



ANNUAL
REPORT 2020

 **brac**
স্বাস্থ্য, পুষ্টি ও জনসংখ্যা কর্মসূচি



“

The inequalities that create divisions of rich and poor, powerful and powerless, are made by humans. So change is also possible through human acts of compassion, courage and conviction. Giving people hope, investing in confidence and reminding them of their own self-worth have been a consistent ethos across all of BRAC's work. I have spent my life watching optimism triumph over despair when the light of self-belief is sparked in people. As a team, I want us to keep lighting these sparks. Our work should always reflect our faith in human spirit and our respect for their inherent power.

”

Sir Fazle Hasan Abed
Founder, BRAC

In his last letter to BRAC staff in 2019

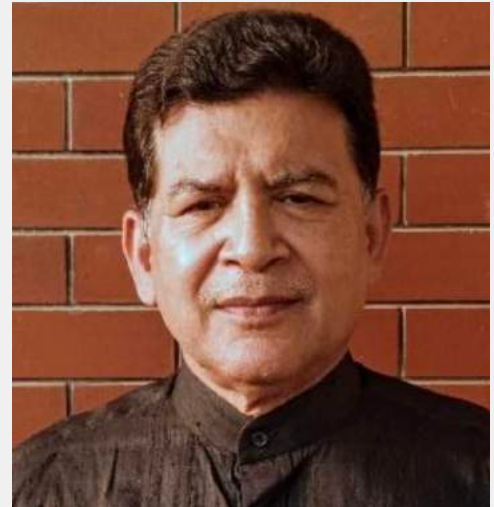
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Note:

All USD figures in this report are based on the exchange rate of 31 Dec 2020.

STEADFAST IN OUR COMMITMENTS



COVID-19 and the 'new normal' brought about by the pandemic's all-encompassing impact has accentuated inequalities to worryingly new levels. The historic trend towards declining poverty has seen a pause, if not a reversal. Significant numbers have been pushed below poverty and the 'new poor' has become a major focus of policy debates. Having weathered one year of the disruptions caused by COVID-19, Bangladesh is now struggling under a new wave. Health, economy and education all stand upended by uncertainties which appear to see no end in sight. Millions of children are missing out on learning opportunities in their most formative years. Vaccination, key to containing COVID-19, is beset with vaccine supply chain uncertainties. Meanwhile, the global landscape is witnessing both turmoil and renewal in many areas that are core to BRAC's mission.

True to its core principles and values, which are the legacy of BRAC's founder Sir Fazle Hasan Abed, BRAC has firmly kept its focus on the poor, vulnerable and marginal groups who have been disproportionately affected by the pandemic. Microfinance, enterprises and programmes as well as the entire BRAC staff have shown extraordinary resilience against extraordinary difficulties. Challenges remain. But BRAC and its staff, from headquarters to the field, have been tested and emerged stronger. Staff and organisational capacities have been repurposed where necessary. A collaborative approach, both with the government, other NGOs and even the private sector have been pursued wherever these have been seen as meaningful. BRAC has led the way in energising community engagement in spreading awareness on COVID-19 health protocols. Microfinance and enterprises kept faith with borrowers and artisans, and this played a major role towards the larger goal of recovery. Programmes went the extra mile to engage

with new vulnerabilities - water needs in salinity-affected coastal areas, risks of learning loss for children of primary schools due to prolonged school closure, returned migrants with little or no assets, the relocation of displaced Myanmar nationals. BRAC's focus in each case has been to explore innovations that address specific needs and have the potential for larger impacts.

Pandemic, climate change and rising inequalities have marked the start of a new decade. The youth are impatient for meaningful answers to each of these. BRAC will have to address both the challenges of the present and the future simultaneously. We have to bring a new edge to our strategic planning. The Chairperson's 'strategic adda' initiative will hopefully strengthen scenario planning engagements on emerging priorities such as climate change.

Every year is an eventful year for BRAC. Some, however, are more eventful than others, as have been these COVID-19 years. We see the challenges. But we also see the opportunities. Everyone - board members, management, staff at headquarters and in the field - has a role to play. The determination to be active and to be a part of the larger collective effort to bring about beneficial change will guide us. This is what Abed bhai envisioned. This is the path we will steadfastly tread.

A handwritten signature in black ink, appearing to be 'Hossain Zillur Rahman'.

DR HOSSAIN ZILLUR RAHMAN

Chairperson
BRAC



RESILIENCE AGAINST ALL ODDS

The year 2020, the first one BRAC has faced since the passing of our founder, has been a challenging one. The year was marked by overlapping crises, as the same restrictions which kept us safe from COVID-19 pushed millions into starvation. The strongest cyclonic storm ever recorded in the Bay of Bengal hit the southern coastal regions, while the longest flood in three decades inundated the northern regions. Bangladesh continued to support almost one million Rohingyas after they fled from Myanmar in 2017. Millions lost years of progress, and the 'new poor' emerged, as millions of people were newly pushed into poverty.

But we are far from diminished. As Bangladesh and BRAC, born one year apart, are both hitting the half century mark, they tell the story of defiant optimism, written by the unfaltering resilience of its people. BRAC has grown up with Bangladesh, with that spirit of finding a way against all odds.

As much as 2020 has been a year of grief, it has equally been one of strength. Necessity has bred courage, innovations and, ultimately, solutions. While healthcare workers, police officers, journalists and delivery services' staff provided essential services across the country, BRAC supported the government to reach awareness and services to communities. We have had new partners along the way. We are grateful to all our partners for standing by and having faith in us.

Over 100,000 BRAC staff stayed on the ground throughout the pandemic. In parallel with supporting

people, we innovated to find new ways to continue delivering essential services. 50,000 community health workers provided healthcare, with maternity clinics remaining open. A remote learning model was developed that prioritised mental health and was delivered across mobile phones, radio and television. As rates of child marriage and domestic violence rose, legal consultations and alternative dispute resolutions were conducted online. If there is one theme that defined BRAC's work in Bangladesh in 2020, it was resilience.

The same resilience is required going forward, as Bangladesh progresses towards becoming a middle-income country. Partnerships, research and innovation will pave the way to building back better, and continue to enable us to stay relevant to the needs of the people who need it the most.

I do not expect that 2020 will be seen as an extraordinary year, as compared to years ahead, as the effects of climate change continue to accelerate. But, as this year has shown us, we will be ready. In the words of Rabindranath Tagore, who our founder often quoted: "Let me not pray to be sheltered from dangers but to be fearless in facing them."

A handwritten signature in black ink, appearing to read 'Asif Saleh'.

ASIF SALEH

Executive Director
BRAC



DEFINING THE NEXT 50 YEARS

Social enterprises have always been a vibrant sector of the Bangladesh economy and a powerful contributor to the country's development. Bangladesh has been a global pioneer in developing social enterprise models such as microfinance, which will have an even bigger role to play as the country moves forward.

As Bangladesh progresses towards becoming a middle income economy, traditional grant-based models of social development will need to evolve into sustainable models of delivery. New models will be required to address emerging human development needs.

There is no better place to draw inspiration from than the dynamic social enterprise sector. The social enterprise movement in Bangladesh was built from the ground up, driven by the aspirations of millions of people determined to create lives for themselves and their families. Even in 2020, amongst all the upheaval caused by COVID-19, BRAC's social enterprises rose to the challenge. Our enterprises transformed overnight to continue operating in a new normal. Veterinary services were delivered to farmers over phones. Mobile wallets enabled emergency cash and payments to be transferred instantly to artisans in the most remote corners of the country. New distribution mechanisms were explored, so as people stayed at home, products came to their doors. Despite the restrictions, our staff were more connected than before, both to each other and to the people and communities they serve. The shift towards digital services was significant and will continue to shape the way we work as we recover from the pandemic and beyond.

The dynamics in rural Bangladesh saw significant shifts. Job losses in cities and shrinking labour markets across the country catalysed rapid reverse migration. People fled back to villages from cities and towns, triggering a renewed interest in the agriculture sector among erstwhile city dwellers as people were forced to find new livelihoods. BRAC's agro enterprises showed significant resilience and growth during the pandemic.

BRAC Enterprises stood by our micro-entrepreneurs, artisans and farmers, and their communities, many of which lost years of progress. Aarong expanded its e-commerce platform, which now takes Bangladeshi-made products to the UK, USA and Australia. Aarong Earth was launched, recognising that people, especially the youth, are becoming more environmentally conscious. Aarong Dairy opened direct home deliveries.

While the year has been one of much grief and difficulty, it has also been marked by strength, resilience and growth. As Bangladesh approaches its 50th birthday, I remain hopeful that these qualities of hard work, resilience and creativity which define our people will mark the next 50 years of our country's progress.

A handwritten signature in black ink that reads "Tamara Abed".

TAMARA HASAN ABED

Managing Director
Enterprises, BRAC



BUILDING A WORLD WE WANT

The idea behind BRAC is to change systems of inequity. We act as a catalyst, creating platforms for people to realise their potential. We were born in Bangladesh and are almost self-sustainable in Bangladesh through our own network of social enterprises and investments. We now operate in 11 countries across Asia and Africa.



SOCIAL DEVELOPMENT

Facilitating social transformation through eight programmatic priorities:

Eliminating extreme poverty, expanding financial choices, employable skills for decent work, climate change and emergencies, gender equality, universal healthcare, pro-poor urban development, investing in the next generation.



HUMANITARIAN RESPONSE

Responding to natural and manmade disasters across the country and providing comprehensive services to Rohingya and host communities in Cox's Bazar.



SOCIAL ENTERPRISES

Solutions for social challenges and surplus for greater impact: Initiatives that engage individuals, micro and small enterprises as suppliers, producers, and consumers.





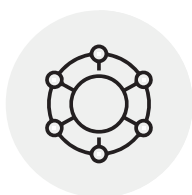
INVESTMENTS

Socially responsible companies that assist us in our mission. Our network of investments helps us strive towards the goal of self-sustainability.



BRAC UNIVERSITY

Creating a functional elite responsive to the needs of the whole of society. This includes providing the tools required in health, education, governance, and business to change systems of inequity that keep people trapped in poverty and discrimination.



STICHTING BRAC INTERNATIONAL

Set up as a non-profit foundation in the Netherlands to govern and manage all BRAC entities outside Bangladesh, except for our affiliates. The entities are legally registered with relevant authorities in compliance with all applicable legal and regulatory requirements.



AFFILIATES

BRAC USA

The North American affiliate of BRAC. BRAC USA provides comprehensive support to BRAC around the world by raising awareness about its work and mobilising resources to strengthen programmes.

BRAC UK

The European affiliate of BRAC. BRAC UK works to raise resources for BRAC programmes in Africa and Asia by developing partnerships with local and global organisations, donor agencies, academic and research institutions, and governments.

VISION

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

MISSION

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

VALUES

Integrity

Innovation

Inclusiveness

Effectiveness





SAFEGUARDING AT BRAC: REPORTING AND RESPONSE MECHANISM

BRAC began strengthening its safeguarding compliance practices in 2019, and has since committed to ensure that safeguarding measures are incorporated across all levels of the organisation. The reporting and response mechanism is an important part of the overall safeguarding process.

BRAC has been working to strengthen its central helpline centre with a highly ethical standard, one that is non-discriminatory, confidential, accessible to all, sensitive and respectful to children, women, persons with disabilities and includes programme participants, partners and people living within the humanitarian context. The helpline's support officers are trained through the lens of gender-sensitivity, primary psychosocial support, safeguarding, as well as in technical aspects. A guideline has been developed to better support the officers on communicating with survivors, maintaining a survivor-centric approach.

Three channels of reporting exist at BRAC: i) First (or second) supervisor, ii) safeguarding champions ii) helpline centre through emails, letters, and mobile phone calls, and iii) Whistleblowing, while keeping anonymity.

BRAC's investigation pool has 83 trained investigators, in total, to inquire into reported complaints. They maintain an organisational

inquiry procedure and ethical standards. Guidelines on reporting incidents have been developed and disseminated, which comprise information on reporting channels, types of behaviours that can be reported, as well as designated roles and responsibilities of each concerned entity to address the complaint.

Two complaint review committees - the grievance management committee (GMC) and the sexual harassment redressal committee (SHRC) - are playing an important role to hear and provide recommended decisions on the inquiries and review findings (with the opportunity of a hearing to the alleged person). The committees sit monthly and more often if required, on the basis of need.

The option of an appeal to an independent ombudsperson is available, if any party involved is not satisfied with the decision taken by the committee. The ombudsperson can review the decisions or reopen the cases for further inquiry.

To promote safeguarding practices at BRAC, awareness campaigns have been included: online campaigns on code of conduct and helpline support services, newsletters, interactive sessions with staff members, videos on policies, series of training orientations, and dissemination of posters and stickers.

During the COVID-19 pandemic, BRAC Safeguarding Unit developed additional awareness materials, online training modules, and communicated with the safeguarding champions' team (31 champions from across BRAC) to ensure harmful incidents are prevented and cases of safeguarding violations are reported.

After introducing the safeguarding policy and the code of conduct, and after embedding these in BRAC through different mechanisms and systems, issues were raised on various safeguarding violations (bullying, discrimination, neglect, intimidating) which were previously less reported. Additionally, people are now using whistleblowing channels (anonymous complaints) and raising complaints on behalf of their colleagues.

