Stichting BRAC International

Annual report 2025



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Foreword



Message from the Chairperson

The past year has seen significant geopolitical and economic shifts, with far-reaching implications across the world. These shifts have led to the rapid escalation of needs across many of the countries and communities we work in. Challenges have grown, but so has our tenacity.

For BRAC, our five decades of experience show that when people are equipped with the tools and resources to be agents of their own change, the result is transformation that goes beyond short-term gains to build lasting resilience. Even in the midst of a turbulent year, we continue to see this in action.

Our microfinance operations across Asia and Africa surpassed one million clients in 2025. This marks a significant milestone in our mission to expand access to responsible financial services for people living in poverty, especially women who are often excluded from the formal financial system.

Our flagship Mastercard Foundation Accelerating Impact for Young Women (AIM) in partnership with BRAC programme is scaling up, with an ambition to reach an increased target of two million adolescent girls and young women across seven countries in Africa by 2030. Through life skills training, financial inclusion, community-based mentorship, and enabling environments, the programme is helping build sustainable livelihood pathways for adolescent girls and young women.

The Graduation approach, a proven pathway out of extreme poverty, is also gaining significant ground as government partners across Africa and Asia move towards full implementation following testing, piloting and learning.

We continued delivering solutions at the last mile. Our early childhood development programme in humanitarian settings in Uganda is helping ensure that children receive the right head start in life through safe and playful learning environments.

The challenges before us are many. Yet throughout them, BRAC has remained steadfast in its mission: creating meaningful change rooted in community knowledge and delivering it at the last mile. From Asia to Africa, we have remained true to the same way of working: becoming part of communities, committing for the long term, and supporting change that communities shape and own.

I would like to express my sincere appreciation to our partners, donors, government counterparts, and all our teams on the ground for their continued support and contributions to building a more equitable world, now and for future generations.



Irene Khan
Chairperson, BRAC International



Message from the Executive Director

In spite of growing conflict, political volatility and economic disruption, 2025 was a year of progress and growth for BRAC International. In 13 countries across Asia and Africa, our multi-layered programmes are working in partnership with women and girls in vulnerable situations to solve the complex challenges of poverty and inequality. Despite the burgeoning challenges, this year further cemented the conviction that lies at the heart of all our work: when we recognise the agency people already hold and create the conditions that allow them to exercise it, they can overcome poverty through their own resilience and resourcefulness.

We see this principle in action every day - our work on financial inclusion equips people who would otherwise be excluded from formal financial systems with the tools they need to grow their businesses, diversify their income, and become more productive and resilient. Financial inclusion is central to our holistic approach to development, and the continued growth of our microfinance operations – surpassing one million clients this year – reflects the increasing demand for inclusive financial services.

The Accelerating Impact for Young Women (AIM) programme – which brings together the “best of BRAC” for integrated social and economic empowerment – went through a major redesign and scale-up following two years of implementation and rigorous learning. Implemented with support from the Mastercard Foundation, the programme will now reach two million girls and young women across seven countries in Africa by 2030, equipping them with age-appropriate life skills and livelihood and entrepreneurship opportunities.

We are actively scaling the Graduation approach in partnership with governments across Africa and Asia. In 2025, we saw accelerated progress in many of the countries we work, with expanded implementation in India and Rwanda, and growing momentum across Ethiopia, Indonesia, the Philippines and South Africa. We are working on new opportunities to expand our partnerships with governments and partners across Africa in the next decade, reaching the most vulnerable through stronger, more effective programmes that incorporate the evidence-based principles of Graduation.

Over the next year, we will be defining BRAC International’s strategic direction for 2027–2030. The strategy will build on the foundations set in the last four years to set the course for deepening our presence in countries, and delivering multi-dimensional programming at scale. The work ahead is not easy, but our resolve draws its strength from the extraordinary resilience we see in our communities, every day.

I extend my deep gratitude to our funding partners, government counterparts, regulators, and local stakeholders. To our board and staff, thank you for your dedication to the organisation’s mission. To the communities who lead the way, your courage, trust, and continued partnership are the reason we are able to do the work we do. Together, we are building a world where everyone has the opportunity to realise their full potential.



Shameran Abed
Executive Director, BRAC International

At the heart of everything we do is the conviction that everyone can be actors in history, and that no one should ever be a passive recipient of charity.

Sir Fazle Hasan Abed KCMG



BRAC International at a glance

BRAC International achieves large-scale transformative change by empowering women and their families to overcome poverty and become resourceful and resilient.

Our integrated approach brings together social development, social enterprise and financial services to lift people out of poverty. We develop and implement cost-effective, evidence-based programmes in partnership with communities, collaborating with governments, policymakers and civil society for long-term impact at scale.

Born and proven in the South, our approach is grounded in the conviction that people living in poverty and inequality can be agents of change if they are empowered with the skills, tools and hope they need to change their lives.



Snapshot of the year

4,733,923
people reached through our holistic, entrepreneurial approaches operating across Asia and Africa in 2025.

1,817,868
clients accessed financial services through Microfinance, helping strengthen livelihoods and build economic resilience.

139,982
learners accessed quality learning opportunities through the Early Childhood Development (ECD) and Education programme.

13,870
people living in extreme poverty reached through the Ultra-Poor Graduation and Livelihoods (UPG&L) programme and were supported with tailored livelihood pathways to build sustainable livelihoods and achieve economic self-reliance.

797,218
adolescents and young people reached through the AIM programme, equipping them with life skills, education, and opportunities to thrive.

