

# think **big**

a campaign to raise

**\$6M**

unlocking a total budget of

**\$40M**

creating **opportunity** for the world's poor **on a massive scale**

## What are BRAC Impact Grants?

BRAC Impact Grants (BIG) are a chance for smart philanthropists to maximize their impact on global poverty by leveraging existing commitments by BRAC and several of its top-tier partners.

As a result of BRAC's track record in alleviating poverty through cost-effective and largely self-sustaining means, top-tier funders have partnered with BRAC to scale up solutions outside its home country, Bangladesh. Much like investors in the private sector, a handful of funders have asked BRAC to mobilize additional capital as a condition to unlock match funding, with leverage as high as 20 to 1.

## What is BRAC?

Originally known as Bangladesh Rehabilitation Assistance Committee, BRAC is a development success story, creating opportunity for the poor on a massive scale. By organizing the poor and making the most of their own resources, it catalyzes lasting change in communities, creating an ecosystem in which poor people can seize control over their own lives. It does this with a holistic development approach geared toward inclusion, using tools like microfinance, education, healthcare, legal services, community empowerment and more.

In microfinance, BRAC lends to **4.9 million borrowers**, with cumulative disbursement of **\$9.8 billion**, as of mid-2012. In education, enrollment of **1.1 million** students in primary and pre-primary schools makes BRAC the world's largest private, secular education provider. In healthcare, **100,000 community health promoters** bring basic services to the **doorsteps of millions** on a self-employed basis.

In total, our work touches the lives of an estimated **135 million people**.

## What is your role?

You can play a role in this success story with philanthropic commitments to one of the projects outlined in the following pages. BIG donors have the opportunity to track the impact of their grants through reports on progress, success, failure, and lessons learned.

Philanthropic partners receive independent support from BRAC USA, an organization founded in 2006 with 501(c)(3) tax-exempt status in the United States.

# A chance to think BIG

Scale is everything for BRAC: We specialize in taking an idea, testing it, perfecting it, replicating it – and then scaling it up to reach as many people as possible.

Together we  
are raising

\$6M

For projects  
totalling

\$40M

Reaching  
more than

700,000 people

**BRAC Impact Grants consists of 11 projects in three portfolios:**

- **Education**

Primary education with a focus on girls

- **Healthcare**

Scaling up using community health promoters

- **Livelihoods**

Creating jobs and food security through agriculture



**BRAC has catalyzed staggering progress in Bangladesh.** “Some of the biggest gains in conditions of people’s lives ever seen anywhere,” says *The Economist*, with leaps in maternal and child health, literacy and more.

**We can do the same elsewhere.** With data-driven interventions continuously monitored to determine what works and what doesn’t, we can create an environment in which poor people can become leaders, innovators and job creators, independent of external aid.



# What others say about us

“The real magic of Bangladesh wasn’t microfinance, but BRAC...”

— ***The Economist***, 2012

“The Apple of the social sector is BRAC”...

— ***Stanford Social Innovation Review***, 2013

“BRAC pioneered the community health worker model...”

— ***Melinda Gates***, 2012

“BRAC has done what few others have -- they have achieved success on a massive scale, bringing life-saving health programmes to millions of the world’s poorest people.”

— ***Bill Gates***, 2004

“BRAC is better prepared and better positioned to work in very poor countries than anybody in the developed world.”

— ***George Soros***, 2012

“[BRAC founder and chairperson Sir Fazle Hasan] Abed’s story proves just how much people with vision and commitment can change the world.”

— ***Bill Clinton***

“BRAC tackles the causes of poverty, hunger and hopelessness at the root, and plants trees of hope.”

— ***Wangari Maathai***, Nobel Peace Prize laureate

“By most measures the largest, fastest growing non-governmental organisation in the world – and one of the most businesslike.”

— ***The Economist***, 2010

# A difficult headcount in South Sudan



By Manisha Bhinge, BRAC USA Senior Program Manager

The simple brick building offered a cool reprieve from midday temperatures approaching 120F (50C). Inside, amid laughter and song, I was drawn to a boy's face outside the window of this BRAC primary school in Rumbek, South Sudan, clutching the screen to peer inside.

He along with four other children had just been asked to leave the classroom. The reason? Too many prospective students, not enough schools. A reminder of the thirst for opportunity and hope in the young population of a young country, where the need seems to always outstrip resources.

I'm in South Sudan visiting one of the 300 BRAC schools under a project that qualifies for a BRAC Impact Grant, "Open primary schools for girls and boys in South Sudan."

A total of 35 students, ages 8 to 13, had come to this rented mud-brick building for the start of a new school year— five more than our limit of 30. None of them had ever been to a day of school in their lives.

We call these "second chance" schools because we target children left behind by formal education systems due to poverty, displacement or discrimination. We teach children to love to learn rather than using the outdated systems of rote memorization still common in developing countries.

BRAC staff had done the head count. After 30 were counted, the education program manager made the correct but very difficult call. Using BRAC's priorities that give preference to the most vulnerable and isolated children, namely girls and children with disabilities, he identified five boys who were then asked to leave the class. One disabled student with poor eyesight was singled out for preferential treatment and allowed to stay in class; the obstacles to success were already stacked against him, making this his only chance for a better life. In BRAC's experience, those who face and overcome extraordinary challenges are often the diamonds that shine brightest.