All sexual offences are inquired into with urgent promptness and ethical standards. Line managers deal with some of the non-sexual issues through individual feedback/mentoring process and/or discussing issues in the staff meeting commonly, without pointing to any individuals.

BRAC ACROSS THE WORLD



USA

Initiated: 2007

An independent charity to raise profile and funds for BRAC globally



UK

Initiated: 2006

An independent charity to raise profile and funds for BRAC globally



SIERRA LEONE

Initiated: 2008

AFSL, YE, Health, EPRP, MF



RWANDA

Initiated: 2018

MF



LIBERIA

Initiated: 2008

AFSL, Education, YE, UPG, Health, MF



SOUTH SUDAN

Initiated: 2007

AFSL



UGANDA

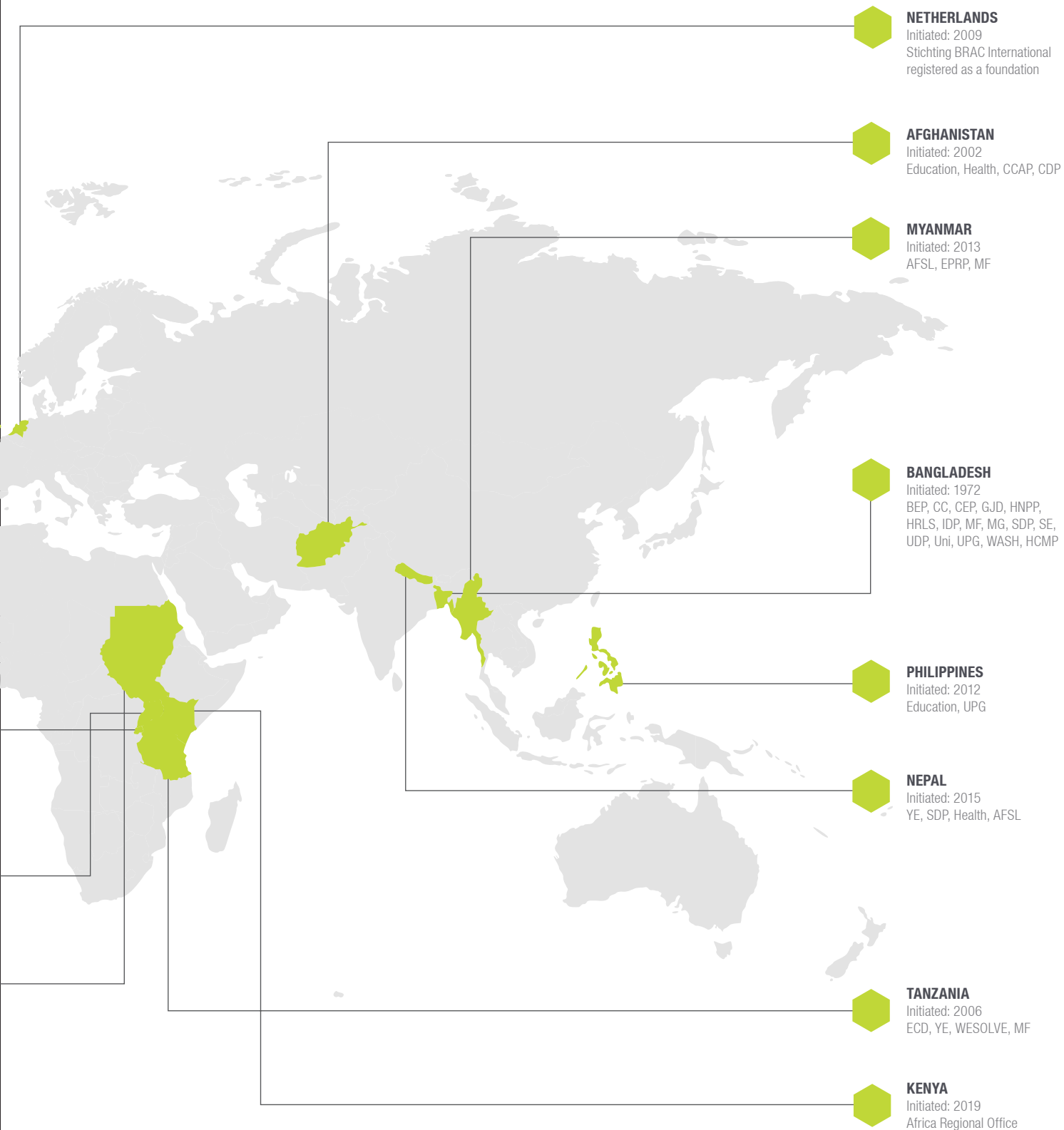
Initiated: 2006

AFSL, Education, ECD, YE, EPRP, Health, UPG-DI, MF

AFSL: Agriculture, Food Security and Livelihood
BEP: BRAC Education Programme
CC: Climate Change
CCAP: Citizens' Charters Afghanistan Project
CEP: Community Empowerment Programme
CDP: Community Development Programme
ECD: Early Childhood Development
EPRP: Emergency Preparedness and Response Programme

GJD: Gender Justice and Diversity
HNPP: Health, Nutrition and Population Programme
HRLS: Human Rights and Legal Aid Services
HCMP: Humanitarian Crisis Management Programme
IDP: Integrated Development Programme
MG: Migration
MF: Microfinance
SE: Social Enterprises
SDP: Skills Development Programme

UDP: Urban Development Programme
Uni: University
WASH: Water, Sanitation and Hygiene
UPG: Ultra Poor Graduation
UPG-DI: Ultra Poor Graduation—Disability Inclusive
WESOLVE: Women Entrepreneurship through Solar Value chain for Economic Development
YE: Youth Empowerment



2020 AT A GLANCE: IN BANGLADESH



101,396 households graduated from extreme poverty

+ **COVID-19 spotlight: 118,242** participants received cash support, hygiene materials and awareness on COVID-19. Dry rations, agriculture and livestock inputs mobilised for **117,635** participants from government and village communities



105,374 people (including **30,270** women and **1,519** persons with disabilities) reached through skills training and decent work interventions

+ **COVID-19 spotlight: 15,830** people received emergency cash support and **92,525** hand sanitisers distributed



246,871 outpatient consultations conducted in **11** health facilities in the Rohingya camps in Cox's Bazar

+ **COVID-19 spotlight: 1.36 million** people reached through awareness messages in the camps and host communities in Cox's Bazar



8.18 million total clients reached with financial services and **USD 4.5 billion** disbursed in loans

+ **COVID-19 spotlight: USD 17 million** emergency cash transferred to **700,000** households through digital financial services



656,950 people in hard-to-reach situations such as *haor* (wetlands) regions supported with healthcare, telemedicine services and climate-resilient technologies

+ **COVID-19 spotlight: 1.42 million** people (including **900,000** people involved in rice harvesting) received awareness messages in hard-to-reach areas



556,531 people reached through awareness activities on safe migration, human trafficking and reintegration of returnee migrants, and **9,510** returnee migrants received immediate support after arriving at the airport

+ **COVID-19 spotlight: 2,739** returnee migrants received tele-counseling services through mobile phones and **5,856** returnee migrants received emergency cash assistance



104,678 people made aware of their legal rights and provided with legal aid, and **USD 5.1 million** recovered through Alternative Dispute Resolution and court cases

+ **COVID-19 spotlight: 4,100** disputes resolved through Online Dispute Resolution



9.7 million reproductive, maternal, neonatal, child and adolescent health, nutrition, non-communicable diseases, disability and eye care services were received by people

+ **COVID-19 spotlight: 63 million** people reached with prevention and protection information

2020 AT A GLANCE: IN BANGLADESH



608,813 people living in urban slums received low-cost housing, infrastructure development, livelihood support, urban agriculture, water, hygiene and sanitation services

+ **COVID-19 spotlight:** **1.8 million** people living in urban slums across 20 cities received food and cash support, hand washing facilities and hygiene promotion



107,135 people gained access to safe drinking water and **52,513** people gained access to safely-managed sanitation facilities

+ **COVID-19 spotlight:** **1,000** hand washing stations installed at public places and **203,381** people reached with awareness messages in **20** upazilas with high infection rates



50,000 households received holistic emergency response support in areas affected by flood and **10,600** households received holistic emergency response support in the aftermath of Cyclone Amphan

+ **COVID-19 spotlight:** **430,153** households received cash stipends and food and **7,300** students received protective items



748,679 students accessed inclusive learning opportunities in BRAC schools and neuro developmental disability centres

+ **COVID-19 spotlight:** **748,679** students continued learning through at-home learning platforms such as mobile phones, television and community radio, and **214,860** pre-primary students from government primary schools were reached through radio schools



1.99 million people sensitised on violence against women and children, and **4,925** BRAC staff and **11,798** volunteers trained on gender sensitivity



40,867 households in climate vulnerable situations supported in building resilience to climate change
+ COVID-19 spotlight: 8,900 people received awareness and safety messages



13,317 survivors of violence supported with medical, psychosocial and rehabilitation services, and **4,608** women referred for legal aid services

+ COVID-19 spotlight: 9.8 million people reached with awareness messages through members of *Polli Shomaj* (women-led institutions), local cable networks and community radio network



1.74 million symptomatic cases screened for TB, of which **230,049** cases were diagnosed and started treatment. **1.25 million** symptomatic cases were screened for malaria and **1.31 million** long-lasting insecticidal nets were distributed for malaria prevention

+ COVID-19 spotlight: 2.2 million people in the Chittagong Hill Tracts oriented on COVID-19 awareness and care, and **80** COVID-19 sample collection booths and **42** GeneXpert machines were introduced for TB-COVID-19 bidirectional tests with the Government of Bangladesh

DEVELOPMENT PARTNERS

GOVERNMENT ALLIANCES

BRAC has a long history of working in collaboration with the Government of Bangladesh. Our joint effort has significantly contributed to attaining many of the Millennium Development Goals. Below are the names of some of the ministries and Government units that we have been closely working with.

- The Prime Minister's Office
- NGO Affairs Bureau
- Cabinet Division
- Ministry of Labour and Employment
- Ministry of Railways
- Ministry of Shipping
- Ministry of Water Resources
- Ministry of Women and Children Affairs
- Ministry of Youth and Sports
- Economic Relations Division
- National Human Rights Commission of Bangladesh
- Department of Haor and Wetland Development Board (*under Ministry of Water Resources*)
- Ministry of Social Welfare

STRATEGIC PARTNERS

The Strategic Partnership Arrangement (SPA) is a partnership between BRAC, the UK Government and the Australian Government, based on shared goals, clear results and mutual accountability. Since 2011, BRAC, the Department for International Development (DFID), and the Department of Foreign Affairs and Trade (DFAT) have been working together to tackle key development challenges more effectively, efficiently, and collaboratively.

The second phase of the SPA spans from 2016-2020 and supports BRAC's overarching strategy, in line with the Sustainable Development Goals. Core funding provided through the SPA helps BRAC deliver tangible results for people living in poverty in Bangladesh while enabling it to strengthen its organisational systems and sustainability. The SPA partnership also seeks to influence development practices in Bangladesh and globally through shared learning and advocacy.

Through engaging in a partnership with DFID and DFAT, BRAC has been able to reduce the transaction costs of aid and facilitate greater focus on high-level outcomes rather than inputs. Through the provision of core funding, the partnership enables BRAC to develop programmes addressing the changing needs of the people of Bangladesh, build institutional capacity and more holistic response to poverty reduction. This partnership also has a strong focus on innovation in Bangladesh and globally.



