 of the same households. The programme also strengthens the ECD sector through capacity building, research, and advocacy, reaching 395 non-BRAC ECD professionals and 40 local and national ECD partners.

BRAC has established 75 Humanitarian Play Labs (HPLs) in Rhino and Imvepi refugee settlements, providing safe, child-friendly spaces that use culturally relevant, low-cost materials to facilitate healing and learning through play. These play labs support holistic child development, helping children build social-emotional skills, self-regulation, language, and confidence. Currently, the HPLs serve over 4,000 children and their caregivers, creating a nurturing environment that fosters early learning and well-being.

Objectives

- To improve refugee and host community children’s holistic development through the Humanitarian Play Labs
- To support the families of refugee and host community children living in ultra-poverty through BRAC’s ultra poor graduation programme
- To build the fields of ECD and graduation in humanitarian settings through capacity building, research and advocacy

Key numbers

5,660 participants (5,432 learners and 228 teachers) engaged in the education programme.

4,392 learners continued to receive quality education in 56 newly constructed HPLs/ECD centers, plus 20 inherited HPLs from World Vision

173 play leaders trained and continued to teach children in the play labs

700 ultra-poor households (with children aged 3-6) received continued support

50 VSLA groups with 1,236 participants – 697 refugees and 539 host community members established

The data shows a positive trend

A graduation scanning survey of 661 participants across Imvepi 1, Imvepi 2, and Rhino Camp settlements showed notable progress in income, health, education, and overall well-being, reflecting substantial gains under the two-generational model.

- 58% of participants met the graduation criteria, showing progress in income generation, food security, financial resilience, and household decision-making
- 100% of households owned at least one productive asset (e.g., livestock or small businesses), with 655households owning goats valued at an average of UGX 116,937 (USD 31.93)
- 97% of households ate at least two meals per day, with a balanced diet including proteins, vitamins, and carbohydrates
- 96% of households maintained kitchen gardens, enhancing food security and nutrition.
- 84% of VSLA members saved at least UGX 1,500 at 75% of VSLA meetings, demonstrating financial discipline
- 95% of children attended at least 75% of school days, though 57% missed school due to illness or weather conditions
- 98% of parents participated in parenting sessions, promoting early childhood learning at home
- 70% of households participated in family planning decisions, though gaps remain in shared decision-making



“ How Sarah Ntale Is Turning Waste into Opportunity in Eastern Uganda”

Sarah Ntale, a 30-year-old mother from Iganga district in Eastern Uganda, is building a business – and a future – out of fabric scraps. She runs a small tailoring and craft shop by the roadside, where she sells handmade dresses, bags, mats, toys, and household items, most made from discarded materials. Her work reflects a deep commitment to sustainability and self-reliance, values shaped by her life experience

Raised by her mother and grandmother after losing her father at the age of two, Sarah grew up in a large household supported by her mother’s tailoring work. “My mother used to stitch to support all of us,” she says. Although her older siblings were able to complete school, Sarah dropped out in Senior Four due to limited family resources. She married shortly after, but the marriage ended in separation, leaving her with two children to support and no stable income

Feeling stuck and discouraged, Sarah returned to her mother’s home. It was during this time that she joined an AIM (Accelerating Impact for Young Women) club in her community. Through the club, Sarah found emotional support and a renewed sense of purpose. “The club mentor and girls supported me with UGX 70,000 so I could rent a place of my own. They encouraged me to start over.”

AIM equipped Sarah with business development, communication, and digital literacy skills. With access to a smartphone, she taught herself how to make crafts through YouTube. She began sharing her creations online, building a modest customer base. She also received a business grant of UGX 750,000, which she used to buy a sewing machine and start a tailoring and crafts business from her home

Today, Sarah earns a monthly profit of about UGX 300,000. Most of her products are made from recycled and upcycled materials, including kitenge fabric offcuts, wires, bottle tops, banana fibres, and plastic. “I don’t waste anything,” she explains. “Even bottle tops can be turned into toys. What others throw away, I turn into something useful.”

Her mother, impressed by the progress, has since joined her in the shop with her own sewing machine. They now work side by side. Sarah’s work has also attracted attention from her son’s school, which contracted her to sew school uniforms – an order of 50 uniforms she completed with pride. She has since become the secretary of her AIM savings group and remains active in supporting other young women in the programme. With her business now in her mother’s hands, Sarah has returned to school to pursue her dream of becoming a nurse. She remains in touch with her shop and savings group and continues to plan for the growth of her enterprise. Her family, including her reconciled husband, is supportive, and her children are now back in school.

Sarah’s story reflects the transformative power of community-driven support and targeted opportunities for young women. “I know I can take on any opportunity that comes my way,” she says. With a foundation of resilience and skills, she is determined to build a better future for herself, her family, and her community.☐



Projects under the humanitarian programme



Skills development project

BRAC-Uganda, with support from the International Labor Organization (ILO), is implementing a one-year project (July 2022-June 2023) in the three settlements of Rhino Camp, Imvepi, and Nakivale. The project seeks to enhance the prospects of vulnerable refugees and host communities by improving market-relevant skills and livelihood opportunities by creating pathways to self-reliance through enterprise promotion, decent work opportunities, and supporting community-led activities that engender social cohesion. The target group is in the age bracket of 18–30 years, who earlier underwent cognitive behavioral therapy.