The remaining students sat on the floor, legs outstretched – faces beaming at Helen, the local teacher trained by BRAC. As heartbreaking as it was to watch, those five boys were turned away for good reason on that sweltering day. It would be impossible for Helen to do much good with any more than 30 students in the class at one time.

We know this from experience. Though largely unknown in the developed world, BRAC is in fact the world's largest private, secular education provider, running schools

that provide quality, low-cost education to children from poor backgrounds. With more than 1.1 million students enrolled in BRAC's 38,000 primary and pre-primary schools in six countries, our average class size is 29.1. More would be too many for a local schoolteacher to do her job properly.

More than 30 students would be too many for a local schoolteacher to do her job properly.

Better for 30 students to learn than 35 (and increasingly more) to be given short shrift. With the creative thinking and problem-solving skills taught at BRAC schools, the students that remain will have the assets they need to navigate their way out of poverty. They're more likely to become job creators and leaders – and offer more opportunities for those on the outside peering in.

More encouragingly, with the right partners we'll train more teachers, more young women like Helen, and rent more spaces to give more second chances to those still left behind.

The program staff deliberately selected five younger children. With the potential for new schools to open, there's still time to quench their thirst for learning. We've not left them behind.



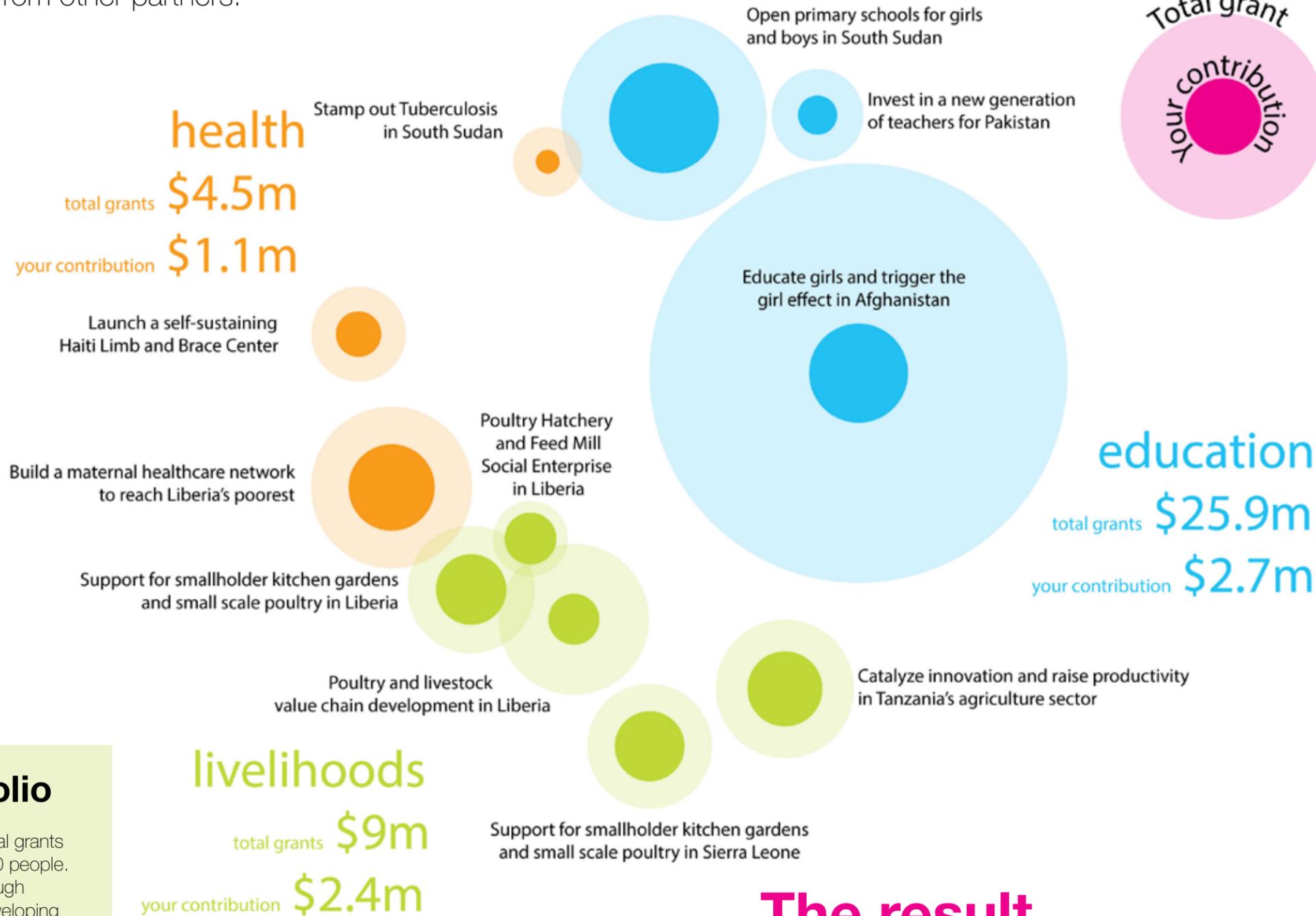
## Three portfolios, 11 projects

These projects are spring-loaded investments in global development. Donors will maximize their impact by leveraging experience, relationships, and capital commitments from other partners.