MAJOR DONORS



RESEARCH AND LEARNING PARTNERS



BRAC MANAGEMENT

EXECUTIVE MANAGEMENT



DR MUHAMMAD MUSA
Executive Director
BRAC International



ASIF SALEH
Executive Director
BRAC



TAMARA HASAN ABED
Managing Director
Enterprises, BRAC



SHAMERAN ABED
Senior Director
Microfinance and Ultra-Poor Graduation
BRAC and BRAC International



TUSHAR BHOWMIK
Chief Financial Officer
BRAC



KAM MORSHED
Senior Director
Advocacy for Social Change, Migration,
Partnership Strengthening Unit,
Social Innovation Lab, Technology
BRAC



MOHAMMAD ANISUR RAHMAN
Senior Director
Enterprises, BRAC



NELLY ENWEREM-BROMSON
Senior Director
Programme Development, Resource
Mobilisation & Learning
BRAC and BRAC International

DIRECTORS



AFM SHAHIDUR RAHMAN
Director, Programme Development Asia and Programme
Development, Resource Mobilisation & Learning
BRAC and BRAC International



AHMED NAJMUL HUSSAIN
Director, Administration and Road Safety
BRAC



ANNA MINJ
Director, Community Empowerment and
Integrated Development, BRAC



AUDREY AHWAN
Director, Programme Development, Resource Mobilisation
& Learning, BRAC and BRAC International



CASSANDRA NELSON
Director
Communications, BRAC International



HANS ESKES
Director
BRAC International Holdings BV



MARIA HUQ
Director, Human Resources
BRAC



MD AKRAMUL ISLAM
Director, Communicable Diseases and
Water, Sanitation & Hygiene, BRAC



MD LIAKATH ALI
Director, Climate Change, BRAC and BRAC International
Urban Development, BRAC



DR MORSEDA CHOWDHURY
Director
Health, Nutrition and Population, BRAC



MOUTUSHI KABIR
Director, Communications, Learning and
Leadership Development, BRAC



MUNMUN SALMA CHOWDHURY
Director, Human Resources
BRAC International



NANDA DULAL SAHA
Director, Internal Audit
BRAC and BRAC International



NOBONITA CHOWDHURY
Director, Preventing Violence Against Women Initiative and
Gender Justice & Diversity, BRAC



PALASH KANTI DAS
Director
Ultra-Poor Graduation, BRAC

DIRECTORS



RACHEL LINDSAY HAGGARD KABIR
Director, Chairperson's Office
BRAC



M MAKBUL HOSSAIN
Director
Operations, BRAC



RUTH OKOWA
Director, Africa Region
BRAC International



SAFI RAHMAN KHAN
Director
Education, BRAC



SAIEED BAKHT MOZUMDER
Director, Tea Estates
BRAC



MD SAJEDUL HASAN
Director, Humanitarian Programme
BRAC and BRAC International



SHEELA RUBINA RAHMAN
Director, Legal & Compliance
BRAC



SK JENEFA KHANOM JABBAR
Director, Human Rights & Legal Aid Services,
Social Compliance and Safeguarding
BRAC



SONIA WALLMAN
Director, Grant Management and Programme
Development, Resource Mobilisation & Learning
BRAC and BRAC International

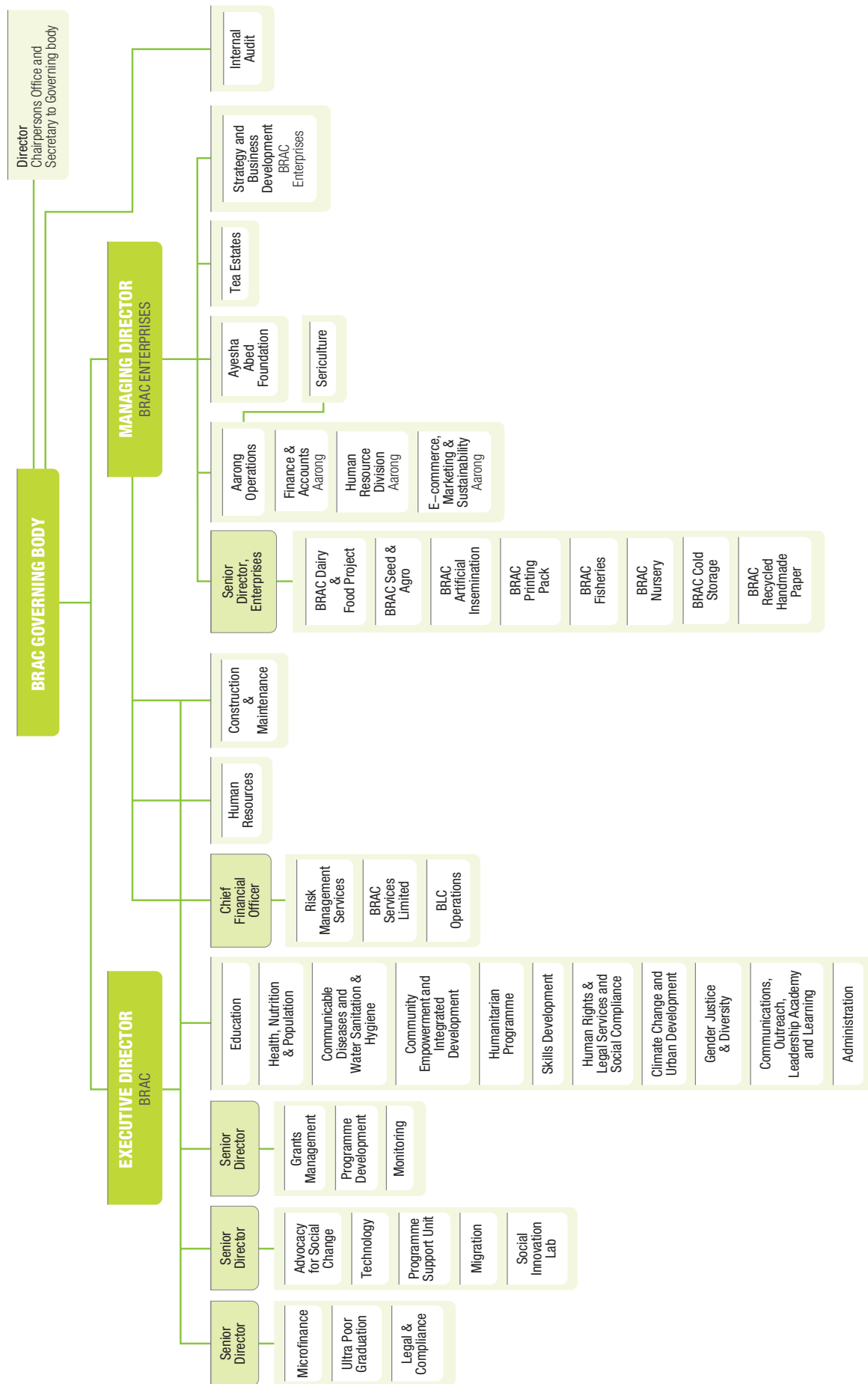


SYED ABDUL MUNTAKIM
Director, Finance
BRAC International



SYED MAZBAHUL MORSHAD
Chief Engineer
BRAC

BRAC ORGANOGRAM



BRAC GENERAL BODY

The General Body is the collective name for the members of the Society registered in Dhaka on 21 March 1972 as the 'Bangladesh Rehabilitation Assistance Committee' under the Societies Registration Act 1860. On 15 June 1992, the name of the Society was changed to 'BRAC'.

The General Body presently comprises the following 25 members:

Dr Debapriya Bhattacharya	Tamara Abed
Abdul–Muyeed Chowdhury	Asif Saleh
Shabana Azmi	Dr Fawzia Nazli Rasheed
Syed S. Kaiser Kabir	Victoria Balyejusa Sekitoleko
Shafiqul Hassan	Marilou van Golstein Brouwers
Irene Zubaida Khan	Melissa Parke
Sylvia Borren	Dr Hossain Zillur Rahman
Parveen Mahmud	Ameerah Haq
Advocate Syeda Rizwana Hasan	Fathima Dada
Adeeb Hossain Khan	Gregory Chen
Dr Muhammad Musa	Lord Mark Malloch–Brown KCMG
Faruque Ahmed	Simone Sultana
Shib Narayan Kairy	

Under the Rules and Regulations of BRAC, the General Body elects the Governing Body.

At the BRAC Annual General Meeting on 29 July 2020, the General Body adopted BRAC's audited financial statements for the calendar year 2019, appointed BRAC's external auditors for the calendar year 2020 and financial Financial Years 2019-2020 and 2020-2021, and elected the members of the Governing Body.

BRAC GOVERNING BODY



Dr Hossain Zillur Rahman
Chairperson

Economist and social thinker, **Hossain Zillur Rahman** is a leading policy voice of Bangladesh with wide-ranging experiences within and outside the government. Holding a Masters in Economics (Dhaka University) and PhD in Political Sociology (Manchester University), Dr Rahman founded the Dhaka-based think-tank Power and Participation Research Centre (PPRC) in 1996 and was elected Chairperson of BRAC, Bangladesh in 2019. He led the internationally known 62-village Analysis of Poverty Trends Project at the Bangladesh Institute of Development Studies (1989-98) and was Lead Consultant in drafting Government of Bangladesh's poverty reduction strategy in 2004. He was appointed a member of the Independent South Asian Commission on Poverty Alleviation (2003-06) and also served on the board of the central bank of Bangladesh. Dr Rahman has authored influential works such as *Rethinking Rural Poverty* (SAGE, 1995), *Local Governance and Community Capacities* (UPL, 2002); *Governance and State Effectiveness in Asia* (PPRC/IDS: 2006); *Unbundling Governance* (PPRC, 2007); *Researching Poverty from the Bottom up* (PPRC/Grameen Trust, 2007); *Bangladesh 2030: Strategy for Accelerating Inclusive Growth* (DCCI/PPRC, 2010); *Bangladesh Urban Dynamics* (PPRC/World Bank, 2012); *Bangladesh: Primary Education Stipends* (PPRC/UNICEF, 2013); *Social Protection in Bangladesh* (UPL, 2014); *Road Safety in Bangladesh* (PPRC/BRAC, 2014); *Realizing UHC Goals: Challenges & Opportunities for Bangladesh* (PPRC, 2016); *The Urban Spectrum: Metropolitan to Mofussil* (PPRC/BBS, 2016); *Exploring a more effective pro-poor targeting approach* (PPRC/USAID, 2018). Dr Rahman was a key contributor to the adoption of a national social security strategy and remains an active policy researcher on issues of sustainable urbanisation, social protection, health, inclusive growth, quality education, governance, WASH, road safety and population policies.

Dr Rahman served as Advisor (Cabinet Minister) for the ministries of Education and Commerce in the Caretaker Government of Bangladesh (2007-08) and was credited with a lead role in the subsequent return of Bangladesh to electoral democracy. He was awarded the Dr John Meyer Global Citizenship Award by the Institute for Global Leadership, Tufts University in 2009. Dr Rahman was one of the three awardees of the Gold Medal Award 2013 of Rotary International Bangladesh for his services to humanity.



Adeeb H Khan
Member

Adeeb H Khan qualified as a Chartered Accountant in England in 1991 and is the head of KPMG operations in Bangladesh (Senior Partner, Rahman Huq and Chairman, KPMG Advisory Services Limited). In addition to BRAC, his other involvements include being a Council member of the Institute of Chartered Accountants of Bangladesh (ICAB) since 2013. He was the president of ICAB in 2017. He is a Board member of Metropolitan Chamber of Commerce & Industry (MCCI), the oldest and one of the most prestigious trade chambers of Bangladesh, chairing its Taxation Sub-Committee. He is a member of the Board of Trustees of Asian University for Women. He is a member of the Executive Committee of Bangladesh Legal Aid Services Trust (BLAST). Mr Khan's past experience in a directorial role include Biman Bangladesh Airlines, the national Flag carrier, Electricity Generation Company of Bangladesh Limited, etc. He frequently speaks at various forums on matters connected to taxation, corporate governance, and regulatory reform.



Adv Syeda Rizwana Hasan
Member

Advocate Syeda Rizwana Hasan Syeda Rizwana Hasan is an enrolled lawyer with the Supreme Court of Bangladesh. She is the chief executive of Bangladesh Environmental Lawyers Association (BELA) which was awarded the Tang Award from Taiwan for its contribution in the arena of Rule of Law (2020). Her main focus is to promote environmental justice in Bangladesh.

Rizwana did her masters and graduation in law from the University of Dhaka with distinction. She started her career with BELA in 1993 and is continuing to work with the same organisation.

Rizwana's area of work includes vehicular, river and industrial pollution, ship breaking, grabbing of wetlands, cutting of hills, unregulated mining, unplanned urbanisation, commercial shrimp cultivation, deforestation and loss of biodiversity.

Rizwana is a visiting faculty in the University of Asia Pacific, State University, Eastern University and North South University.

Rizwana is a member of NGOs including RDRS, Friends In Village Development Bangladesh, Nijera Kori, Association of Land Reforms and Development and BRAC. Rizwana serves as a member of various committees formed by the government on environmental issues.

Rizwana is an amigas (a member of the Environmental Law Alliance Worldwide) and a member of the Environmental Law Commission of IUCN. She is a board member of South Asian Network for Development and Environmental Economics (SANDEE). Her organisation is a member of the NGO platform on ship breaking, IUCN, South Asian Watch on Trade, Environment and Economics, and Friends of the Earth International.

Rizwana is amongst the first five women from South Asia to receive the 'Celebrating Womanhood' award (2008) given by the Creative Statement and South Asia Partnership based in Nepal. She received the prestigious Goldman Environmental Prize in 2009 for her outstanding contribution in protecting and conserving the environment of the country. She has also been named as one of the 40 Environmental Heroes of the World by TIME magazine. In 2012, Rizwana was awarded with the Ramon Magsaysay Award.



Shafiqul Hassan
Member

Shafiq Hassan is the managing director of Echo Sourcing Limited UK and Echotex Limited Bangladesh. Echotex received Bangladesh's National Environmental Award, Metropolitan Chamber of Commerce and Industry Dhaka's Environmental Award, and J Sainsbury plc's Corporate Social Responsibility Award in 2010. Echotex was also awarded Best Clothing Supplier in 2011 as well as Best Clothing Supplier and Supplier of the Year in 2012 by J Sainsbury plc. Mr Hassan co-founded a premium clothing label called Ninety Percent, launched in 2018, that shares ninety percent of its distributed profits between social and environmental causes, along with the people who are involved in making the clothes. He is the co-founder of Children's Hope, an NGO that works to educate children living in slums in Dhaka. He obtained his undergraduate degree from City University, London and postgraduate degrees from Aston University, Birmingham, UK.