The main objectives of the project were to equip young women and men with market-relevant knowledge and skills for gainful employment within the first six months of the project. Increased access for target youths and women to business and employment (15–35) years.

Local emergency preparedness and response project

In 2022, BRAC Uganda began the implementation of a two-year (October 2022–September 2024) project titled Local Emergency Preparedness and Response (LEPR) with technical support from BRAC International. The project's principal objective is to strengthen the capacity of local governments and stakeholders who effectively contribute to preparedness and response in local communities. The project works with multiple stakeholders, including local governments, community-based organisations, schools, and the private sector.

The project will target 660 direct programme participants and 25,502 indirect programme participants.

Highlights

BRAC continued to work with **120** school brigades from Kilembe Senior Secondary School, Royal Ranges School, and Karusandara Secondary School

20 VSLA groups were formed in 2023

63.2% participants are better prepared and ready to respond to any disaster within the community

60.4% of respondents have developed a contingency and or disaster preparedness and response plan.

Group members, constituting **51.6%**, were able to borrow and utilise the emergency funds to effectively respond to localised emergencies.

91.2% of the total respondents were able to borrow to respond to local emergencies. These emergencies included floods, wind, drought, and animals (monkeys and elephants) from the national park destroying crops.

What's new

An integrated development strategy is essential to breaking the cycle of poverty and achieving sustainable progress. We recognise gender equality and social inclusion (GESI) as a cross-cutting issue which requires mainstreaming across all aspects of programme design, implementation, monitoring, and evaluation. By mainstreaming GESI, BRAC Uganda aims to ensure that its programmes are equitable, inclusive, and responsive to the diverse needs and experiences of women, men, girls, and boys, and communities living in marginalised conditions.

Stories Of Change





How did a refugee’s ‘bring it on’ attitude help her turn crisis into opportunity?

When I first arrived in the Imvepi Refugee Settlement in Uganda with my four children in 2017, all I brought with me were memories of home and the hope that life could somehow begin again.

My name is Yabu Annet, I’m 35 years old, and I come from South Sudan. Back home, I was raised in a modest household by two hard working parents who were both farmers. As a child, I always dreamed of becoming a nurse; but when war broke out, that dream was lost in the chaos, and I was forced to flee.

Life in the settlement was difficult and we struggled to make ends meet most of the time. However, in May 2023 the course of our fate changed quite suddenly. I joined BRAC’s two-generation model – which combines the graduation approach and the humanitarian play lab model —and that was the first time in a long time, I allowed myself to be hopeful about the future again.

When I first heard of the project, I assumed that this project concerned children and had nothing to do with me. But later, I learned from one of the officers on the ground that this wasn’t the case, it catered to both the parents and their children. One of the great things about this programme is that parents can receive training to help them build a livelihood for themselves.

Soon I received training in enterprise selection and management, financial literacy, and how to be part of a Village Savings and Loan Association (VSLA). As part of the livelihood support initiative, I was given four goats and five ducks: a gift that soon transformed my life.

Since then, I have grown my livestock holdings to include 13 goats, 73 ducks, and 35 chickens! I also run a small microbusiness to support my family. Things slowly started to look up for my family. I’ve been an active member of a BRAC-supported VSLA since 2023, where I also serve as the secretary. I saved UGX 548,000 in the first cycle and UGX 300,000 in the second cycle so far.

No matter what, my children’s education and well-being has been my top priority even amidst all the constraints we had. I tried my best to make sure they eat nutritious meals at school and prepared at least two hearty meals at home each day. I also attend parenting workshops to grow my knowledge, and thanks to training in material development, I’ve started creating playful, hands-on learning resources for my children. Given how much the Play Lab contributed to my children’s growth, I often volunteer to keep it clean. I take great pride in being able to contribute to keep the Play Lab a welcoming place for children, where they can explore, play, and learn freely.

One of my greatest joys is watching my five-year-old son Emmanuel Asu thrive due to the change in our family’s circumstances. He is in the top of his class at the Royal Humanitarian Play Lab, supported by BRAC, and I’m amazed by the progress he makes every day through play-based learning. He’s growing into a beautiful human being in every way and I couldn’t be happier.

My dream now is to open a general merchandise shop and expand my farming once I acquire more land. Because of my dedication, I was also selected and trained as an Animal Health Champion through the ECG Project. In this role, I help my community care for their livestock and promote healthy, sustainable practices. It’s a responsibility I carry with pride — a way to give back and help others find their footing, just as I found mine.



Financial overview

Programme cost by nature of programme

Programmes	Budget 2024	Budget Utilisation 2024	% Utilisation 2024
	Amount (USD)	Amount (USD)	Burn Rate
Youth Empowerment Programme	1,722,966	1,392,790	81%
Health Programme	920,928	848,507	92%
Education	1,706,747	1,627,462	95%
AIM	12,156,778	10,314,119.7	85%
Humanitarian Response and Resilience Programme	582,241	428,080	74%
Others	13,041	12,933	99%
Total	17,102,700	14,623,891	86%

Country Leadership Team (CLT)



Spera Atuhairwe
Country Director



Nazneen Jahan Mithun
Deputy Country Director



Jessica Nalwoga Ssanyu
Head of Resource Mobilization and Partnerships



Baker Nyakaana
Head of Finance



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Head of Human Resource and Training



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Paul Mukisa
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Head of Monitoring and Learning

OUR Partners

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