### Health Portfolio

Contributions of \$1.2 million trigger total grants of \$4.5 million, directly reaching 508,420 people. These programs radically reduce the number of preventable deaths during childbirth, helping countries achieve the UN's Millennium Development Goal in maternal health; scale-up cost effective treatment systems for infectious disease such as tuberculosis; and offer affordable artificial limbs and braces for the injured poor.

**health**  
total grants **\$4.5m**  
your contribution **\$1.1m**



### Livelihoods Portfolio

Contributions of \$2.4 million trigger total grants of \$9 million, directly reaching 119,660 people. These programs catalyze change through entrepreneurship and job creation, developing livelihoods in agriculture and other areas while achieving food security for the poor.

**livelihoods**  
total grants **\$9m**  
your contribution **\$2.4m**

### Education Portfolio

Contributions of \$2.5 million trigger total grants of \$25.9 million, directly reaching 135,600 people. These programs leverage "the girl effect" by giving a second chance to children, girls especially, left out of formal education systems in difficult places like Afghanistan, South Sudan and Pakistan.

## The result

More than 700,000 direct or indirect people who will gain the learning, good health, and entrepreneurial skills to catalyze change within their own communities.

# Make a limb and brace center self-sustaining in Haiti

Your contributions of **\$237,432**

unlock a total budget of **\$1,032,315**

to create **sustainability for a limb and brace center**

reaching **3,420** patients over three years



This project will transform BRAC's existing limb and brace center in Haiti, which has already served more than 2,000 patients since its foundation in 2010, into locally run, self-sustaining social enterprise within 10 years. The model is based on the success of similar centers in Bangladesh, where cost recovery is now 110%. In January 2012, the Haiti center entered a new transition phase as it began charging for services on a tiered payment plan, meaning that patients will pay only what they can afford for the treatment they need. Based on proven demand for its braces and orthotic devices, the center will continue to grow its patient base at a rate of 11% per year, reaching 3,420 new patients between 2013 and 2015.

**Major funding partner:** AmeriCares  
**Length of project:** 36 months



## Expected impact

- Create a self-sustaining limb and brace center that catalyzes economic and social empowerment for patients
- An annual 11% increase in patients served, with direct impact on 3,420 patients and indirect impact on an estimated 7,625 patient family or household members

## Project background

The Red Cross estimates that one in 10 Haitians suffers from physical disabilities, hampering livelihood opportunities and deepening the poverty trap. Demand for prosthetic or orthotic devices is estimated at 70,000.

Established in September 2010 in Port-au-Prince a limb and brace center, the BRAC Limb and Brace center makes and fits low cost, high quality artificial limbs and braces, as well as providing counseling and rehabilitation services. Using technology from the Red Cross & Crescent and materials from CR Equipements SA in Switzerland, the average cost of a limb produced at the Center is \$300 per limb compared to other technologies that are over \$3,000 per limb.

## Three-year transition

The center has already entered a three-year transition period, lasting until 2015, during which it will move to a tiered payment model, with a goal of achieving additional 10% cost recovery year on year. Cost per patient (\$769 during 2011 and 2012) is expected to fall as staff (now entirely Haitian) increase their capacity to handle more patients, even as the center creates new positions to meet growing demand. The business plan is modeled after BRAC's limb and Brace Centers in Bangladesh, which achieved 110% cost recovery after 10 years.

AmeriCares, the disaster relief and humanitarian aid organization, has agreed to provide the majority of the funding for this transformation plan, but has asked that BRAC raise about 20% of the project cost. BRAC will procure the services of an external consultant, as approved by AmeriCares, to perform an annual external evaluation. Additionally, BRAC and BRAC International guarantee its support to the center for years four through 10 of the projected 10-year period to achieve financial sustainability.

**Modeled after BRAC's limb and brace centers in Bangladesh, which achieved 110% cost recovery after 10 years.**

# Build a maternal healthcare network to reach Liberia's poorest

Your contributions of **\$888,025**

unlock a total budget of **\$3,060,029**

to empower

# 550

community-based maternal health promoters

# reaching

# 159,000

women and children under five



This project will train and up-skill BRAC's existing cadre of 550 community health promoters in Liberia, providing 12 days of training plus monthly refreshers in reproductive, maternal, child and newborn health, plus other essential health services such as hygiene, immunizations and malaria control. Promoters are self-employed local women offering doorstep services to 100 households in her area. They will be paid incentives for identifying pregnancies, making referrals for antenatal care, delivery and postnatal care, and uptake of contraceptives. They will earn income from selling basic health products provided by BRAC at below market prices.

**Major funding partner:** UKAID

**Length of project:** 36 months



## Expected impact

- Train 550 self-employed community health promoters
- Cut maternal and child mortality across seven counties in Liberia, reaching 159,000 women and children under five
- Increase contraception usage among girls and women (currently 7.1% in poor rural households) by raising awareness of family planning and developing an efficient condom distribution system
- Increase rate of births attended by skilled health personnel, antenatal care attendance and exclusive breast-feeding

## Project background

The project will improve the reproductive, maternal, newborn and child health of an estimated 106,000 women and adolescent girls, and 53,000 children under five, in seven counties in Liberia. The targeted areas are those where people have especially poor access to health facilities (some counties having one health facility for 10,000 people), where 66% of the people live more than an hour's walk away from the nearest facility, and where some areas have only one safe water access point per 1,689 households.