Irene Khan
Member

An international thought leader on human rights, gender and social justice issues, **Irene Khan** teaches human rights and development at the Geneva Graduate Institute for International and Development Studies. Ms Khan was secretary-general of Amnesty International from 2001 to 2009, and director-general of the International Development Law Organization (IDLO) from 2012 to 2019. Prior to that, she worked for the United Nations High Commissioner for Refugees for 21 years at headquarters and in country programmes.

Ms Khan sits on the Boards of several international NGOs and think tanks, and has been a member of the World Bank's Gender Advisory Council. She has received several honorary degrees and prestigious awards, including the Sydney Peace Prize in 2006 for her work to end violence against women and girls. Her book, *The Unheard Truth: Poverty and Human Rights*, has been translated into seven languages. Born in Bangladesh, Ms Khan studied law at the University of Manchester and Harvard Law School.



Melissa Parke
Member

Melissa Dawn Parke has over two decades of experience in international law, politics, sustainable development, humanitarian affairs, human rights and governance. She served as Australia's Minister for International Development and is a former federal member for Fremantle. Prior to entering the Australian parliament Ms Parke served as an international lawyer with the United Nations for eight years in Kosovo, Gaza, New York and Lebanon. Following her retirement from parliament, she was appointed as an 'Eminent Expert on Yemen' for the United Nations Human Rights Council. Ms Parke is an ambassador for the International Campaign to Abolish Nuclear Weapons, and a member of the Advisory Council of the Australian Centre for International Justice. She holds bachelor's degrees in business (Curtin University) and law (University of New South Wales), and a master's degree in public international law (Murdoch University).



Fathima Dada
Member

Fathima Dada has worked in education throughout her career, as a teacher, lecturer, university external examiner, children's author and textbook author. Her books have sold over a million copies. Ms Dada has held almost every level of job in the education industry - from strategy, global product management and marketing, to production and design, sales and sales strategy in the roles of MD, CEO and chairperson. She is currently the managing director of Oxford Education and chairs the Board of Oxford AQA qualifications. She has also been involved with government and non-governmental work in policy, curriculum, assessment, qualifications and implementation. She has served on several ministerial committees and overseen education reform and policy development in several countries, including working for UNESCO to support education systems in Mozambique, Malawi and Zambia. She has been a council member on the Schools and Vocational Quality Assurance authority in South Africa for 10 years. She helped lead the transformation to sustainability of the education programme of BRAC in Bangladesh. Ms Dada is on the Board of Oasis Asset Management, and has previously been an active Board member to affordable school chains including Omega (Ghana), Spark (South Africa), Bridge (Kenya) and Zaya (India).

BRAC INTERNATIONAL SUPERVISORY BOARDS



Marilou van Golstein Brouwers

CHAIR BRAC International Holdings B.V. Supervisory Board

MEMBER Stichting BRAC International Supervisory Board

Marilou van Golstein Brouwers is an international entrepreneurial impact investment banker with over 30 years' experience in values-driven business and banking, and an immense expertise in impact investing.

She is a former chair of the management board and one of the founders of Triodos Investment Management BV, a subsidiary of Triodos Bank. She started working for Triodos Bank in 1990, and was involved in the founding of Triodos Investment Management, of which she became the managing director in 2003. She was the chair of the management board from January 2015, to December 2018. From 2019, to 1 April 2020, she was involved in the start-up of Triodos Regenerative Money Centre as managing director.

Ms van Golstein Brouwers is currently active in a variety of roles. She is Chair of the Supervisory Board of BRAC International Holdings BV, member of the supervisory board of Stichting BRAC International, Chair of the supervisory board of B Lab Europe, Chair of the supervisory board of Qredits, The Netherlands, and Chair of the board of Triodos Foundation. She is a member of the supervisory board of Invest-NL and member of the Advisory Board for Responsible Investing at PGGM. She is one of the Women Entrepreneurs Finance Initiative Leadership Champions.

Ms van Golstein has served on the board of directors of banks in Uganda, Kenya, Tanzania, Russia, Afghanistan and Pakistan. She was a member of the Group of Advisors for the United Nations Year of Microcredit in 2004, and 2005, of the executive committee of CCAP (2003-2008), the Board of Trustees of Women's World Banking (2003-2012), the Advisory Committee of the Mastercard Foundation Fund for Rural Prosperity (2014-2017), and the Advisory Council on International Affairs Committee for Development Cooperation in The Netherlands. She was chair of SBI Limited (2011-2013), the Steering Committee of the Principles for Responsible Investment / Principles for Investors in Inclusive Finance (2011-2013) and the Advisory Board of Women in Financial Services in The Netherlands (2011-2016). She was also treasurer of the Max Havelaar Foundation (2008-2015). And she was a member of the Board of Directors of the Global Impact Investing Network (until 2020).

Ms van Golstein studied Business and Economics at Erasmus University in Rotterdam.

Irene Khan

CHAIR Stichting BRAC International Supervisory Board



Sylvia Borren

MEMBER Stichting BRAC International Supervisory Board

Sylvia Borren has worked all her life within and for civil society organisations, both professionally and as a volunteer.

She was part of the Dutch and global women's and sexual rights movements (COC, ILGA, IWC for a just and sustainable Palestinian-Israeli peace) and is advisor to the UN Women National Committee Netherlands and ATRIA (Institute on gender equality and women's history). Ms Borren was part of the anti-poverty movement (director of Oxfam Novib 1994-2008, and co-chair of the Global Call to Action against Poverty and EEN).

She was on two national governmental advisory commissions (for Youth Policy and the Advisory Council on International Affairs), Co-Chair of the Worldconnectors (a Dutch think tank), on the board of a large mental health institute (Altrecht), worked as an organisational consultant with De Beuk for many years, led the project Quality Educators for All with the trade union Education International, and was a part of the Worldconnectors.

Ms Borren was recently director of Greenpeace Netherlands (2011-2016), part of the Forest Stewardship Council Netherlands, and was on the advisory commission of Staatsbosbeheer, which manages nature reserves. She is a freelance consultant at 'Working for Justice' and a senior strategist for Governance & Integrity.



Dr Debapriya Bhattacharya

MEMBER Stichting BRAC International Supervisory Board

Dr Debapriya Bhattacharya is a macroeconomist and public policy analyst, and a Distinguished Fellow at the Centre for Policy Dialogue (CPD), a globally reputed think tank in Bangladesh, of which he was the first Executive Director. He is a member of the United Nations Committee for Development Policy and also the Chair of two global initiatives, viz. LDC Monitor and Southern Voice. He is a Non-Resident Fellow at Centre for Global Development (CGD). He was the Ambassador and Permanent Representative of Bangladesh to the WTO, UN Office, and other international organisations in Geneva and Vienna. He was the Special Adviser on LDCs to the Secretary General, UNCTAD. Earlier, he had been a Senior Research Fellow at Bangladesh Institute of Development Studies (BIDS).

Dr Debapriya is engaged in high-level policy designing and advising for the national government and various bilateral and international development agencies at home and in a number of developing countries. He serves in the boards and working groups of a number of national, regional, and international development organisations and networks and in the editorial board of reputed journals. He has published extensively on pro-poor macroeconomics; post-2015 international development agenda; trade, investment and finance related issues of the LDCs.

He holds a PhD in Economics from Plekhanov National Planning Institute, Moscow and has been a Postdoctoral Fellow at Queen Elizabeth House, Oxford. He held a number of visiting positions, including Senior Fulbright Fellow at the Centre for Global Development (CGD), Washington DC.



Parveen Mahmud FCA

MEMBER Stichting BRAC International Supervisory Board
BRAC International Holdings B.V. Supervisory Board

Parveen Mahmud is the chairperson of Underprivileged Children Education Program (UCEP) - Bangladesh. She started her career with BRAC and was the founding Managing Director of Grameen Telecom Trust, and the Deputy Managing Director of Palli Karma Sahayak Foundation (PKSF). She has diverse experience with national and international development agencies, the corporate sector, and was a practising accountant. She was a partner in Acnabin & Co, Chartered Accountants.

She is the first Council member and served three terms in the Council, and the first female president of the Institute of Chartered Accountants of Bangladesh (ICAB) and also the first female board member of the South Asian Federation of Accountants (SAFA), the apex accounting professional body of SAARC. She was the founding Chairperson of CA Female Forum – Women in Leadership Committee, ICAB and is the Vice Chairperson of the Women in Leadership Committee of SAFA.

Ms Mahmud sits on numerous boards, including Transparency International Bangladesh, Centre for Policy Dialogue, Bishwa Shahittya Kendra, PKSF, RSRS, Manusher Jonno Foundation, Dhaka Ahsania Mission Foundation for Economic Development, Ghashful, Her Story Foundation, and Grameenphone Limited. She is an independent Director of Apex Footwear Limited and Berger Paints Bangladesh Limited.

She was the Chairperson of Micro Industries Development and Assistance Services (MIDAS), Acid Survivors Foundation and Shasha Denims Limited.

Ms Mahmud served as a member of the National Advisory Panel and was convener, SME Women's Forum for SME Development of Bangladesh. She was also the founding board member of the SME Foundation and a working group member of the Consultative Group on Social Indicators of UNCTAD/ISAR.

Ms Mahmud has received several accolades for her services, including Begum Rokeya Shining Personality Award 2006 from Narikantha Foundation, Joya AlokitoNari – 2018 Award from RTV, and Ananyanna Top Ten Women – 2018 Award in 2019.



Victoria Sekitoleko

MEMBER Stichting BRAC International Supervisory Board

Victoria Balyejusa Sekitoleko is a former minister of agriculture in the Ugandan government. She was a representative of the United Nations Food and Agriculture Organization (FAO) in China, Mongolia, and South Korea, and previously served as FAO's representative in Ethiopia to the African Union and to the Economic Community for Africa.

Ms Sekitoleko is currently the Chair of the governing board of the Uganda Agribusiness Alliance, which unites all those involved in the industry to optimise their ability to profitably and sustainably pursue the many global opportunities in the world's largest industry. She is also the Vice Chairperson of the Private Sector Foundation Uganda.

In 2010, Ms Sekitoleko founded the Uganda Community Cultural Centre which trades as Speakers Forum. It trains professionals to become skilled presenters and also supports community libraries. Ms Sekitoleko was educated at Makerere University in Kampala, where she attained a BSc in agriculture, majoring in farm management and extension.



Gregory Chen

MEMBER Stichting BRAC International Supervisory Board
BRAC International Holdings B.V. Supervisory Board

Gregory Chen has worked on financial inclusion for 25 years, with a primary focus in South Asia. His experience has centred on hands-on advisory with microfinance institutions, and for the past decade, he has focused on digital payments and finance. This has included players like

bKash, Wave Money, Telenor and also development organisations including the Aga Khan Development Network, BRAC, and Dvara. Previously, he also served as a corporate banker at the Bank of America, and worked for ShoreBank, one of the most influential community development organisations in the United States.

Mr Chen is a member of CGAP's management team and oversees CGAP's policy work. He manages a team which helps policy makers adapt to the rapid change brought on by technology. This includes adapting regulation, harnessing technology to deliver social cash transfers and designing systems for safer use of personal data.

Mr Chen's academic background includes an undergraduate degree from Wesleyan University in Economics and a Master's in International Development from Harvard's Kennedy School. After over two decades of living in South Asia, Mr Chen is now based in Washington DC with his wife and three daughters.



Dr Muhammad Musa

MEMBER BRAC International Holdings B.V. Supervisory Board

Dr Muhammad Musa is the Executive Director of BRAC International. He has an extensive background in leading humanitarian, social development, and public health organisations in national, international, and cross-cultural settings. Previously, Dr Musa served as the Executive Director of BRAC Bangladesh, where he successfully upheld BRAC's mission to eliminate poverty and inequality. Under his leadership, BRAC launched the humanitarian crisis management programme in Cox's Bazar, Bangladesh, in August 2017, which has given BRAC a strong foundation to stand beside people in crisis anywhere in the world.

Prior to joining BRAC, Dr Musa worked with CARE International for 32 years. Twenty of those years were spent working in Ethiopia, Uganda, South Sudan, Tanzania, Thailand, India, and Bangladesh. He also worked as the Asia Regional Director for CARE International for five years. Dr Musa has been successful in bringing convergence of philanthropic approaches and entrepreneurial methodologies to create sustainable development programming that achieves a large-scale impact on poverty.

Dr Musa has a proven track record in strategic leadership, governing board management, and successfully chairing a financial institution and an information technology company in Bangladesh for four years. His expertise lies in external relationship management, brand building, communications, and fundraising for development projects.

Being adept at people management and conflict resolution, Dr Musa has established a reputation for leading complex organisational change processes in multicultural settings. He is known for his unique ability to attract and develop young professionals for humanitarian and social development leadership roles. He is also an internationally recognised senior management trainer.

Dr Musa holds a master's degree in public health from Johns Hopkins University, USA, and a post-graduate diploma in maternal and child nutrition from the Netherlands. He completed his Bachelor of Medicine and Bachelor of Surgery (MBBS) at Chittagong Medical College, Bangladesh.