BRAC across the world



NETHERLANDS
Stichting BRAC International registered as a foundation

EUROPE
An independent charity to raise profile and funds for BRAC globally

USA
An independent charity to raise profile and funds for BRAC globally

SIERRA LEONE
AIM, ECD&E, MF, YE

GHANA
MF

LIBERIA
AFS, AIM, HNW, MF, YE

UGANDA
AIM, ECD&E, HER, HNW, MF, UPG&L, YE

RWANDA
AIM, CR, HNW, MF, UPGI, YE

SOUTH AFRICA
UPGI

ETHIOPIA
UPGI

KENYA
Africa Regional Office

TANZANIA
AFS, AIM, MF, YE

AFGHANISTAN
ECD&E, HER

INDIA
UPGI

MYANMAR
MF

PHILIPPINES
ECD&E, HER, UPGI, YE

INDONESIA
UPGI

BANGLADESH
BEP, BHP, BYP, CCP, DRMP, GJD, HCMP, IDP, MF, MG, RMG, SDP, SE, SELP, UDP, UPG, WASH

AFS: Agriculture and Food Security
AIM: Accelerating Impact for Young Women
BEP: BRAC Education Programme
BHP: BRAC Health Programme
BYP: BRAC Youth Platform
CCP: Climate Change Programme
CR: Climate Resilience
DRMP: Disaster and Risk Management Programme
ECD&E: Early Childhood Development and Education
GJD: Gender Justice and Diversity
HCMP: Humanitarian Crisis Management Programme
HER: Humanitarian and Emergency Response
HNW: Health, Nutrition, and WASH
IDP: Integrated Development Programme
MF: Microfinance
MG: Migration
RMG: Readymade Garments
SDP: Skills Development Programme
SE: Social Enterprises
SELP: Social Empowerment and Legal Protection
UDP: Urban Development Programme
UPG: Ultra Poor Graduation
UPGI: Ultra Poor Graduation Initiative
UPG&L: Ultra-Poor Graduation and Livelihoods
WASH: Water, Sanitation and Hygiene
YE: Youth Empowerment

Our solutions ecosystem

We work hard to address the causes, not merely the symptoms, of deeply entrenched social injustice, poverty and hunger. We focus on the long-term development of human potential, applying a holistic development approach and evaluating results along the way.



Social development



Financial inclusion



Social enterprise

Social development

We provide people with the tools to unlock their own potential, and boost confidence in their own abilities to change their lives. We co-create programmes with communities so they own the impact from the start. We work with civil society, governments and private sectors to create enabling environments, and push for systemic change in communities where we work.



Flagship programme

Accelerating Impact for Young Women

The Mastercard Foundation Accelerating Impact for Young Women (AIM) in partnership with BRAC programme supports two million adolescent girls and young women from communities in vulnerable conditions across Africa, with the overarching goal of improving their quality of life. The programme aims to support adolescent girls to complete at least lower secondary school and access higher quality learning environments. It provides practical training in entrepreneurship, employability, and life skills, equipping young women with the tools they need to start and grow their own businesses. The programme also works with families, communities, and local actors to create a more supportive environment that encourages positive social and behavioural change for adolescent girls and young women. BRAC currently implements AIM in Ghana, Liberia, Rwanda, Sierra Leone, Tanzania, and Uganda, with plans to expand to Kenya in upcoming cohorts.

The programme applies BRAC's proven, evidence-based approaches in youth empowerment, microfinance, ultra-poor graduation, agriculture, and skills development to support young women improve their lives and livelihoods. The programme is part of the Mastercard Foundation's Young Africa Works strategy, which aims to help 30 million young Africans – 70 percent of whom are young women – access dignified and fulfilling work by 2030.



The re-design of AIM

In 2024, AIM underwent a significant redesign grounded in iterative learning and two years of field experience. Insights from implementation and a Mastercard Foundation field visit in June 2024 made clear that supporting adolescent girls and young women requires longer-duration coaching, stronger livelihood opportunities, and deeper community engagement. These lessons shaped a renewed, more impactful approach.

The redesigned programme aims to empower two million girls and young women. It includes educational support across 2,000 secondary schools through financial assistance, teacher training in gender-responsive teaching, peer mentorship, and school leadership engagement.

All participants will join AIM clubs for life skills sessions tailored to their age. Those who attend at least 75% of sessions can progress into either an Education or Livelihoods pathway. Across both pathways, the programme works to strengthen community support, promote girls' rights, and improve access to essential services.



Programme highlights

- Established in **six** countries, supported more than **470,000** adolescent girls and young women through safe spaces.
- Over **4,800** clubs and more than **2,700** youth development committees have been set up.
- More than **200,000** young microfinance clients have learned to manage their finances through our training.
- More than **3,600** savings groups set up, building a culture of savings. Enabling members to access small loans from the pooled fund have supported over **109,000** participants who received livelihood support to establish and grow their businesses.

**Cumulative numbers of AIM activities from 2022 to 2025*

Agriculture and food security

Smallholder farmers produce nearly 80% of the food consumed across Asia and Africa. They are also among the most at risk to climate shocks, poverty and hunger. We focus on smallholder farmers, particularly women and youth, to improve food security, enhance resilience, build sustainable livelihoods, and drive agriculture-led economic growth. To achieve this, we work across three levels of interventions – farmers, markets and systems and policies.