Liberia has one of the world's highest maternal mortality rates. Every day, four women in Liberia die from complications related to childbirth and pregnancy, the majority of which are treatable and avoidable. This is due to mainly to women being too far away from adequate services, or having to rely on poorly trained health workers. BRAC solves this problem by training and embedding frontline community health workers within communities to provide basic care to their neighbors on a self-employed basis.

## A cost-effective network

BRAC has been active in Liberia since 2008. Using a combination of self-employed community health promoters and locally hired staff, it has already created a cost effective maternal healthcare network in Liberia, providing essential care for expecting mothers at \$23 per covered household per year. This program builds on that success, using an approach with a proven track record that has saved lives in Bangladesh and more recently in Afghanistan, Pakistan, Uganda, South Sudan and Liberia. For instance, within three years, BRAC's Manoshi (urban maternal health) program in Bangladesh reduced home deliveries from 86% to 16% and maternal mortality from 294 to 135 per 100,000 live births with the program target areas.

## BRAC trains and embeds frontline community health workers within communities, to provide basic care to their neighbors on a self-employed basis.

# Stamp out TB in South Sudan, the world's newest country

Your contributions of **\$62,962**

to empower

# 500

local health promoters paid by innovative commission structure

unlock a total budget of **\$547,037**

reaching

# 255,000

People with tuberculosis or at risk for it



The project will reduce the burden of tuberculosis (TB) in South Sudan with improved diagnosis and treatment via implementation of proven methods, including directly observed therapy, short-course (DOTS). BRAC South Sudan is a principal recipient of funding for TB control from the Global Fund to Fight AIDS, Tuberculosis and Malaria. This project will leverage BRAC's experience in South Sudan (where it has been active since 2007), its success fighting TB in Bangladesh using directly observed therapy (documented in the book *Making Tuberculosis History*), and its strong relationship with the Global Fund.

**Major funding partner:** The Global Fund to Fight AIDS, Tuberculosis and Malaria

**Length of project:** 24 months



## Expected impact

- Bring TB services to 9.2 million South Sudanese women, men and children by 2015
- Improve diagnosis and successfully treat at least 85% of notified sputum smear positive TB cases
- Improve HIV provider initiated testing and counseling of TB patients from 27% (2011) to 85% by the end of 2015
- Improve coordination and supervision of TB diagnosis and treatment services at local, state and national levels of public administration

## Project background

BRAC will bring its renowned and often-emulated model of TB directly-observed treatment, responsible for Bangladesh's speedier progress on declining TB rates as compared to its neighbors, into South Sudan. To date, the program has already seen an increase in the positive identification of TB cases from 53 to 85 out of 100,000 covered population, while the treatment success rate has remained above 75 percent. The number of health facilities providing TB services (diagnostic and treatment centers) has also increased from 32 in 2006 to 65 in 2012 and is estimated to be 70 by end of 2013.

## Ensuring the full course of treatment

At the center of BRAC's approach to healthcare are the community health promoters, numbering 1,623 as of February 2013, who are women selected from BRAC's microfinance groups and trained to provide basic health care, including identifying patients for TB diagnosis and overseeing the full course of antibiotic treatment to prevent multi-drug resistant strains.

BRAC has proven its value working with the Global Fund in Bangladesh, which led to it being named a principal recipient for this project.

**The program has already seen an increase in the positive identification of TB cases with treatment success rate above 75 percent.**

# Educate girls and trigger the girl effect in Afghanistan

Your contributions of **\$1,125,316**

unlock a total budget of **\$20,136,036**

to support

# 4,000 120,000

community-based schools

children, 80% female



This project for community-based education in Afghanistan will target primarily girls living in places where children are unable to attend government schools to due to poverty, displacement and violence. Pursued with the support of the Canadian aid agency, the project will open 4,000 community-based schools targeting children ages 7 to 15, with classrooms 80% female and student-teacher ratios of 25-30 to 1. It will also open 200 adolescent reading centers to enroll a total of 5,000 members to ensure continued access to graduates from BRAC schools who might not otherwise have access to formal schools. Taking the quality of government education into consideration, it will also offer training in English, math, physics, chemistry and biology to 3,500 government school teachers.

**Major funding partner:** CIDA  
**Length of project:** 48 months



## Expected impact

- Educate 120,000 students in 4,000 schools over four years, training one female teacher selected from the local community for each school
- Train 3,500 government school teachers
- Open 200 adolescent reading centers for girls without access to formal schools
- Introduce mechanisms to measure and improve quality of instruction to teachers and students

## Project background

BRAC first entered post-Taliban Afghanistan in 2002 after millions of people had been displaced. BRAC is now the largest NGO operating in Afghanistan, employing over 2,250 people across five programs, of which nearly 95 percent are local staff and over 40 percent are women. In operation since 2004, BRAC's community-led education program is active in 20 of 34 provinces, graduating more than 239,000 Afghan children, the majority girls, and training nearly 10,000 teachers to date.

Out-of-school children in Afghanistan, as elsewhere, need opportunities to be mainstreamed into formal education. More generally, the challenges in the education sector need a multi-faceted approach that includes a focus on gender equality, better quality education in government schools, and ways to help out-of-school children catch up to their peers. BRAC has been successful at doing all of these.

## Assisting in hard-to-reach areas

The Afghan government has set education as a priority issue, and it is adopting an approach to overcome the challenges. These goals include increasing enrollment in basic education for boys and girls from 65% and 40% respectively, to 75% and 60%. BRAC is confident it can help the country reach those goals, even in difficult areas.