BRAC GLOBAL BOARD



Dr Martha Alter Chen
Chair

Dr Martha (Marty) Chen is a lecturer in public policy at the Harvard Kennedy School and co-founder, emeritus international coordinator emeritus and senior advisor of the global network Women in Informal Employment: Globalizing and Organizing (WIEGO). An experienced development practitioner and scholar, her areas of specialisation are employment, gender and poverty with a focus on people living in poverty, working in the informal economy.

Before joining Harvard in 1987, she had two decades of resident work experience in Bangladesh with BRAC, and in India with Oxfam America. Dr Chen co-founded and, for 20 years, led the WIEGO network which is well known worldwide for its work to improve the status of the people living in poverty, working in the informal economy through stronger organisations, improved statistics and research and a more favourable policy environment.

Dr Chen received a PhD in South Asia Regional Studies from the University of Pennsylvania. She was awarded a high civilian award, the Padma Shri, by the Government of India in April 2011; and a Friends of Bangladesh Liberation War award by the Government of Bangladesh in December 2012.

Dr Chen is chair of the BRAC Global board, having earlier served on the BRAC Bangladesh board, and acting chair of the United Nations University World Institute for Development Economics Research (UNU-WIDER) board.

Dr Hossain Zillur Rahman
Senior Trustee



Ameerah Haq
Member

Ms Ameerah Haq is a former Under-Secretary-General of the United Nations at the Department of Field Support, for which she held the position from 2009, till her retirement. She was the senior most Bangladeshi national in the United Nations during those years. She recently served as the Vice-Chair of the Independent High-level Panel on Peace Operations at the UN. She has over 39 years of experience working with the United Nations, including 19 years in field assignments. She was the last Special Representative of the Secretary-General (SRSG) in the UN Integrated Mission

in Timor-Leste. She has also held the positions of Deputy SRSG and UN Resident Coordinator and Humanitarian Coordinator in Sudan, as well as Deputy SRSG and UN Resident Coordinator in Afghanistan. In addition, Ms Haq has held senior positions within UNDP, and has served as United Nations Coordinator in Malaysia and Laos.

Ms Haq currently serves on the board of the Centre for Humanitarian Dialogue in Geneva, Human Rights up Front, and on the board of the Peace Operations Training Institute in Virginia. She is also an Advisor to the United Nations Foundation in Washington and a member of the Special Advisory Group at the Challenges Forum of the Folke Bernadette Academy of Sweden. Ms Haq also delivers lectures at universities and speaks at seminars hosted by think tanks and non-governmental organisations.

During her service at the UN, Ms Haq was awarded the highest Presidential Medal in East Timor by President Jose Ramos Horta, the highest civilian medal of the Lao People's Democratic Republic and the Malalai Medal of Honor from President Hamid Karzai of Afghanistan, which is among the highest civilian honours given for courage and dedication. She is also the recipient of the Julia Taft Outstanding Humanitarian Service Award during the time she served as humanitarian coordinator for her work in Darfur, Sudan.

Ms Haq received a Bachelor's degree in Psychology from Western College for Women in Oxford, Ohio, in 1969. She subsequently went on to receive a Master's degree in Community Organisation and Planning from Columbia University, New York, in 1972, and a Master's in Business Administration from New York University in 1974.

Ms Haq is a mother of two children, Sheehan Perera and Nadina Perera.



Lord Mark Malloch-Brown KCMG
Member

Mark MallochBrown is President of the Open Society Foundations. He is on the board of the UN Foundation and the International Crisis Group and is on the advisory committees to the heads of the IMF and UNICEF.

He served as deputy secretary-general and earlier chief of staff of the UN under Kofi Annan. For six years before that he was administrator of the UNDP, leading the UN's development efforts around the world. He was later Minister of State in the Foreign Office, covering Africa and Asia, and sat in Prime Minister Gordon Brown's cabinet. He has also served as vice-chairman of the World Economic Forum. He began his career as a journalist at The Economist and then worked for the UN High Commissioner for Refugees and was later a vice-president of the World Bank.

He formerly chaired the Business Commission on Sustainable Development and the Royal Africa Society. He is author of The Unfinished Global Revolution: The Limits of Nations and the Pursuit of a New Politics.



Dr Fawzia Rasheed
Member

Dr Fawzia Nazli Rasheed is a programme and policy analyst, Senior Advisor to the Aga Khan Health Services, and Founder Member of AmplifyChange - a fund for improved policy and action on SRHR. She leads the efforts of the Aga Khan Health Services to benchmark and decarbonise health operations across the network.

She has worked in 30 countries to develop initiatives, national plans, and broker intergovernmental collaborations and public private partnerships, and has held senior positions in the World Health Organization, UNAIDS, The Global Fund and Gavi. For CARE International, and Médecins Sans Frontières International, she facilitated several public private partnerships including the Drugs for Neglected Diseases initiative.

Her governance work includes introducing performance-based funding for country oversight mechanisms of the Global Fund; the Electoral Integrity Initiative (currently based within the Kofi Annan Foundation); and governance analyses related to natural resource extraction for the Africa Progress Panel towards improved stewardship and banking reforms.

Dr Rasheed has a PhD in Immunology/Medicine from the London School of Hygiene and Tropical Medicine.



**Minouche Shafik,
Baroness Shafik DBE**
Member

Nemat (Minouche) Shafik is a leading economist, whose career spans across public policy and academia. She was appointed Director of the London School of Economics and Political Science in September 2017.

She did her BA at the University of Massachusetts-Amherst, her MSc at the LSE and her DPhil at the University of Oxford and, by the age of 36, had become the youngest ever Vice President of the World Bank. She taught at Georgetown University and the Wharton Business School. She later served as the Permanent Secretary of the Department for International Development from 2008 to 2011, Deputy Managing Director of the International Monetary Fund from 2011-2014, and as Deputy Governor of the Bank of England from 2014-2017, where she sat on all the monetary, financial and prudential policy committees and was responsible for a balance sheet of over £500 billion.

Minouche has served on and chaired numerous boards and currently serves as a Trustee of the British Museum, the Supervisory Board of Siemens, the Council of the Institute for Fiscal Studies, and the Economy Honours Committee. She was made a Dame Commander of the British Empire in the Queen's Birthday Honours list in 2015. In July 2020 Minouche was made a crossbench peer in the House of Lords.

Her new book *'What We Owe Each Other: A New Social Contract'* is out now.

Irene Khan
Member



Raymond C Offenheiser
Member

Raymond C Offenheiser is Director of the Pulte Institute for Global Development, part of the University of Notre Dame's Keough School of Global Affairs, where he serves as Distinguished Professor of the Practice and provides strategic leadership to the Pulte Institute's academic, research, and public policy activities. A widely-known nonprofit leader, innovator, and international development expert, Offenheiser served as President of Oxfam America for 20 years. Prior to joining Oxfam, Offenheiser represented the Ford Foundation in Bangladesh and the Andean and Southern Cone regions of South America, as well as directing programmes for the Inter-American Foundation in Brazil and Colombia.

At the 2012 G20 Summit, Offenheiser was appointed by the Obama Administration to represent civil society on the leadership council of the New Alliance for Food Security and Nutrition in Africa. He currently is the Chair of the Board of BRAC USA and a member of the board of BRAC Global which oversees the work of all BRAC affiliated entities across the world. He is also a board member of the Oxfam America Action Fund and the Consensus Building Initiative. He also serves on the Forum for Corporate Responsibility for BHP Mining Corporation and the Development Partners Initiative. Offenheiser was a co-founder of the ONE Campaign and the Washington, DC based, the Modernizing Foreign Assistance Network, and the Food Policy Action Network. He has also served on the advisory boards of the World Economic Forum, the Council on Foreign Relations, the Aspen Institute, the World Agricultural Forum, the Gates Foundation, the Clinton Global Initiative, and both Harvard and Cornell Universities.



Ken Caldwell
Member

Ken Caldwell has held a wide variety of executive and non-executive leadership roles in international development and humanitarian organisations over the past 30 years.

He has served as Global Programmes Director at Save the Children, and Executive Director of WaterAid International. He is Chair of the Board Programme Committee at Oxfam GB, and has also served as a board member of the Institute of Development Studies, as a member of the UK Roundtable on Sustainable Development, and as the Founding Chair of BOND (the representative body for UK INGOs). He has worked with a wide range of leading global NGO federations, providing advice on global strategy and governance issues, and has published research on INGO governance.

Ken was elected as Chair of BRAC UK in May 2021, and joined the BRAC Global Board in June 2021.

BRAC GOVERNING BODY COMMITTEES

BRAC Finance and Audit Committee 2019

The governing body of BRAC constitutes the BRAC Finance and Audit Committee with the following members:

1. Adeeb H Khan	Chair
Member, BRAC Governing Body	
2. Fathima Dada	Member
Member, BRAC Governing Body	
3. Adv. Syeda Rizwana Hasan	Member
Member, BRAC Governing Body	
4. Melissa Parke	Member
Member, BRAC Governing Body	
5. Asif Saleh	Member
Executive Director, BRAC (ex-officio)	
6. Tamara Abed	Member
Managing Director, Enterprises BRAC (ex-officio)	

Tushar Bhowmik, Chief Financial Officer, BRAC acts as member secretary of the committee.

Each member is free of any relationship that would interfere with the exercise of his or her independent judgment as a member of the committee. Members of the committee have professional experience and expertise in different sectors.

Role and purpose

The primary function of the BRAC finance and audit committee is to assist the BRAC governing body (the board) in fulfilling its responsibilities regarding:

- Financial reporting and budgeting processes;
- System of internal controls and risk assessment;
- Compliance with legal and regulatory requirements;
- Qualifications, independence, and performance of the external auditors; and
- Qualifications, independence, and performance of the internal audit function.

Meetings during 2020

A total of three meetings were held during 2020

1. Meeting date: April 12, 2020

Highlights of the key decisions taken

- Share details business impact and BRAC activity due to Covid-19 risk;
- Review and observe zoom use in future meetings considering information security;
- Monitoring of HR activities to be ensured for “ineffective assessment and development can lead to leaders without the right competencies”;
- Include HCMP in BRAC safeguarding framework and complete the risk assessment by 2020;
- Risk Management Committee (RMC) and Internal Audit Review Management Committee (IARMC) meeting for enterprises to be chaired by Managing Director, Enterprises;
- Share summary of sectorial risk progress update to Finance and Audit Committee.

2. Meeting date: June 18, 2020

Highlights of the key decisions taken

- Recommended to present Audited Financial Statements for the year ended on 31st December 2019 on the 48th Annual General meeting;
- Emphasized on the effective communication to the Field Operation/Microfinance Management in regards to the savings collection;
- Recommended to appoint Nurul Faruk Hasan & Co., Chartered Accountants (member firm of Deloitte) as external auditor of BRAC for-
 - Calendar year 2020
 - Financial year 2019- 2020 and
 - Financial year 2020-2021
- Recommended placing revised Annual Budget of USD 1,893 million for the year 2020;

- Approved revised Internal Audit Plan for the year 2020 and advised Internal Audit to focus on technology-based audit techniques and consider green zones and rural areas for audit where the Covid infection rate was lower.

3. Meeting date: December 02, 2020

Highlights of the key decisions taken

- Recommended placing annual budget of USD 1,587 Million (BDT 13,490 Crores) 2021 to the 161st meeting of the BRAC Governing Body for approval;
- Agreed to change the impact rating to significant and likelihood rating to likely with risk rating;
- Approved the Internal Audit Plan for the year 2021;
- Approved the revised the Internal Audit Charter of BRAC.

BRAC Investment Committee

The BRAC Investment Committee is responsible for reviewing and approving investments within the authority delegated by the Governing Body of BRAC. The Governing Body constituted the committee with the following members:

1. Shafiqul Hassan

Chairperson

Member, BRAC Governing Body

2. Fathima Dada

Member

Member, BRAC Governing Body

3. Tamara Abed

Member

Managing Director, Enterprises, BRAC (ex-officio)

Tushar Bhowmik, Chief Financial Officer, BRAC acts as member secretary of the committee.

Meeting date: September 23, 2020

Highlights of the key decisions taken

- Prepare a Terms of Reference (ToR) of BIC and will submit to BIC members for review;
- Initiate the necessary formalities for the issuance of BRAC Zero Coupon Bond;
- Approved to buy 25 million shares of BRAC Bank Limited

Ombudsperson

BRAC has established an Office of the Ombudsperson with a comprehensive mandate to investigate any grievance or complaint made to him/her by any individual concerning any decision taken by BRAC. The Ombudsperson always maintains the highest level of confidentiality regarding complainants and complaints. The office prepares an annual report concerning the discharge of its functions and submits it to the Chairperson who then puts the report before the BRAC Governing Body for their consideration. Currently, Ms. Rokeya Sultana is the Ombudsperson of BRAC.