Integrated Food Security project
BRAC Liberia

The World Food Programme's Integrated Food Security (IFS) project was implemented in Bong, Nimba, Lofa, Grand Bassa, and Grand Cape Mount counties in Liberia to improve food security, nutrition, and incomes for smallholder farmers, particularly women. The project, which phased out in November 2025, supported 1,100 farmers through training on climate-smart agriculture, crop management, post-harvest practices, and income-generating activities.

The initiative strengthened market systems and reduced post-harvest losses through community storage facilities, four agribusiness centres, and two warehouses. It also established 25 Village Savings and Loan Associations (VSLAs), supported 18 farmer groups with power tillers, and cultivated 132.5 hectares of lowland rice using improved NERICA L-19 seed varieties.

Early childhood development and education

Over 250 million children around the world are still denied their right to quality education and care, especially in the earliest years of life. BRAC's cradle-to-career approach ensures children are supported at every stage, from early childhood to primary and secondary school, and onward to career readiness. Our award-winning play-based learning model gives children the right headstart in life. We have reached **half a million children and caregivers** across Africa and Asia.

Through the two-generation **Early Childhood Development and Graduation project (2022–2025),** 700 host and refugee households were supported to strengthen both family livelihoods and child development outcomes in Uganda. By project completion, 82% of participating households met Graduation criteria, demonstrating increased productive assets, diversified income sources, stronger financial and social capital, and measurable improvements in children's cognitive development and well-being.



A cluster-randomised controlled trial evaluated **BRAC's Ultra-Poor Graduation (UPG) programme,** implemented alongside Humanitarian Play Labs (HPL) in the Rhino and Imvepi refugee settlements in Arua, Uganda. This two-generation approach combined household economic strengthening for caregivers with quality early learning opportunities for young children. The study found significant improvements in children's cognitive and socio-emotional development, including a 5.8-point increase in IDELA scores and higher prosocial behaviour. The intervention also increased caregiver engagement in Play Lab activities, reduced household financial strain and food insecurity, and improved caregiver well-being. Mediation analysis showed that increased Play Lab participation, reduced financial stress, and improved caregiver mental health were key pathways driving child development outcomes.

Gender equality and social inclusion (GESI)

At the current rate of progress, the global gender gap will take another 123 years to close. At BRAC International, we believe everyone has potential, but not always the opportunity to use their own voice. We are committed to embedding gender equality, social and disability inclusion (GESI) across our programmes, operations and enterprises through responsive and transformative approaches that expand equitable access to opportunities, services and systems. In 2025, we strengthened this work through country sensitisation and training, technical guidance, policy review, and action planning, supporting the integration of GESI into programme design, implementation, monitoring, organisational systems and community engagement to better reach women, girls, youth, persons with disabilities, and other underserved communities.

Under the **Mastercard Foundation Accelerating Impact for Young Women (AIM)** in partnership with BRAC programme, we identified and engaged service providers offering sexual and reproductive health and rights (SRHR), gender-based violence (GBV) response, and disability inclusion services to strengthen referral pathways and improve access to essential support for adolescent girls and young women. These efforts contributed to more inclusive, gender-responsive programming across sectors including social development, agriculture and food security, early childhood development, education, health, humanitarian response, youth empowerment, climate resilience, ultra-poor graduation, livelihoods, and microfinance, helping ensure that no one is left behind.

Health, nutrition, and WASH

More than 4.5 billion people – over half of the world's population – still lack access to essential health services. Our community-based healthcare model bridges the gap between underserved communities and the formal health system, bringing lifesaving care to people's doorsteps. We strengthen local health systems by training and building networks of community health workers who deliver essential doorstep services in sexual and reproductive health, child health, nutrition, sanitation and hygiene, and the prevention of communicable and non-communicable diseases. We support governments to reduce maternal, neonatal, and child mortality and morbidity, improve reproductive health knowledge and access to family planning/timing and spacing of pregnancies, promote nutrition, combat infectious diseases like HIV, tuberculosis and malaria, and prevent and treat non-communicable diseases.

Universal access to SRHR
Liberia | 2021–2025

The programme advances universal access to sexual and reproductive health and rights for adolescents and youth aged 10–24, targeting zero maternal deaths, zero unmet need for family planning, and zero gender-based violence. Services are delivered across community, school, and health facility levels in partnership with community-based organisations, schools, and government stakeholders. In the reporting period, 22,757 adolescents and youth received SRHR services.



Youth empowerment

Young people are not just at the heart of our work; they lead it. We partner with adolescents and youth as co-designers, decision-makers, and changemakers, ensuring our interventions are rooted in their lived realities, ambitions, and vision for their futures. Through skills training, entrepreneurship support, and youth-friendly financial services, we create conditions where young people can build economic independence and claim opportunities on their own terms. We don't hand them tools. We invest in their power to use them. Our youth empowerment programme works across all sectors and programmes to ensure that every aspect of BRAC's work reaching adolescents and young people is age-appropriate, inclusive, and designed to strengthen, never undermine, their agency.

The **Empowerment and Livelihoods for Adolescents in Schools (ELAS)** pilot integrates BRAC's proven ELA model into Uganda's formal school system. Implemented in 100 schools across 20 districts, it reaches 6,000 learners aged 15–19 through life skills training, mentorship, leadership development, and gender-transformative learning led by trained teachers. The project is generating evidence on its impact on education outcomes, empowerment, and gender norms, while demonstrating a scalable, cost-effective model that has attracted strong interest from education authorities for potential national adoption.