BRAC's approach is similar to that in Bangladesh, with a focus on girls, out-of-school children, drop-outs, and using a critical pedagogy, while working closely with the Afghan government and education system. BRAC also assists the Afghan government by sharing best practices and technical knowledge, in matters ranging from student outreach to teacher selection and training. With experience in relief efforts, BRAC was also able to assist in areas where infrastructure and livelihoods were completely destroyed. With 1.1 million students in five countries enrolled as of early 2013, BRAC is the world's largest private, secular education provider.

**BRAC's community-led education program is active in 20 of 34 provinces, graduating more than 239,000 Afghan children, the majority girls, and training nearly 10,000 teachers to date.**

# Invest in a new generation of teachers for Pakistan

Your contributions of **\$176,308**

unlock a total budget of **\$963,320**

to empower

**200**

women trained as community-based educators

**400**

government teachers trained in BRAC's innovative curriculum

# reaching 6,600

children, at least 60% girls



The project will establish 200 pre-primary schools or early childhood centers, training and building the capacity of teachers in both these BRAC early childhood education centers and nearby local government schools. It will enable girls and boys from poor and marginalized families in rural areas of Khyber-Pakhtunkhwa (KPK) province of Pakistan to attend these early childhood education centers, which will prepare and equip them to access and complete their education in government primary schools, supported by their families and communities. The project will directly reach a total of 6,600 children, 60% of whom are girls. BRAC expects to see 90% of students complete the program and 95% to transition to government schools.

**Major funding partner:** UKAID

**Length of project:** 36 months

## Expected impact

- Open 200 new education centers to improve school readiness, attendance, and retention of young children, particularly girls from very poor families with illiterate parents
- Educate 6,600 children, 60% girls
- Train 200 women from their communities in early childhood education
- Train 400 new government primary school teachers trained to meet the demand for quality teachers resulting from an influx of students graduating from BRAC early childhood centers



## Project background

Net enrollment rates for both boys and girls in Pakistan are low, at 58% for boys and 45% for girls. After launching operations in Pakistan in 2007, BRAC began its education program there in 2009. Starting with only 20 pre-primary schools in Pakistan's hard-to-reach Northwest Frontier Province (now KPK), the program runs 105 schools with 3,195 students as of January 2013. Roughly 61% of students are girls.

## Focus on relevant schooling

The program provides quality, low-cost education to never-enrolled girls and boys and those who have dropped out, while creating employment opportunities for local women as teachers and program staff. Building on its experience in Bangladesh, BRAC has acted on its understanding that pre-primary school attendance significantly boosts success at later stages of education.

BRAC empowers girls and women by emphasizing the need for relevant schooling for girls in particular, ensuring effective participation of parents and community members in the education process. With 1.1 million students enrolled as of early 2013, BRAC is the world's largest private, secular education provider.

**BRAC provides quality, low-cost education to never-enrolled girls and boys and those who have dropped out, while creating employment opportunities for local women as teachers and program staff.**

# Open primary schools for girls and boys in South Sudan

Your contributions of **\$1,212,852**

unlock a total budget of **\$4,849,925**

to empower

# 330

women trained as para-professional community-based educators

# reaching

# 9,000

students, at least 60 percent girls



This project will extend BRAC's successful low-cost primary education model in South Sudan by setting up and equipping 300 low-cost, girl-friendly schools. As a result of this project, 9,000 children – most of whom have never been to school before and would not have the chance otherwise – will receive an education. Pedagogical methods impart relevant, suitable knowledge and an enterprising mindset. Classrooms will be at least 60% female. These students will be placed on an accelerated track, receiving four years of education in three years. Following a model of intensive community engagement shown to work in Bangladesh, the students will be transitioned to government schools having acquired basic literacy and numeracy skills.

**Major funding partner:** UKAID  
**Length of project:** 36 months



## Expected impact

- Train 330 women teachers and community organizers
- Place 9,000 currently out-of-school children (60% girls) from poor and marginalized families, ages 8 to 11, in BRAC schools
- Raise awareness of 9,000-18,000 parents and guardians, primarily mothers, on barriers to their children's education: safety, early pregnancy and marriage, discrimination against girls, and lack of child protection

## Project background

BRAC schools give a second chance to students left behind by state school systems due to poverty, displacement and violence, focusing on quality, relevant education for the poor. With such schools operating in five countries and 1.1 million students currently enrolled, BRAC is currently the world's largest private, secular education provider.

BRAC South Sudan currently operates 225 of these primary schools in four states of South Sudan: Central Equatoria, Jonglei and Lakes. The project will scale up BRAC's education program in these states and expand to two more: Western Equatoria and Western Bahr el Ghazal.

## Low-cost, one-room schools

South Sudan had just emerged from decades of war, leaving millions of children without access to education when BRAC arrived there in 2008. In South Sudan, less than half of students complete primary school. Working closely with the government, BRAC's mission as in Bangladesh is to assist in mainstreaming students into formal government schools. Similar to BRAC's education model in Bangladesh, Afghanistan, Pakistan and Uganda, BRAC South Sudan uses community-based one-room primary schools with sanitary latrines for poor out-of-school children, adapted to compliment the established South Sudan government curriculum.

Close involvement of parents through regular forums strengthens student attendance, maintains responsiveness to community needs, and allows for mobilization of the communities' own resources to support quality education when such opportunities arise.