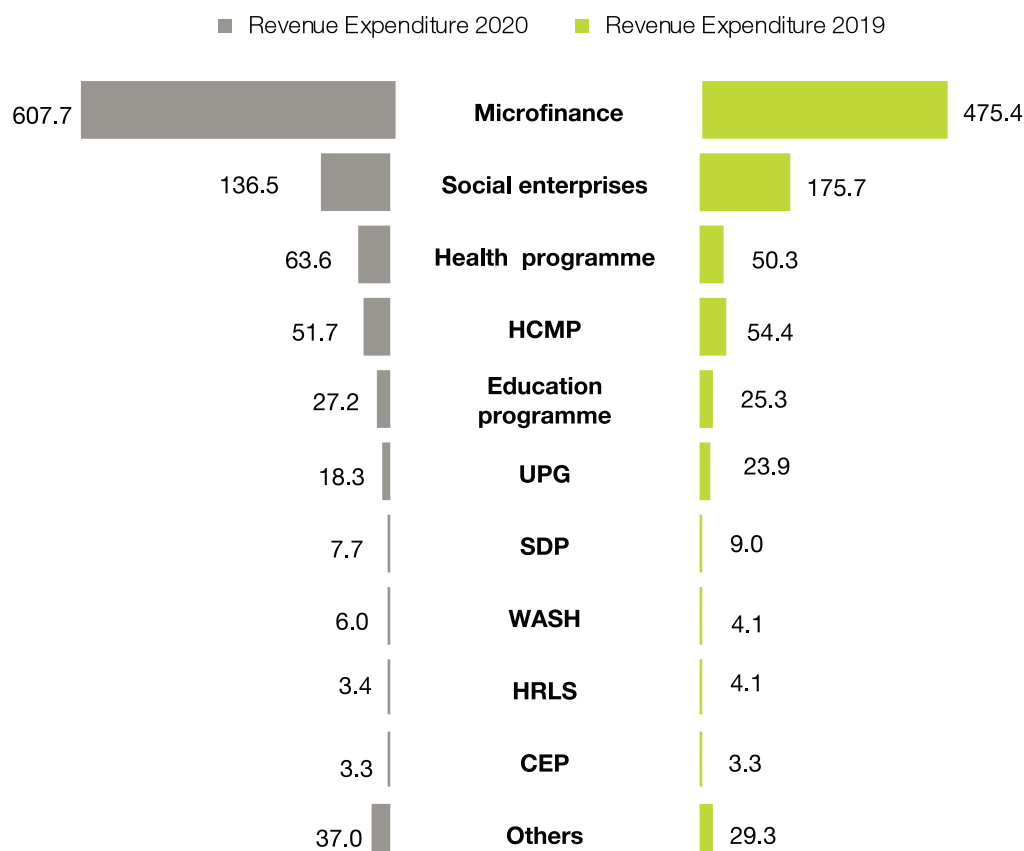
External auditor

The appointment of Nurul Faruk Hasan & Co., Chartered Accountants (member firm of Deloitte) as the auditor of BRAC for the year ended on December 31, 2020 was approved in BRAC's Annual General Meeting.

FINANCIALS

Figures in million USD

Revenue Expenditure 2020 vs 2019

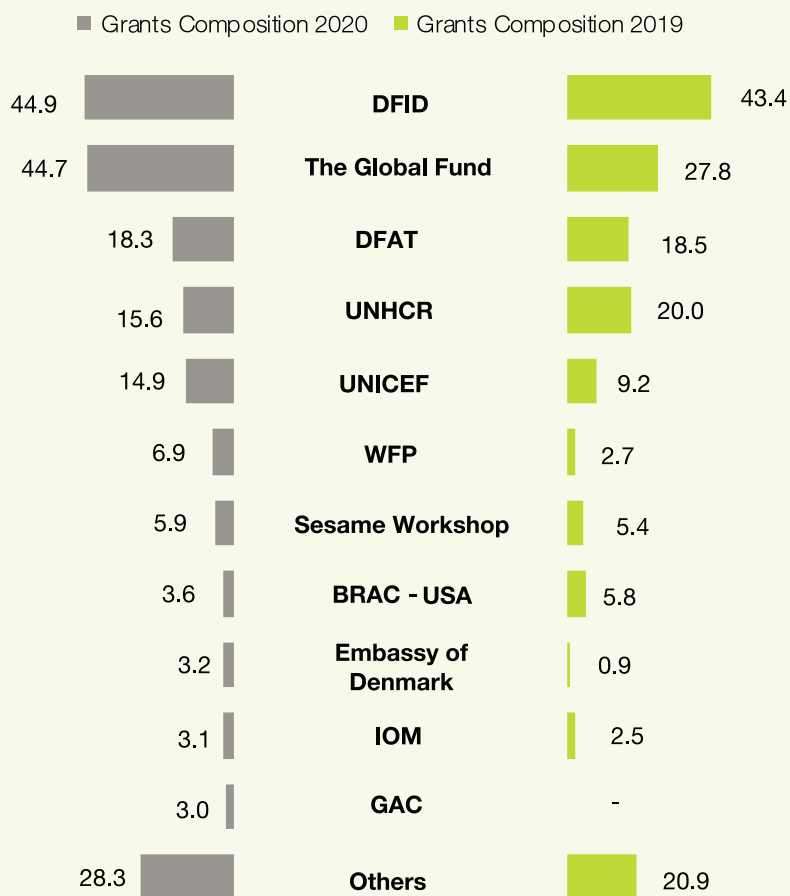


Contribution of BRAC to Government Exchequer

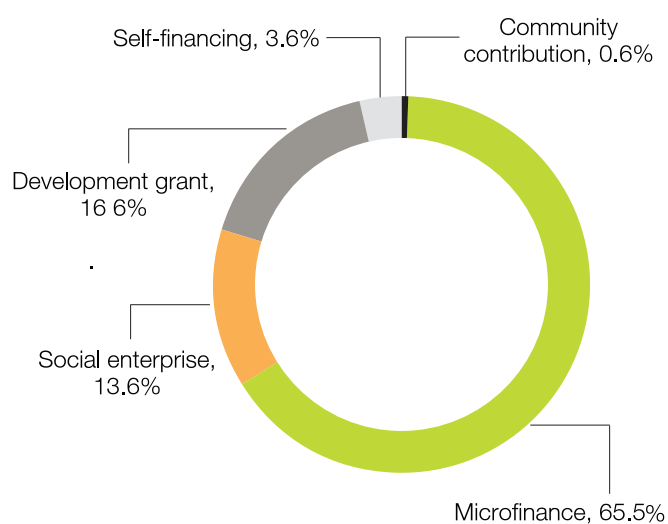
Particulars	2020		2019	
	BDT	USD	BDT	USD
Income tax deduction at source by the third parties	830,938,692	9,898,019	589,404,897	7,020,904
Tax deduction at source from third parties	246,804,087	2,939,894	301,933,035	3,596,582
Income tax deduction at source from staff salary	128,959,202	1,536,143	144,154,648	1,717,149
VAT collection from customers	759,630,223	9,048,603	1,069,904,075	12,744,539
Import duty paid	356,067,379	4,241,422	280,692,982	3,343,573
Total	2,322,399,583	27,664,081	2,386,089,636	28,422,747

Exchange rate: 1 USD = BDT 83.95 as on December 31, 2020

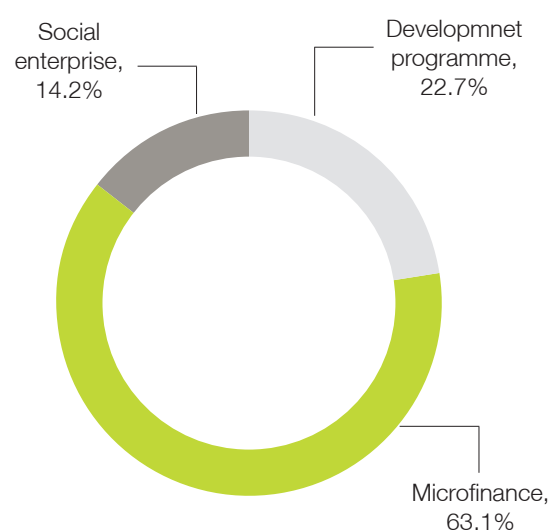
Donation Composition 2020 vs 2019



Total Income contribution % for FY 2020



Total Expenditure Allocation % for FY 2020



BRAC
Statement of Financial Position Converted to USD
As at 31 December 2020
(Not part of audited financial statements)

Particulars	2020		2019	
	BDT	USD	BDT	USD
Assets				
Cash and bank balances	31,723,785,710	377,889,050	24,032,522,474	286,271,858
Advance, deposits and prepayments	12,042,695,631	143,450,812	10,720,793,501	127,704,509
Inventories	6,254,983,552	74,508,440	6,099,099,677	72,651,574
Grants and accounts receivable	2,821,240,342	33,606,198	3,334,745,791	39,722,999
Microfinance loans	286,777,136,804	3,416,046,895	243,987,950,556	2,906,348,428
Motor cycle loans	64,433,780	767,526	85,192,350	1,014,799
Investments in securities and others	867,600,000	10,334,723	2,207,430,874	26,294,591
Investments in related undertakings	33,805,655,505	402,687,975	31,297,956,474	372,816,635
Property, plant and equipment	20,092,511,943	239,339,034	19,274,246,460	229,591,977
Intangible assets	153,518,231	1,828,686	112,407,916	1,338,986
Total assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356
Liabilities and net assets				
Liabilities				
Liabilities for expenses and materials	18,460,033,518	219,893,193	13,897,568,153	165,545,779
Bank overdrafts	31,262,811,054	372,397,988	27,893,463,383	332,262,816
Term loans	48,211,122,990	574,283,776	44,532,426,404	530,463,686
Members' savings deposits	128,895,985,387	1,535,389,939	97,006,031,994	1,155,521,525
Grants received in advance	2,931,581,039	34,920,560	2,112,020,638	25,158,078
Deferred grant income	1,348,868,871	16,067,527	694,027,199	8,267,149
Other long term liabilities	17,208,622,473	204,986,569	17,070,707,618	203,343,748
Provision for taxation	5,551,898,106	66,133,390	4,560,746,075	54,326,934
Total Liabilities	253,870,923,438	3,024,072,941	207,766,991,465	2,474,889,714
Net assets				
Unrestricted	140,251,056,318	1,670,649,867	132,903,772,867	1,583,130,112
Temporarily restricted	481,581,742	5,736,531	481,581,742	5,736,531
	140,732,638,060	1,676,386,397	133,385,354,609	1,588,866,642
Total liabilities and net assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356

Exchange rate: 1 USD = BDT 83.95 as on December 31, 2020

BRAC
Statement of Income and Expenditure Converted to USD
For the year ended 31 December 2020
(Not part of audited financial statements)

Particulars	2020		2019	
	BDT	USD	BDT	USD
Income				
Donor grants	14,583,363,308	173,714,870	13,855,431,903	165,043,858
Social enterprises	12,003,491,553	142,983,818	16,727,388,949	199,254,186
Microfinance programme	57,651,316,797	686,733,970	56,866,222,004	677,382,037
Self-financing social development programme	1,312,981,108	15,640,037	1,111,125,520	13,235,563
Investment income	1,778,027,416	21,179,600	200,683,637	2,390,514
Community contribution	564,598,015	6,725,408	1,000,167,362	11,913,846
House property	90,285,239	1,075,464	92,593,668	1,102,962
Total income	87,984,063,435	1,048,053,168	89,853,613,043	1,070,322,967
Expenditure				
Social enterprises	11,459,448,196	136,503,254	14,751,216,995	175,714,318
Micro finance programme	51,016,336,051	607,699,060	39,909,043,349	475,390,630
House property	46,491,510	553,800	46,169,419	549,963
Agriculture and food security	1,931,795	23,011	16,385,453	195,181
Community empowerment programme	273,287,107	3,255,356	279,518,943	3,329,588
Education programme	2,283,887,739	27,205,333	2,126,223,583	25,327,261
Gender, justice and diversity	117,769,034	1,402,847	118,242,230	1,408,484
Health programme	5,342,436,892	63,638,319	4,225,917,877	50,338,510
Human rights and legal aids services	288,965,657	3,442,116	341,577,024	4,068,815
Policy advocacy	47,000,250	559,860	53,531,885	637,664
Water, sanitation and hygiene programme	503,134,039	5,993,258	341,772,203	4,071,140
Ultra poor programme	1,535,199,285	18,287,067	2,008,360,909	23,923,298
Forcibly-displaced Myanmar nationals	4,337,992,383	51,673,525	4,568,977,441	54,424,984
Disaster management and climate change	383,671,746	4,570,241	217,965,788	2,596,376
Skills development programme	649,627,314	7,738,265	754,954,897	8,992,911
Migration programme	288,443,423	3,435,895	265,545,874	3,163,143
Social development programme	736,567,987	8,773,889	227,182,085	2,706,159
Other development projects	1,395,889,588	16,627,631	1,280,816,247	15,256,894
Grants	91,952,726	1,095,327	236,338,397	2,815,228
Total expenditure	80,800,032,722	962,478,055	71,769,740,599	854,910,549
Surplus/(deficit) of income over expenditure	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Surplus of income over expenditure before taxation	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Taxation	(991,152,028)	(11,806,457)	(729,000,000)	(8,683,740)
Net surplus for the year	6,192,878,685	73,768,656	17,354,872,444	206,728,677

Exchange rate: 1 USD = BDT 83.95 as on December 31, 2020



**Auditor's Report
and
Audited Financial Statements
of BRAC**

For the year ended 31 December 2020

Nurul Faruk Hasan & Co
Chartered Accountants

Independent Auditors' Report To the Governing Body of BRAC

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of BRAC ("the Entity") which comprise the statement of financial position as at 31 December 2020, the statement of comprehensive income and expenditure, statement of changes in net assets and statement cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of BRAC as at 31 December 2020, and its financial performance and its cash flows for the year then ended in accordance with the accounting policies as summarized in Notes 2 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the entity in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - Basis of Accounting and Restriction on Distribution and Use

We draw attention to Notes- 2 to the financial statements, which describes the basis of accounting and the significant accounting policies. The financial statements are prepared to assist to meet the requirement of Clause 37 of the Rules and Regulation of BRAC. The financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

Other matter

The financial statements of the entity for the year ended 31 December 2019, were audited by another auditors who expressed an unmodified opinion on those financial statements on 15 April 2020.