Climate resilience

Climate change threatens the progress that has been made toward a world free from poverty and inequality. Communities who have made positive transformations through BRAC's proven anti-poverty solutions face risks from a changing climate. Efforts are underway to build on existing programmes in microfinance, agriculture, youth and ultra-poor Graduation programmes – to accelerate climate change adaptation, informed by both science and local knowledge. At the same time, we are co-creating with partners a 'big bet' on climate change adaptation that focuses on enabling women smallholder farmers to lift themselves and their families out of climate vulnerability. We aim to generate evidence and share knowledge on effective adaptation solutions across the global community.

During **COP30,** BRAC worked on advancing locally led and gender-responsive climate adaptation as a central pillar of the global climate agenda. Through side events, bilateral meetings, and pavilion engagements, we helped elevate the visibility of locally led adaptation, reflecting years of sustained advocacy and partnership. We convened a side event at the Tanzania pavilion, highlighting the urgent need to invest in women smallholder farmers as leaders of climate resilience.

The discussion positioned women smallholder farmers not as beneficiaries, but as key actors in climate adaptation, food security, and ecosystem stewardship. It presented a credible, evidence-based alternative to fragmented, project-based adaptation approaches, called for larger and more transformative investments, and explored practical pathways for operationalising locally led adaptation at scale.

Key achievements

- Established **92 adaptation committees** with **500 members** to lead local adaptation planning.
- Trained **270 participants** on locally led adaptation processes.
- Developed **district adaptation** plans for Nyabihu and Ngororero.

Project Period: June 2024–August 2025.

Graduation out of extreme poverty

Our pioneering Graduation approach is one of the world's most rigorously tested and evidence-backed models for sustainable poverty alleviation. Through a sequenced package of interventions tailored to local contexts and individual needs, it addresses the multiple barriers that keep households trapped in extreme poverty. By combining productive assets, skills development, coaching, and social support, the approach enables participants to build resilient livelihoods and create lasting pathways out of extreme poverty.

In hard-to-reach communities, where geographic and social isolation limit opportunities, we provide tailored solutions, knowledge, and support that help people strengthen their resilience, restore confidence, and move toward greater self-reliance and hope.

Ultra-Poor Graduation and Livelihoods

With an estimated 808 million people still living in extreme poverty worldwide, expanding sustainable livelihood opportunities remains critical. Our livelihoods programming focuses on enabling women, youth, and people living in extreme poverty to achieve economic resilience and improved wellbeing.

Grounded in the Graduation approach and livelihood development principles, our interventions support participants to build sustainable sources of income, strengthen social networks, and enhance their confidence and agency. The approach is anchored in four interconnected pillars; livelihood promotion, financial inclusion, social protection, and social empowerment, which help participants increase productive assets, diversify income sources, access essential services, and strengthen social capital.

The Disability-Inclusive Graduation Project (2023–2025) reached 1,050 households in Tanzania living in extreme poverty, including 15% with persons with disabilities. Through tailored livelihood support, rehabilitation services, psychosocial assistance, and assistive devices, 85% of participants graduated from extreme poverty, achieving improved economic resilience, greater functional independence, and stronger social inclusion.

Scaling Graduation through governments

We work on building momentum to end extreme poverty by scaling the evidence-based Graduation approach through governments across Africa and Asia. BRAC is working with governments in Ethiopia, India, Indonesia, the Philippines, Rwanda, and South Africa on integrating the Graduation Essentials, or what evidence shows are necessary for achieving lasting impact, into existing systems. This entails providing people with a productive asset to support income-generating activities, basic needs support, and ongoing coaching in a sequenced, adaptive, and time-bound manner.

The year 2025 marked a transition from early country engagement, built on deep understanding and relationship building to launching new models for government delivery of Graduation. Nearly 38,000 households entered government programmes across five of our six countries.

India generated the largest share after launching a national inclusive livelihood program in five states, followed by Rwanda's very large district-level programme, Indonesia in its first of six provinces, the Philippines across four regions, and South Africa in three provinces. Ethiopia is the newest country, and made progress cultivating relationships that should transition toward participants by late 2026.

This early programming reflects considerable hard work in aligning government delivery systems. These efforts will be tested in the coming months, requiring adjustments and improvements as we go, with the goal of settling on government delivery systems that can be scaled.

These developments are all the more promising because governments are investing their own budgets into these new programs, reflecting the early stages of leverage and scale, with government investment expected to deepen as these models continue to prove both feasible and effective.



Insights from the programme

The Graduation programme prototypes with government partners in India, Indonesia, Rwanda, the Philippines, and South Africa will be critical for revising programme designs as well as identifying and addressing technical implementation gaps as we move to scale.

The most challenging Graduation intervention for governments to deliver is coaching due to its holistic nature and reliance on trained personnel, which can be difficult to source, train, and/or afford at scale. The most challenging implementation bottleneck is administrative feasibility, for government-led Graduation programmes require significant cross-agency coordination, specialised human resources, and case management capacity.

In India, 21,571 households were enrolled in the national inclusive livelihood programme, Samaveshi Aajeevika Yojana (SAY), while 3,526 households joined the urban Bihar programme, Satat Jeevikoparjan Yojana (SJY Urban).

Emergency response: Myanmar earthquake

BRAC began its journey in Myanmar in 2013. We support people in hard-to-reach areas and conflict zones to access banking services and connect with local markets. We also help smallholder farmers adapt to climate change. Myanmar is a country of about 55 million people. The country's long-standing civil war and natural disasters continue to displace people and slow progress. With access to financial services and job opportunities, women can lift themselves and their families out of poverty.