**BRAC schools give a second chance to students left behind by state school systems due to poverty, displacement and violence, focusing on quality, relevant education for the poor.**

# Support smallholder kitchen gardens and small scale poultry in Sierra Leone

Your contributions of **\$563,500**

unlock a total budget of **\$1,784,446**

to empower

# 200

community agriculture promoters

# 200

community livestock promoters

# reaching

# 21,000

poor women farmers

This project will train and equip poor landless women in food insecure rural areas of Sierra Leone to establish kitchen gardens and small-scale poultry farms. By training 200 community agriculture promoters and 200 community livestock promoters, it will create the conditions necessary for poor smallholder farmers to create success in their own lives and establish greater food security for Sierra Leone.

**Major funding partner:** UKAID  
**Length of project:** 36 months



## Expected impact

- Reduction in hunger, child malnutrition, and poverty among the communities in target areas.
- Successful livelihoods training to at least 21,000 poor, landless women

## Project background

Using methods shown to empower local women both in BRAC's native Bangladesh and in the five countries in Africa where it works, the program will foster entrepreneurship by training women in better farming practices. The program will also include capacity building and community development initiatives, such as agriculture and nutrition awareness training and the establishment of village nutrition committees.

## The role of community promoters

Community promoters are trained by BRAC, but work on a self-employed basis, earning money from the sale of quality inputs such as seeds, fertilizer, tools, chicks, feed and vaccines. They also provide free training to their neighbors.

Since launching in 2008, BRAC Sierra Leone has grown to reach an estimated 780,000 Sierra Leoneans directly through microfinance, agriculture and health programs.

BRAC Sierra Leone also benefits from a regional research and evaluation unit for West Africa that BRAC established in nearby Freetown, the capital, in July 2009. The unit provides analytical support to BRAC programs in Sierra Leone and Liberia.

**BRAC fosters entrepreneurship while also catalyzing community development initiatives, such as agriculture and nutrition awareness training and the establishment of village nutrition committees.**

# Support smallholder kitchen gardens and small scale poultry in Liberia

Your contributions of **\$575,000**

unlock a total budget of **\$1,868,462**

to empower

# 250

community agriculture promoters

# 250

community livestock promoters

# reaching

# 15,000

poor women farmers



This project will train and equip poor landless women in food insecure rural areas of Liberia to establish kitchen gardens and small-scale poultry farms. It will result in a reduction in hunger, child malnutrition, and poverty amongst the communities in the target areas. The wider community in each project operational area will benefit from access to nutrition campaigns and education, demonstration plots, technical assistance and inputs through community promoters. Overall the program will reach over 15,000 direct beneficiaries in Liberia directly and nearly 500,000 will benefit indirectly.

**Major funding partner:** UKAID  
**Length of project:** 36 months



## Expected impact

- Three-day training in homestead gardening for 5,500 women
- Successful livelihoods training to at least 15,000 poor, landless women, including community livestock promoters
- Provide start-up kits of high quality seeds and seedlings for farmers, and birds, vaccines and feed houses for poultry rearers
- Offer refresher trainings and establish village nutrition committees

### Project background

Using methods shown to empower local women both in BRAC's native Bangladesh and in the five countries in Africa where it works, the program will foster entrepreneurship by training women in better farming practices. The program will also include capacity building and community development initiatives, such as agriculture and nutrition awareness training and the establishment of village nutrition committees.

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**Since launching in 2008, BRAC Liberia has grown to reach an estimated 600,000 Liberians directly through microfinance, agriculture and health programs.**

# Develop poultry and livestock value chains in Liberia

Your contributions of **\$260,000**

unlock a total budget of **\$2,600,000**

to empower

# 500

community livestock and poultry promoters

# 400+

wider stakeholders in the livestock value chain

# reaching

# 12,700

smallholder farmers to raise their yields and income



This project will provide food security for poor and vulnerable farmers in Liberia through training of model farmers and community agriculture promoters, contributing to achieving the first UN Millennium Development Goal (to eradicate extreme poverty and hunger) through development of the livestock sector.

**Major funding partner:** European Commission  
**Length of project:** 36 months



## Expected impact

- **25% increase in sustainable livestock production for 12,700 farmers through improved inputs and market linkages.**
- **At least 75% knowledge retention of trained farmers one year after training completion**
- **An estimated 65,000 indirect beneficiaries through families and communities**

## Project background

After quarter of a century of civil war and political instability, Liberia is struggling to recover. An estimated 64% of Liberia's population are currently living in extreme poverty, living on less than \$1 a day. Liberia is ranked 182 out of 187 in UNDP Human Development Index. Agriculture is a key industry for Liberia, and 70% of the population depends on it for their livelihoods but the sector is underdeveloped and productivity is very low, resulting in high levels of food insecurity for agriculture dependent households. The livestock industry is particularly underdeveloped, accounting for only 14% of agricultural GDP.

## Targeting rural women

This project aims to achieve sustainable increases in food security amongst poor, rural farmers, at least 65% of whom are women, in the targeted food insecure areas of Liberia. Through training in improved livestock production and improved processing, plus the development of market linkages, poor farmers and their families will have improved nutrition, increased income and greater resistance to shocks.

Since launching in 2008, BRAC Liberia has grown to reach an estimated 600,000 Liberians directly through microfinance, agriculture and health programs.