Other Information

Management is responsible for the other information. The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The Annual Report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Responsibilities of Management and Those Charged with Governance for the Financial Statements and Internal Controls

Management is responsible for the preparation and fair presentation of the financial statements of the entity in accordance with the basis of accounting and accounting policies as summarized in Notes 2 to the financial statements and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the entity as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dhaka, Bangladesh
Dated: 31 May 2021

For Nurul Faruk Hasan & Co
Chartered Accountants
Registration Ref. No. 1/1/ICAB-2008(1)



Shamsur Rahman, FCA
Partner
Enrollment No. 941
DVC: 2106010941AS319900

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Statement of Financial Position
As at 31 December 2020

Particulars	Notes	2020 Taka	2019 Taka
ASSETS			
Cash and bank balances	3	31,723,785,710	24,032,522,474
Advance, deposits and prepayments	4	12,042,695,631	10,720,793,501
Inventories	5	6,254,983,552	6,099,099,677
Grants and accounts receivable	6	2,821,240,342	3,334,745,791
Microfinance loans	7	286,777,136,804	243,987,950,556
Motor cycle loans	8	64,433,780	85,192,350
Investments in securities and others	9	867,600,000	2,207,430,874
Investments in related undertakings	10	33,805,655,505	31,297,956,474
Property, plant and equipment	11	20,092,511,943	19,274,246,460
Intangible assets	12	153,518,231	112,407,916
TOTAL ASSETS		394,603,561,498	341,152,346,073
LIABILITIES AND NET ASSETS			
LIABILITIES			
Liabilities for expenses and materials	13	18,460,033,518	13,897,568,153
Bank overdrafts	14	31,262,811,054	27,893,463,383
Term loans	15	48,211,122,990	44,532,426,404
Members' savings deposits	16	128,895,985,387	97,006,031,994
Grants received in advance	17	2,931,581,039	2,112,020,638
Deferred income	18	1,348,868,871	694,027,199
Other long term liabilities	19	17,208,622,473	17,070,707,618
Provision for taxation		5,551,898,106	4,560,746,075
TOTAL LIABILITIES		253,870,923,438	207,766,991,465
NET ASSETS			
Unrestricted		140,251,056,318	132,903,772,867
Temporarily restricted		481,581,742	481,581,742
		140,732,638,060	133,385,354,609
TOTAL LIABILITIES AND NET ASSETS		394,603,561,498	341,152,346,073

The annexed notes 1 to 33 form an integral part of these financial statements.



Chairperson, Governing Body
BRAC



Chief Financial Officer
BRAC



Executive Director
BRAC

Per our annexed report of same date

Dhaka, 31 May 2021

Nurul Faruk Hasan & Co
Chartered Accountants
Registration Ref. No. 1/1/ICAB-2008(1)



Shamsur Rahman, FCA
Partner
Enrollment Number: 941
DVC: 2106010941AS319900

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Statement of Comprehensive Income and Expenditure
For the year ended 31 December 2020

Particulars	Notes	Unrestricted Taka	Temporarily Restricted Taka	Total 2020 Taka	Total 2019 Taka
Income					
Donor grants	20	57,019,782	14,526,343,525	14,583,363,308	13,855,431,903
Social Enterprises	21	12,003,491,553	-	12,003,491,553	16,727,388,949
Microfinance Programme	22	57,651,316,797	-	57,651,316,797	56,866,222,004
Self-financing Social Development Programme	23	1,312,981,108	-	1,312,981,108	1,111,125,520
Investment income	24	1,778,027,416	-	1,778,027,416	200,683,637
Community Contribution	25	157,988,005	406,610,010	564,598,015	1,000,167,362
House Property		90,285,239	-	90,285,239	92,593,668
Total income		73,051,109,900	14,932,953,535	87,984,063,435	89,853,613,043
Expenditure					
Social Enterprises		11,459,448,196	-	11,459,448,196	14,751,216,995
Micro Finance Programme		51,016,336,051	-	51,016,336,051	39,909,043,349
House Property		46,491,510	-	46,491,510	46,169,419
Agriculture and Food Security		-	1,931,795	1,931,795	16,385,453
Community Empowerment Programme		6,682,560	266,604,548	273,287,107	279,518,943
Education Programme		354,991,051	1,928,896,688	2,283,887,739	2,126,223,583
Gender, Justice and Diversity		-	117,769,034	117,769,034	118,242,230
Health Programme		134,773,217	5,207,663,675	5,342,436,892	4,225,917,877
Human Rights and Legal Aids Services		4,368,552	284,597,105	288,965,657	341,577,024
Policy Advocacy		-	47,000,250	47,000,250	53,531,885
Water, Sanitation and Hygiene Programme		-	503,134,039	503,134,039	341,772,203
Ultra Poor Programme		-	1,535,199,285	1,535,199,285	2,008,360,909
Forcibly-displaced Myanmar Nationals		-	4,337,992,383	4,337,992,383	4,568,977,441
Disaster Management and Climate Change		-	383,671,746	383,671,746	217,965,788
Skills Development Programme		3,810,670	645,816,644	649,627,314	754,954,897
Migration Programme		-	288,443,423	288,443,423	265,545,874
Social Development Programme		736,567,987	-	736,567,987	227,182,085
Other Development Projects		52,034,877	1,343,854,711	1,395,889,588	1,280,816,247
Grants		91,952,726	-	91,952,726	236,338,397
Total expenditure		63,907,457,398	16,892,575,324	80,800,032,722	71,769,740,599
Surplus/(deficit) of income over expenditure		9,143,652,502	(1,959,621,789)	7,184,030,713	18,083,872,444
BRAC Contribution to support Donor Funded Programme	27	(1,959,621,789)	1,959,621,789	-	-
Surplus of income over expenditure before taxation		7,184,030,713	-	7,184,030,713	18,083,872,444
Taxation	28	(991,152,028)	-	(991,152,028)	(729,000,000)
Net surplus for the year		6,192,878,685	-	6,192,878,685	17,354,872,444

The annexed notes 1 to 33 form an integral part of these financial statements.


Chairperson, Governing Body
BRAC



Chief Financial Officer
BRAC


Executive Director
BRAC

Per our annexed report of same date

Dhaka, 31 May 2021

Nurul Faruk Hasan & Co
Chartered Accountants
Registration Ref. No. 1/1/ICAB-2008(1)


Shamsur Rahman, FCA
Partner
Enrollment Number: 941
DVC: 2106010941AS319900

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Statement of Changes in Net Assets
For the year ended 31 December 2020

	Net Assets		Total Net assets
	Unrestricted	Temporarily restricted	
	Taka	Taka	Taka
At 1 January 2019	111,711,995,654	1,158,868,343	112,870,863,997
Net surplus for the year	17,354,872,444	-	17,354,872,444
Share of non operating changes in net assets in related undertakings	2,293,495,976	-	2,293,495,976
Investment Reserve Fund	787,401,878	-	787,401,878
Transferred from closed projects	756,006,915	(677,286,601)	78,720,314
At 31 December 2019	132,903,772,867	481,581,742	133,385,354,609
At 1 January 2020	132,903,772,867	481,581,742	133,385,354,609
Net surplus for the year	6,192,878,685	-	6,192,878,685
Share of non operating changes in net assets in related undertakings	503,200,852	-	503,200,852
Investment Reserve Fund	651,203,914	-	651,203,914
At 31 December 2020	140,251,056,318	481,581,742	140,732,638,060

The annexed notes 1 to 33 form an integral part of these financial statements.


 Chairperson, Governing Body
 BRAC


 Chief Financial Officer
 BRAC


 Executive Director
 BRAC

Dhaka, 31 May 2021

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Statement of Cash Flows
For the year ended 31 December 2020

	Notes	2020 Taka	2019 Taka
Cash flows from operating activities:			
Surplus of income over expenditure before taxation		7,184,030,713	18,083,872,444
Adjustments to reconcile changes in net assets to net cash provided by operating activities:			
Loan loss provision	7	13,020,772,709	4,317,719,641
Depreciation and amortization	11 & 12	1,199,891,961	1,232,137,670
(Gain)/loss on disposal of property, plant and equipment	23	53,859,120	(27,647,286)
Cash dividend received	24	(1,710,294,006)	(94,194,688)
Donor grants - amortization of investment in property, plant and equipment and motorcycle replacement fund	20	(136,640,337)	(230,480,659)
Interest on fixed deposits and bank accounts	26	(1,681,973,084)	(1,565,444,511)
Adjustments for other accounts:			
(Increase)/ decrease in service charge outstanding on microfinance loans		(1,935,435,254)	(1,850,675,836)
(Increase)/ decrease in inventories		(155,883,875)	(531,343,934)
(Increase)/ decrease in advances, deposits and prepayments		(1,321,902,130)	2,674,284,403
(Increase)/ decrease in accounts receivable		256,872,625	337,804,586
(Increase)/ decrease in motorcycle loans		20,758,570	121,837,935
Increase/ (decrease) in liabilities for expenses and materials		4,562,465,365	2,689,384,669
Increase/ (decrease) in deferred income		791,482,009	174,024,665
Adjustment of Advance tax		-	(4,861,818,873)
Net cash provided by operating activities		20,148,004,386	20,469,460,226
Cash flows from investing activities:			
(Increase)/ decrease in microfinance loans		(53,874,523,703)	(43,960,034,997)
(Increase)/ decrease in fixed deposits pledged with financial institutions		444,374,373	(702,013)
(Increase)/ decrease in investments in related undertakings		(1,231,366,410)	(506,307,116)
Purchase of property, plant and equipment	26	1,681,973,084	1,565,444,511
Proceeds from disposal of property, plant and equipment	11 & 12	(2,214,204,282)	(1,603,353,979)
Dividends received from related undertakings	24	185,886,722	30,710,545
(Investments in)/Realization of investment in securities and others		1,710,294,006	94,194,688
Net cash used in investing activities		(51,957,735,336)	(44,070,048,361)
Cash flows from financing activities:			
Grants received during the year	31	16,044,933,123	13,159,812,800
Grants utilized during the year for:			
-operational expenditure & micro-finance	17	(14,383,995,060)	(13,618,721,131)
-investment in property, plant and equipment	17	(791,454,486)	(168,997,156)
-motorcycle replacement funds	17	(27,523)	(5,027,509)
Increase/ (decrease) in term loans		3,678,696,586	6,395,620,725
Increase/ (decrease) in members savings deposits		31,889,953,393	27,418,227,101
Increase/ (decrease) in other long term liabilities		137,914,855	2,572,010,792
Net cash provided by financing activities		36,576,020,888	35,752,925,622
Net Increase/ (decrease) in cash and cash equivalents		4,766,289,938	12,152,337,487
Cash and cash equivalents at the beginning of the year		(4,305,315,282)	(16,457,652,769)
Cash and cash equivalents at the end of the year	3.4	460,974,656	(4,305,315,282)

The annexed notes 1 to 33 form an integral part of these financial statements.


Chairperson, Governing Body
BRAC


Chief Financial Officer
BRAC


Executive Director
BRAC

Dhaka, 31 May 2021

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Notes to the Financial Statements
For the year ended 31 December 2020

1 Introduction:

BRAC was formed as a development organization in 1972 under the Societies Registration Act 1860. Although BRAC was initially set up to resettle refugees in post-war Bangladesh, later it redesigned its strategies in accordance with its philosophy of poverty alleviation and empowerment of the poor. At present, BRAC has a large number of development programs that cover the areas of health, education, credit, employment and training for the poor people of Bangladesh. BRAC also earns from various income generating projects such as Aarong Rural Craft Centre, BRAC Printing Pack, BRAC Dairy and Food project and various programme support enterprises such as Seed and Agro Enterprises, Fisheries.

2 Summary of Significant Accounting Policies:

BRAC prepares its financial statements on a going concern basis, under the historical cost convention, except for investments in shares in listed companies (classified within investment in securities and others) and loans & borrowings which are stated at fair value and amortized cost respectively. BRAC generally follows the accrual basis of accounting or a modified form thereof for key income and expenditure items.