Response to the Myanmar earthquake

Following the 7.7 magnitude earthquake that struck Myanmar in March 2025, BRAC rapidly mobilised emergency assistance in Sagaing and Mandalay. Emergency food, medicine, and rice reached 200 households, while 25,000 households received cash support to meet urgent needs such as food and shelter.



Financial inclusion

Financial services are a powerful tool to help people manage irregular income, minimise risks, respond to shocks, and invest for the future. Ensuring access to them is a vital component of our holistic development approach. As a pioneer in microfinance and one of the world's largest providers, we offer tailored financial products and services to meet the unique needs of women living in poverty and inequality. Our services are delivered by people from the same communities as our clients, so they understand the needs of people they work with.

Microfinance

Since pioneering microfinance in 1974, BRAC has expanded its reach beyond Bangladesh, launching international operations in 2002. Today, BRAC's microfinance programmes serve over 1 million clients across eight countries: Myanmar, Tanzania, Uganda, Rwanda, Sierra Leone, Ghana, Liberia and Kenya. Ninety-six percent of our clients are women.

Our mission is clear: to provide financial services responsibly to those at the bottom of the pyramid, particularly women living in poverty in rural and hard-to-reach areas. We aim to fuel self-employment opportunities, build financial resilience, and harness women's entrepreneurial spirit by empowering them economically.



The core offerings begin with a collateral-free, group-based microloan designed exclusively for women (groups of 15 to 20 women from the same community) to form supportive circles that do more than manage loans. These groups foster trust, shared learning, and a strong sense of social cohesion allowing them to grow together. We complement this with pre-disbursement orientation and financial, digital and life skills training, helping women build productive livelihoods, invest in micro-businesses, and navigate household emergencies.

For entrepreneurs with bigger ambitions, our small enterprise loans offer the capital needed to grow and expand. In rural areas, our agrifinance product meets women smallholder farmers where they are, providing tailored support to improve yields and adopt better practices. BI MF also offers savings services in Ghana, Rwanda, Myanmar and Uganda.

8
countries

96%
clients are women

1,011,810
borrowers

849,498
savers

$597.69M
disbursed in loans

**As at December 2025*

Social enterprise

Our social enterprises are socially responsible, for-profit organisations dedicated to scaling impactful and sustainable operations across Asia and Africa. We support people living in poverty to become producers, artisans and suppliers, connect micro and small entrepreneurs to markets, and build value chains where they do not exist.

Socially-responsible businesses

BRAC Social Business Enterprises Uganda (BSBE) is a socially responsible, for-profit organisation supporting smallholder farmers to increase their productivity, earnings and climate-resilience. We work with contract growers to multiply certified seeds, which are then processed and packaged at its seed plant before distribution nationwide.

BRAC Enterprises Tanzania Limited (BETL) is a socially responsible, for-profit organisation dedicated to scaling sustainable social enterprises in Tanzania. Our flagship enterprise, Angaza Learning Centre, is a sustainable business model for early childhood development, building on BRAC's globally recognised play-based curriculum.

Stories of change

Christiana Bona: A story of love, loss, and finding oneself again

Bo, Sierra Leone

The last time I saw him, he was lying on the streets of Bo. Bloodied, beaten to death after being caught stealing to feed his drug addiction.

We met when I was 17 and fell in love almost immediately. We had two children together. There were good days when we were a family, but they never lasted. He would disappear for months, and I would hear he had been caught stealing again. Every time he returned, he promised to change, and every time I forgave him.

When I saw him lying there that day, I sat beside him and cried for hours. That was the last time I cried for him. When I returned home, I knew it would be just the three of us from then on.

I wanted my children to grow up with love, even if I had little else to give. I cleaned houses, did odd jobs, and sometimes begged just to put food on the table.

I was not born into poverty. My father was a successful farmer, but I never felt loved as a child. I became pregnant soon after meeting my partner, and in my community that meant I was no longer my family's responsibility. After he died, my father allowed me to return home, but I had to support myself.

My grandmother gave me 650 Leones (about USD 25). I used it to buy palm oil to sell at the market. That small investment became the beginning of my business.

Soon after, my sister-in-law introduced me to a BRAC youth club. The sessions taught me about emotional wellbeing, sexual and reproductive health, and business skills. For the first time, I found friendship, confidence, and hope. When it came time to choose a livelihood, I expanded the palm oil business I had already started, using the capital and training I received.

I later asked my father to use five acres of his land to grow palm trees. Today, I harvest my own fruit during the peak season and buy from traders for the rest of the year. People in my community now know me as "the palm oil seller."

At first, I could not afford to join the club's savings group. Today, I save every week through mobile money and the community Osusu savings scheme. I have also taken a small loan to grow my business, which now provides a steady monthly income.

My dream is to expand into both palm oil and garri production. More than anything, I want my children to have opportunities I never had. I hope my son becomes a lawyer and my daughter a doctor, building futures that I have worked so hard to make possible.



Rose Moyoo: An entrepreneur tackling food waste through a community-based agro-enterprise

Amuru, Uganda

I started my business after I saw what happens during the mango season in Amuru district.

Every year, there were mangoes everywhere. Farmers had more fruit than they could sell. By the time the season ended, much of the fruits had gone bad. You would see mangoes rotting under the trees or left behind in the markets.

I often wondered “Why should all this go to waste?”

This eventually led me to start Rosalba EcoWave Company Limited, an organic fruit processing business based in Paibi, Pabbo Town Council. Today, we turn surplus fruit into jam and other products. The business employs three young people directly and works with more than 20 farmers and other workers from Amuru, Moyo and even markets as far as Juba in South Sudan.