**Through improved livestock production, improved processing, and market linkages, poor farmers and their families will have improved nutrition, increased income and greater resistance to shocks.**

# Launch a poultry hatchery and feed mill social enterprise in Liberia

Your contributions of **\$307,722**

unlock a total budget of **\$642,584**

to create

**a social enterprise and a network of community promoters**

reaching

**960**

poultry farmers



This project will establish a parent stock poultry farm, a hatchery and a feed mill in Liberia, and will turn each of them into surplus-generating or break-even social enterprises. BRAC expects this project to create 11 full time jobs, providing over 120,000 day old chicks to 960 poultry rearers within the first three years of operations, while training 200 self-employed community livestock and poultry promoters to distribute agricultural inputs and knowledge of better farming practices to their neighbors. Finally, BRAC expects to create a sustainable business able to operate independently within three years without additional grant funding.

**Major funding partner:** Chevron  
**Length of project:** 36 months



## Expected impact

- Provide 72,000 day-old chicks, benefiting 480 poultry rearers by the second year, rising to 120,000 day-old chicks benefiting 960 rearers by the third year
- Train 200 community livestock and poultry promoters
- By creating a self-sustaining social enterprise, ensure quality feed and lessen dependence on food imports

### Project background

Currently there are no hatcheries and feed mill operations in Liberia. Although a small quantity of day-old chicks and feed are supplied from neighboring countries, prices are high due to transportation costs and animal mortality due to long distance carriage. Moreover, these are not available in rural areas.

### A microfranchising network

BRAC has established itself as a major player in Liberia's poultry and livestock sector by mobilizing a network of over 231 micro-franchised entrepreneurs, called community livestock promoters and community poultry promoters, at 20 BRAC locations throughout the country. They provide affordable agricultural services to their neighbors, just as BRAC community health promoters (which number 100,000 worldwide) provide doorstep delivery of essential healthcare on a self-employed basis. These micro-franchisees, all of whom have a background in poultry and livestock rearing, earn commission income from selling key inputs of feed, vaccines, and other medicines to poultry and livestock rearers.

The poultry hatchery and feed mill take advantage of economies of scale to provide these self-employed community promoters with low-cost inputs, allowing them to earn a better livelihood while providing more and better products and services to their farmer neighbors.

**This social enterprise will work in tandem with a network of agriculture promoters throughout the country to provide farmers access to higher-quality inputs.**

# Catalyze innovation in Tanzania's agriculture sector

Your contributions of **\$641,472**

unlock a total budget of **\$2,191,676**

to create

# 840

community agriculture promoters

# reaching

# 70,000

small scale farmers



The project will raise the skills, capacities, productivity and incomes of small and marginal farmers, with a special focus on women. The project will provide comprehensive support including high quality inputs, capacity building and technology transfer. BRAC-trained self-employed community agriculture promoters also act as model farmers, providing free advice to their neighbors about smart farming practices.

**Major funding partner:** UKAID  
**Length of project:** 36 months



## Expected impact

- **Improve agricultural productivity by 25% and increase the income of farming families by 30 percent for 70,000 small farmers (84 percent women) within 3 years**
- **Increased access to new technologies and quality and affordable input supplies, enabling them to increase productivity**

### Project background

Tanzania is far behind achieving the first of the UN's Millennium Development Goals (to eradicate extreme poverty and hunger), with 33.6% of people still live below the poverty line. The number of absolute poor actually increased by 1.3 million in 2007, and has not significantly improved. Seventy-four per cent of Tanzania's poor people live in rural areas and depend on poor yielding livestock and agriculture. The government estimates 28.7% of the population is chronically suffering from shortage of food. Despite playing an important role in agricultural production, women have little access to training, technology and input supply to improve production and earn decent livelihoods. Only 10% of farmers are using improved varieties of seed.

### A package of training and better inputs

The proposed model of agriculture and livestock provides the entire package needed by a farmer to improve productivity and increase her or his farm income, using methods successful in Bangladesh, adapted to a Tanzanian context. This includes the monthly refresher trainings for self-employed community agriculture promoters (mainly women), who distribute high-quality seeds and other inputs on a micro-franchised basis. In addition to earning a livelihood from the margins of goods sold, they also act as model farmers, providing free advice to their neighbors about smart farming practices.

Since launching in Tanzania in 2006, BRAC has become a major development organization and provider of microfinance. We now operate 104 branches in 44 districts with more than 111,500 microfinance members.

**In additional to earning a livelihood from the margins of goods sold, promoters spread the knowledge they have gained.**