My name is Rose Moyoo. I grew up in Morobi village in Obongi District. I lost my father when I was young. My family sold firewood and charcoal as their primary means of income. Money was not easy to come by.

To make sure I could continue studying, my family enrolled me at Redeemer Children’s Home in Moyo, run by the Sacred Heart Sisters. They taught us practical life skills that helped me become more confident.

When I joined Moyo Girls Primary School, I struggled at first. Little by little though, I improved. I became active in school and even took on leadership roles in my class. I went on to join Ocer Campion Jesuit College in Gulu.

While I was there, my academic performance was recognised, and I received support through the Mastercard Foundation Scholars Programme implemented by BRAC Uganda. That support helped me continue my studies at St. Joseph’s S.S.S. Nagalama in Mukono, where I completed my Advanced Level education in 2017.

I then joined Gulu University to study Agricultural Entrepreneurship and Communications Management.

As part of my studies, I spent time with farming communities. That was when I noticed the cycle that kept repeating every mango season. Farmers were losing so much fruit because there were not enough buyers or places to process it.

I realised this was not just about wasted fruit. Farmers were losing precious income.

In 2022, while I was still at university, I decided to do something about it. I started Rosalba EcoWave Company Limited with UGX 350,000 through Gulu University’s Incubation Hub. At first, I made mango jam on a small scale. I spent time testing recipes, improving the quality, listening to customers and slowly building a market. When more people started buying my products, I decided to start selling online and work with local shops.

In 2024, I received USD 2,000 in seed funding after I joined BRAC Scholars Entrepreneurship Fund Project, supported by the Mastercard Foundation.

That support helped me register and certify my business, improve my packaging and branding, and move production from my home into a rented workspace. I also received training in financial literacy, record keeping and safeguarding. These skills helped me manage my business better and build trust with customers and suppliers.

Today, Rosalba EcoWave reaches more than 1,000 households and is valued at more than UGX 4 million. I am proud that we are helping reduce food waste while creating a more reliable market for smallholder farmers. We are also creating jobs for young people and making affordable fruit products available to local communities.

I have bought land to support my family and hope to provide shelter for orphaned children one day. I am now working towards setting up a mini fruit processing facility with support from reinvested profits and partners, including collaborators in the United Kingdom.

I believe entrepreneurship should not be seen as a last resort after all else has failed. Every opportunity to learn matters, even if it is outside your field. It helps you grow.



“I already know the name of my shop: Gina’s Jewellery”

Oppermans, South Africa

I often tell my kids that one day, “Mommy is going to have a big jewellery shop.” And I already know the name: Gina’s Jewellery. I can see it when I close my eyes. Beautiful, intricate designs everywhere.

My name is Gina Tamboer. I live in Oppermans, in the Free State, South Africa. I have a lovely family of five. When you have a lovely family, you fight harder. You dream bigger.

When I started making jewellery first, I used my children’s grant money given by the South African Social Security Agency.

I learned how to work with little money, and bring in profits. I used recycled materials to make something beautiful out of it. And I thought, “Okay. This is my chance.”

I was skeptical at first about the grant. NGOs and programmes like these have come and gone from our area previously. I think I took them seriously when I found out they tailored solutions to meet my needs.

The whole point of the grant is to make sure that one day, the grant is simply no longer the thing keeping you afloat. You won’t need it the way you need it now, because you’ll be standing on your own.

I tell my children and my husband the same thing, every chance I get: Go and chase your dream. It’s there, in the chasing, where you find your success. The grant is not nothing. It’s mahala money and you have to treat it with respect. Don’t take it for granted. Use the little to do more.

And me? My dream is big and I am not ashamed to say it out loud.

Right now, I am here in Oppermans. My plan for all of us in this project is that we all get to prosper and create opportunities for young people around here.

That’s my dream. I believe it’s coming true.

South African Social Security Agency or SASSA in short South African Social is a key partner in the Generating Better Livelihoods project led by FinMark Trust. The National Development Agency, the National Youth Development Agency and the Department of Social Development are partnering together in this. They are working together to make sure people in Oppermans get the opportunities to realise their full potential.

What if a single loan or savings account could change the trajectory of your life?

For Jojina it has been the difference between merely surviving and actually getting a shot at economic freedom.

Tanzania

My story began with a few simple ingredients: flour, oil and baking powder.

Every day, I made mandazi and sold them in my community. This helped me put food on the table and support my family. At the time, I was simply trying to make ends meet, not set up a business.

The positive response by my customers, however, boosted my confidence. I wanted to grow my mandazi business. I realised that even a small opportunity could make a big difference. The income I earned meant I could send my children to school and invest in their future.

Today, my son, Aviti, has a vocational certificate in electrical engineering.

Accessing the money to grow my business was not easy. I realised that without any savings or access to credit, it would be difficult to grow a business, no matter how hard you work. When I managed to get a small loan, things started to look upward.

I could invest more in my business, earn a steadier income and plan for future investments.

I know many women face the same challenges as I do. When we do get the right support, we don’t just improve our own lives, we invest in our children’s future, and I believe we help our communities grow.

I believe I am evidence that when women are given the opportunity to build something of their own, they not only change their own future but the future of the next generation too.

On the global stage

February 10–14, 2025 – BRAC participated in the South-South Learning Forum in Kigali, Rwanda, convened by the World Bank and the Partnership for Economic Inclusion, bringing together 270 policymakers and practitioners from nearly 60 countries to share lessons on scaling programmes for people living in extreme poverty.

In **April 2025,** BRAC participated in Pratham's 30th Anniversary event "Scaling Innovations in the Global South: Experiences & Evidence", discussing how BRAC is supporting scale-up efforts of the Graduation approach with governments.

In **April 2025,** BRAC and the Danish Ministry of Foreign Affairs convened leaders in Copenhagen, resulting in a shared commitment to co-create a multi-country climate adaptation initiative for women smallholder farmers.

In **May 2025,** BRAC participated in the Global Solutions Summit side event "Economic Inequality: A Systemic Risk to Global Cooperation" discussing the importance of positioning governments at the helm of scaling what works.

The **health programme team** joined a conversation on reimagining Universal Health Coverage (UHC) at the Regional Health Promotion Conference 2025

September 25, 2025 – BRAC and Arabella Advisors hosted a side event during the UN General Assembly, "Meeting the Moment: Doing Development Differently, with Urgency, and at Scale," bringing together key partners to explore how the development sector can achieve greater impact at scale.

September 2025 at the Second Africa Climate Summit: BRAC participated in the second Africa Climate Summit (ACS2) in Addis Ababa, Ethiopia. The summit provided valuable opportunities to engage with partners, including the African Development Bank, CGIAR, and the Global Green Growth Institute, and to position BRAC's big bet within Africa's evolving climate finance and adaptation landscape.

October 7-9, 2025, Cape Town, South Africa: BRAC participated and shared experiences from its agricultural, food security and gender, equity, and social inclusion programming at the CGIAR 2025 Accelerating equality in food, land, and water system conference.

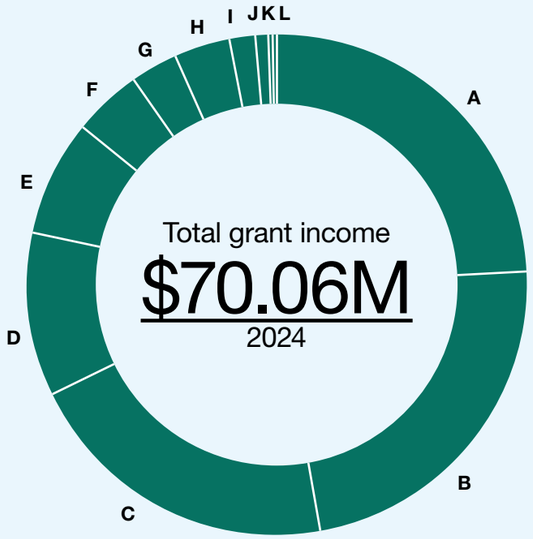
November 25, 2025: BRAC co-hosted an exclusive roundtable on "Taking Evidence-Backed Approaches to Scale" with Nobel Laureate Abhijit Banerjee, convening global thought leaders to discuss the future of development and the role of evidence-backed, community-driven innovation.

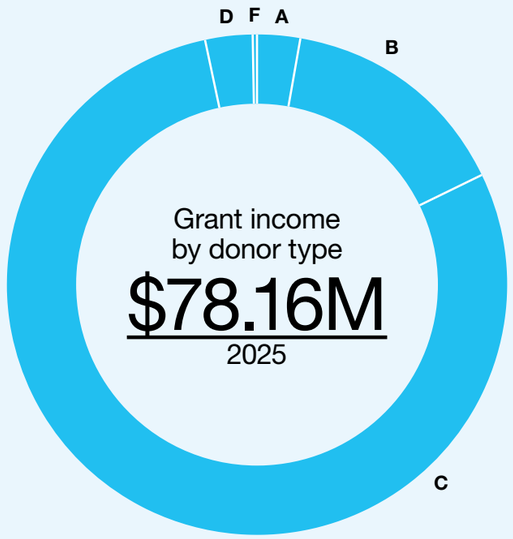
At **COP30 in November,** BRAC elevated locally led, gender-responsive climate adaptation on the global agenda through strategic engagement and advocacy.