## Financial Summary

Portfolio item	Total grant	Committed funds	Needed
<b>Make a limb and brace center self-sustaining in Haiti</b>	<b>\$1,032,315</b>	<b>\$825,852</b>	<b>\$206,463*</b>
<b>Build a maternal healthcare network to reach Liberia's poorest</b>	<b>\$3,060,029</b>	<b>\$2,287,833</b>	<b>\$772,196*</b>
<b>Stamp out TB in the world's newest country, South Sudan</b>	<b>\$547,037</b>	<b>\$492,257</b>	<b>\$54,780*</b>
<b>Subtotal health</b>	<b>\$4,639,381</b>	<b>\$3,605,942</b>	<b>\$1,033,439*</b>
<b>Educate girls and trigger the girl effect in Afghanistan</b>	<b>\$20,136,036</b>	<b>\$19,157,500</b>	<b>\$978,536*</b>
<b>Open primary schools for girls and boys in South Sudan</b>	<b>\$4,849,925</b>	<b>\$3,637,073</b>	<b>\$1,212,852*</b>
<b>Invest in a new generation of teachers for Pakistan</b>	<b>\$963,320</b>	<b>\$810,009</b>	<b>\$153,311*</b>
<b>Subtotal education</b>	<b>\$25,949,281</b>	<b>\$23,604,582</b>	<b>\$2,344,699*</b>
<b>Launch a poultry hatchery and feed mill social enterprise in Liberia</b>	<b>\$642,584</b>	<b>\$375,000</b>	<b>\$267,584*</b>
<b>Develop poultry and livestock value chains in Liberia</b>	<b>\$2,600,000</b>	<b>\$2,340,000</b>	<b>\$260,000*</b>
<b>Support smallholder kitchen gardens and small scale poultry in Liberia</b>	<b>\$1,868,462</b>	<b>\$1,368,462</b>	<b>\$500,000*</b>
<b>Support smallholder kitchen gardens and small scale poultry in Sierra Leone</b>	<b>\$1,784,446</b>	<b>\$1,294,446</b>	<b>\$490,000*</b>
<b>Catalyze innovation and raise productivity in Tanzania's agriculture sector</b>	<b>\$2,191,676</b>	<b>\$1,633,874</b>	<b>\$557,802*</b>
<b>Subtotal livelihoods</b>	<b>\$9,087,168</b>	<b>\$7,011,782</b>	<b>\$2,075,386*</b>
<b>Subtotals</b>	<b>\$39,775,830</b>	<b>\$34,222,395</b>	<b>\$5,453,524*</b>
Grantmaking, due diligence, reporting			\$818,029
<b>Grand total to be raised</b>			<b>\$6,271,552</b>

\*Does not include grantmaking, due diligence and reporting

## About BRAC USA

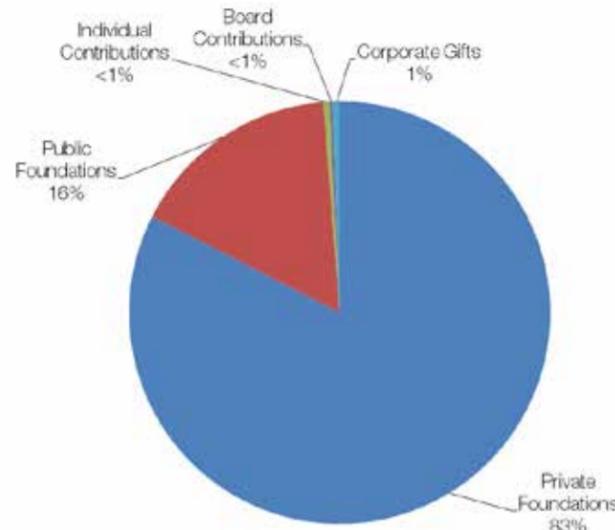
Contributors to BRAC Impact Grants will receive independent grant management services from BRAC USA, including due diligence, continuous monitoring and impact measurement.

Founded in 2006 to advance BRAC's mission to empower people and communities in situations of poverty, illiteracy, disease and social injustice, BRAC USA is an independent U.S. nonprofit with 501(c) 3 tax-exempt status.

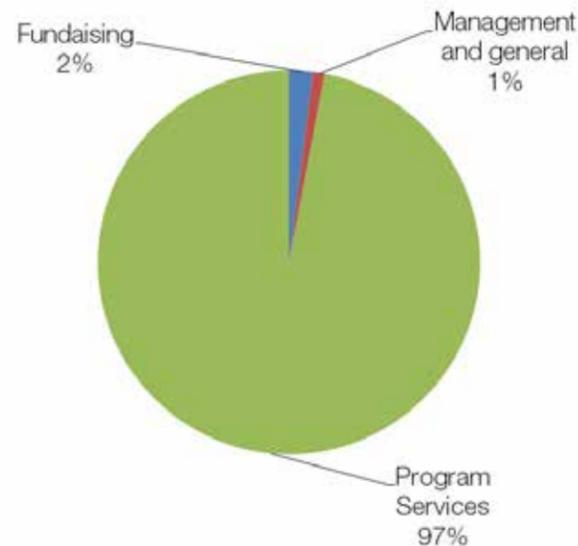
Although part of the BRAC family of organizations, BRAC USA is a grantmaking organization governed by an independent Board of Directors, chaired by Lincoln Chen, M.D., president of the China Medical Board of New York, former chair and current board member of CARE, former director of the Global Equity Initiative at Harvard University, and former executive vice-president of the Rockefeller Foundation. The BRAC USA Board of Directors assumes ultimate fiduciary responsibility for outgoing grants.

As a learning organization, BRAC is often its own harshest critic. Utilizing both its own and BRAC's internal resources, including the BRAC Research and Evaluation Unit ([bracresearch.org](http://bracresearch.org)), BRAC USA will provide donors with regular reports on how their investments are performing in terms of human lives and measurable outcomes, tracking both success and failure.

## BRAC USA funding sources



## BRAC USA expenses



# Dare to think BIG

This is likely one of the most important investments you'll ever make.

Please join us to empower people to bring about change in their own lives.

**Thank you.**

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creating  
**opportunity**  
for the  
world's  
poor **on a**  
**massive**  
**scale**



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