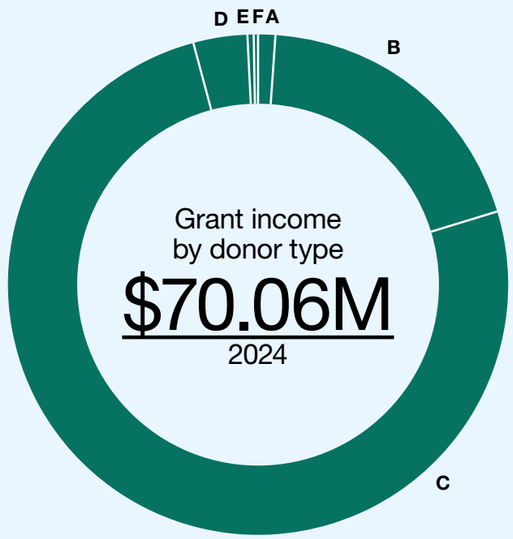


Financial overview









	2025	2024
Total grant income	**$78,166,183**	**$70,065,571**

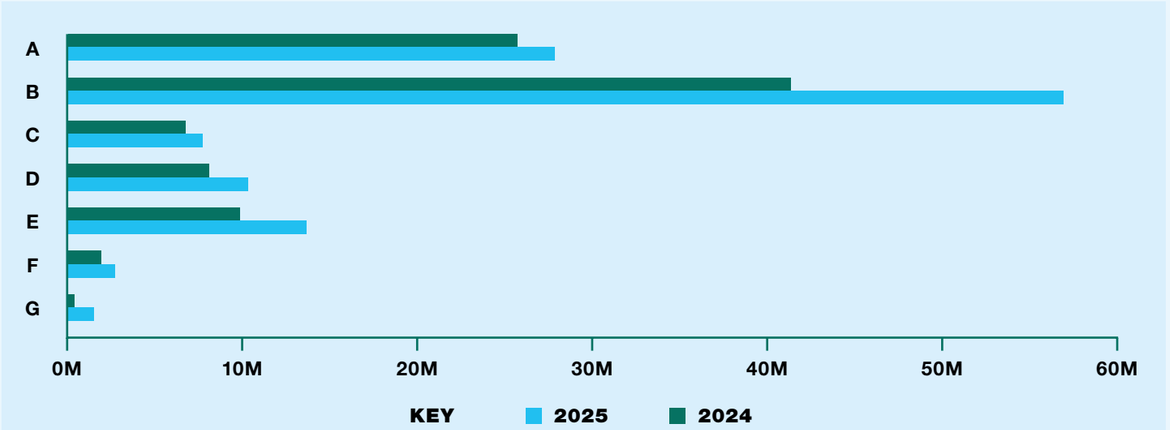
Grant income by country	2025	2024
A. The Netherlands	$21,022,340	$17,108,048
B. Uganda	$17,365,359	$16,015,876
C. Tanzania	$11,419,425	$14,445,818
D. Liberia	$9,827,552	$7,487,688
E. Sierra Leone	$7,034,439	$5,265,177
F. Rwanda	$4,582,467	$3,020,031
G. Kenya	$3,630,150	$2,095,396
H. Afghanistan	$1,982,594	$2,571,806
I. Philippines	$808,001	$1,249,590
J. Ghana	$493,856	$442,026
K. Myanmar	-	$258,628
L. South Sudan	-	$105,486

	2025	2024
Total grant income	**$78,166,183**	**$70,065,571**

Grant income by donor type	2025	2024
A. Government	$2,209,871	$822,002
B. International organisation	$11,768,085	$13,515,858
C. Private sector / foundation	$61,595,098	$52,899,085
D. United Nations	$2,591,503	$2,776,792
E. EU Commission	-	$41,689
F. Donation from individuals	$1,626	$10,145

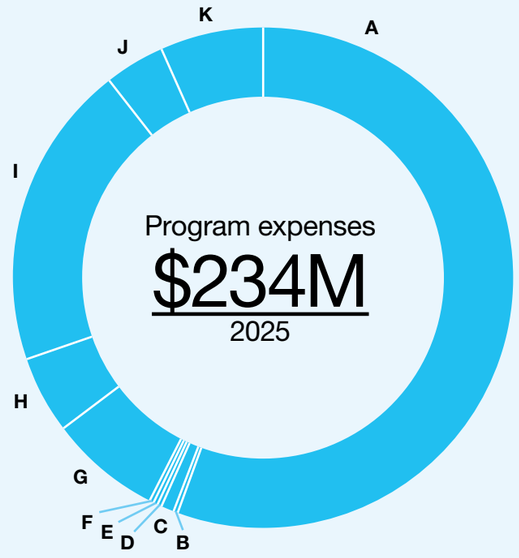
	2025	2024
Contribution to government exchequer	**$30,492,234**	**$24,721,574**

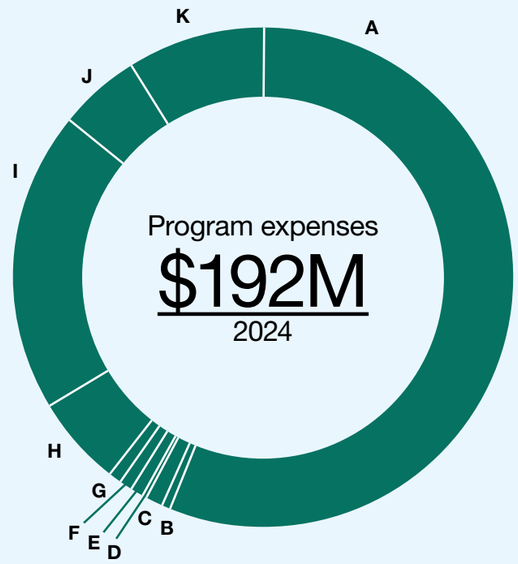
Particulars	2025	2024
A. Corporate income tax	$6,137,334	$4,671,020
B. Personal income tax plus social contribution	$17,930,333	$15,528,581
C. Withholding tax	$6,424,566	$4,521,973



	2025	2024
Total service charge	**$120,450,578**	**$93,863,456**

Service charge by country	2025	2024
A. Uganda	$2,209,871	$822,002
B. Tanzania	$11,768,085	$13,515,858
C. Sierra Leone	$61,595,098	$52,899,085
D. Myanmar	$2,591,503	$2,776,792
E. Liberia	-	$41,689
F. Rwanda	$1,626	$10,145
G. Ghana	$1,626	$10,145





	2025	2024
Programme expenses	**$234,364,949**	**$192,210,594**

Grant income by country	2025	2024
A. Microfinance	$130,244,750	$108,004,487
B. Social enterprise	$966,928	$1,343,521
C. Education	$1,748,936	$1,838,594
D. ECD	$741,165	$816,321
E. Health	$729,924	$1,385,396
F. Agriculture and food security	$791,355	$1,415,257
G. Youth empowerment	$16,596,926	$1,801,283
H. UPGI	$12,082,127	$11,011,232
I. AIM	$9,449,550	$37,433,415
J. Others	$493,856	$10,447,527
K. General and administrative	$15,281,836	$16,713,562

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