Given the nature and diversity in activities, BRAC has not been in a position to fully comply with the International Financial Reporting Standards (IFRSs). However, as leading NGO in both local and international perspective, BRAC has always been in persuasion to present the best possible Financial Statements adhering to the applicable reporting norms including IFRSs as found suitable. Also, there was no specific set of guiding rules or regulations including accounting and financial reporting standards strictly applicable for organization like BRAC. BRAC had to apply policies that are most appropriate and practicable in this circumstances. Over time, all these policies have been acceptable by the stakeholders and users of BRAC's financial statements.

But, according to the recently circulated gazette (Public Gazette by Financial Reporting Council on dated 16 March 2020), requiring Public Interest Entities to comply with IFRS in presenting financial statements, BRAC is contemplating to undertake an initiative to critically workout the gap between existing reporting policies to the applicable IFRSs. Based on the results of this initiative, BRAC would take necessary steps to bridge the gap by implementing additional policies including modification into the existing, in coming years, if found appropriate.

The significant accounting policies, which have been materially consistent over the years, as applied and followed in the preparation and presentation of these financial statements are summarized below:

2.1 Basis of preparation of financial statements

BRAC maintains its books of account and records on a programme or project-wise basis. The head office maintains records of all treasury, investment and management functions. All cash balances, including those held for programmes, are held by the head office and transferred to programmes as required. Balances between projects are eliminated upon combination for the purposes of presentation of the financial statements.

These financial statements include the financial statements of BRAC and, the related undertakings set out in Note 10 in which BRAC has equity interests through which it exercises control or significant influence.

In contrast to the ownership of equity interest in related undertakings, BRAC also extends gratuitous grants or provides donor liaison assistance to certain organizations that, in some instances may bear names with resemblance to BRAC, viz BRAC University, Stitching BRAC International, BRAC International Holdings B.V, BRAC Afghanistan, BRAC Myanmar, BRAC Tanzania, BRAC Uganda, BRAC South Sudan, BRAC Liberia, BRAC Sierra Leone, BRAC Philippines, BRAC Nepal and BRAC Rwanda. However, no equity is held in these entities, and BRAC's financial statements therefore do not include the financial information of these entities.

2 Summary of Significant Accounting Policies (contd.):

2.1 Basis of preparation of financial statements (contd.)

BRAC's accounting records and financial statements are maintained and presented in accordance with the principles of fund accounting. This is the procedure by which resources are classified for accounting and internal reporting into funds established according to their nature and purposes based on the existence or absence of donor-imposed restrictions.

In the combined financial statements funds have been classified within either of two net asset categories- temporarily restricted and unrestricted. Accordingly, the net assets of BRAC and changes therein are classified and reported as follows:

- Temporarily restricted net assets - Net assets subject to donor-imposed restriction that permit BRAC to use or expand the assets as specified. The restrictions are satisfied either by the passage of time and/or by actions of BRAC when donor restrictions expire, that is when restrictions end or a purpose restriction is fulfilled, any balances of temporarily restricted net assets are either returned to donors in accordance with donor agreements or utilized consequent to donor and management agreements on a temporarily restricted or unrestricted basis.

In case where restrictions expire, it is BRAC's policy to effect the reclassification of assets from temporarily restricted net assets to unrestricted net assets via transfers within the balance sheet.

- Unrestricted net assets - Net assets that are not subject to any donor-imposed restrictions or which arise from internally funded activities. This category of net assets include amongst others, amounts designated by BRAC for income generating activities, programme support enterprises, micro-financing activities and self-financing social development activities.

2.2 Reporting period

These financial statements have been prepared for the period from 1 January 2020 to 31 December 2020

2.3 Authorization for issue

These financial statements have been authorized for issue by the Finance and Audit Committee (Representing BRAC's Governing Body) of BRAC on 26 May 2021.

2.4 Functional and presentation Currency

These financial statements are presented in Bangladesh Taka, which is BRAC's functional currency. Except as indicated the figures have been rounded off to the nearest Taka.

2.5 Use of estimates and judgments

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

2.6 Going Concern

During the pandemic situation from COVID-19 outbreak, BRAC responded to support the community with awareness campaign activity, offering food and cash support to the financially affected group in addition to coordinating with Govt. to support medical response with BRAC doctors & volunteers.

During the lockdown situation, BRAC has taken several safety measures for its employees and beneficiaries to maintaining social distancing. The upfront financial planning through scenario based forecast, alternate source of finance, implementing digital financial tool at field offices, shifting to virtual online platform for regular official communication etc. helped to continue the stability of the regular operations while maintaining social restriction. The pandemic situation does not have any impact on going concern of the Organization.

The management along with Board personnel assessed that COVID-19 will not have any material impact on BRAC's financial strength and future stability. BRAC has adequate resources to continue in operation for foreseeable future and hence, the financial statements have been prepared on going concern basis.

2 Summary of Significant Accounting Policies (contd.):

2.7 Consolidation

BRAC, being a society registered under the Societies Registration Act, 1860 was not subject to any requirement on the preparation of consolidated financial statements. However, being a PIE defined by FRC BRAC is required to prepare its financial statement with compliance with all applicable International Financial Reporting Standard (IFRS). As ultimate parent entity of 100 percent owned subsidiary entities and entities of significant interest, BRAC is required to present consolidated financial statements. BRAC is contemplating to prepare consolidated financial statements in the coming years.

Accordingly, BRAC's investments in related undertakings wherein the effective equity interests are more than 50% are accounted for as explained in Note 2.17, together with related undertakings in which BRAC has significant influence where effective equity interests are below 50%.

2.8 Donor grants

Income from donor grants is recognized when conditions on which they depend on have been met. Substantially, BRAC's donor grants are for the funding of projects and programmes, and for these grants, income is recognized to equate to expenditure incurred on projects and programmes. For donor grants which involve funding for property, plant and equipment, grant income is recognized as the amount equivalent to depreciation expenses charged on the fixed assets concerned. For donor grants provided to purchase motorcycles for specific projects, income is recognized over the estimated useful life of the motorcycles.

All donor grants received are initially recorded as liabilities in grants received in advance account. For grants utilized to purchase fixed assets and motorcycles, the donor grants are transferred to deferred income accounts whilst for grants utilized to reimburse programme-related expenditure, the amounts are recognized as income. Donor grants received in-kind, through the provision of gifts and/or services, are recorded at fair value (excluding situations when BRAC may receive emergency supplies for onward distribution in the event of a disaster which are not recorded as grants). Income recognition of such grants follows that of cash-based donor grants and would thus depend on whether the grants are to be utilized for the purchase of fixed assets or expended as programme-related expenditure.

Grant income is classified as temporarily restricted or unrestricted depending upon the existence of donor-imposed restrictions. For completed or phased out projects and programmes, any unutilized amounts are dealt with in accordance with subsequent donor and management agreements.

For ongoing projects and programmes, any expenditure yet to be funded but for which funding has been agreed at the end of the reporting period is recognized as grant receivable.

2.9 Revenue recognition

Revenue are recognized to depict the transfer of promised goods or services in an amount that reflects the consideration to which the organization expects to be entitled in exchange for those goods or services.

Social Enterprises projects

Social Enterprises comprise Aarong Rural Craft Centre, BRAC Printing Pack, BRAC Dairy and Food Project, Seed and Agro Enterprises, Fisheries, Artificial Insemination Center, Horticulture Nurseries, Chilling Centres, Recycled Hand Made Paper Production and Health Product related activities.

Revenue from sale of goods

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns, discount and VAT. Revenue is recognized at the time, when significant risks and rewards of ownership have been transferred to the buyer and recovery of consideration is probable. Transfer of risks and rewards occur, when the goods are delivered to the distributor/customers along with dispatch documents and invoices.

2 Summary of Significant Accounting Policies (contd.):

Service charge on microfinance loans

Service charges on microfinance loans are recognized on an accrual basis as income. The recognition of service charge ceases when a loan is transferred to non-interest bearing loan as described in Note 2.14. Service charge is included in income thereafter only when it is realized. Loans are returned to the accrual basis only when the full amount of the outstanding arrears of loans received and future collectability is reasonably assured.

Interest on bank accounts, fixed deposits, bonds

Interest income is recognized on an accrual basis.

House property income

House property income is recognized on an accrual basis whether cash is received or not.

2.9 Revenue recognition (contd):

Other income

Other income is recognized when BRAC's right to receive such income has been reasonably determined.

Community contributions

Community contributions represent fees charged to participants of selected programmes and activities run by BRAC and is recognized when BRAC's right to receive such income has been reasonably determined.

2.10 Expenses

Programme related expenses arise from goods and services being distributed to beneficiaries in accordance with the programme objectives and activities. BRAC's head office overhead expenses are allocated to various projects and programmes at a range of 7% to 10% of their costs, based on agreement with donors or management's judgment.

2.11 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Cost includes expenditures that are directly attributable to the acquisition of property, plant and equipment. The cost of an item of property, plant and equipment is recognized as an asset if, and only if all the following conditions are met:

- a) the asset is available for use
- b) it is probable that future economic benefits will flow to BRAC
- c) the cost of the item can be measured reliably and exceeds Tk. 2,000
- d) it is expected to be used for more than 1 year

Subsequent to recognition, plant and equipment and furniture and fixtures are measured at cost less accumulated depreciation and accumulated impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognizes such parts as individual assets with specific useful lives and depreciation respectively.

2 Summary of Significant Accounting Policies (contd.):

Freehold land has an unlimited useful life and therefore is not depreciated. Depreciation is provided for on a straight-line basis over the estimated useful lives of the assets at the following annual rates which are consistent with the prior year:

Item	Annual Depreciation Rate (%)
Buildings	4-10
Furniture & Fixtures	10-20
Equipment	15-33.3
Computer and IT Equipment	20-33.3
Vehicles	20
Bicycles	20
Machineries	20
Deep tube wells and tanks	20
Hatcheries	20
Motorcycles	20
Camp/Poultry/Livestock sheds	20
Crates/Mannequins/Samples	33.33

Assets under construction included in plant and equipment are not depreciated as these assets are ready for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate. An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the statement of income and expenditure in the year the asset is derecognized.

2.12 Intangible assets

Intangible assets are recognized when it is probable that the future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably.

Software purchased for the use in regular operational recording and financial reporting has been recognized as intangible assets.

Item	Annual Amortization Rate (%)
Software	20

2.13 Microfinance loans

BRAC's activities include providing micro-finance loans to members without collateral, on a service charge basis under various programmes. Loans inclusive of service charge and are stated net of provision for loan losses.

2 Summary of Significant Accounting Policies (contd.):

2.14 Provision for loan losses

Management regularly assesses the adequacy of the loan loss provision based on the age of the loan portfolio and calculates the required provision for loan losses based on the loan classification and following the provisioning methodology which is shown below:

Loan Classification	Days Arrears	Provision required
Standard	Current (no arrears)	1%
Watchlist	1 - 30	5%
Substandard	31 - 180	25%
Doubtful	181 - 365	75%
Loss	Over 365	100%

BRAC is following MRA guideline as per above table to calculate provision. For 2020, MRA has given a choice to halt the loan classification in a regular manner and provide 1% additional reserve on total outstanding balances. BRAC Management has taken a conservative approach by following MRA regular norms instead of halting loan classification which resulted a higher loan loss provision by approximately Taka 664 Crores.

2.15 Loans written off

Loans within their maturity period are classified as “Current Loans”. Loans which remain outstanding after one year of their maturity period are considered as “Late Loans”. Late Loans which remain unpaid for a year are classified as “Non-Interest Bearing Loans” (NIBL). The total amount of NIBL, which are considered bad and have no possibility of recovery, is referred to the Governing Body of BRAC for approval to write off, generally within one year from the date when a loan is transferred to NIBL. Generally loans are written off twice a year i.e. July and December. Any collections realized from loans previously written off are credited to the statement of income and expenditure.

2.16 Provisions

Provisions are recognized when BRAC has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate.

2.17 Investments in related undertakings

Related undertakings refer to separately-established undertakings in which BRAC has significant influence and/or effective equity interests. Details of these undertakings are disclosed in Note 10.

BRAC's investments in these undertakings are initially recorded at cost and subsequently adjusted to reflect BRAC's share of results for each period added to or deducted from the respective investment costs, from the dates of their acquisition and to the dates of their disposal. Distribution received from the undertakings is recognized in the statement of income and expenditure. Unrealized share of profit from undertakings as well as any changes in net assets in the related undertakings other than by the effect of operating results are recognized directly in the statement of changes in net assets. On disposal, gains or losses representing the difference between the proceeds on disposal and the carrying value of the undertakings at the date of disposal are recognized in the statement of income and expenditure. Gain or losses on dilution of interest in related undertakings, representing the difference in BRAC's share of net assets before and after the dilution concerned is also recognized in the statement of income and expenditure. Provision is also made for any impairment if the carrying amount of an investment exceeds its recoverable amount. In case the share of losses from related undertakings is equal or more than the cost of investment then those losses were not recognized.

2 Summary of Significant Accounting Policies (contd.):

2.18 Investment in securities and others

All investments other than investment in related undertakings are initially recognized at cost, being the fair value of the consideration given and including acquisition charges associated with the investment.

Other long-term investments which are intended to be held to maturity, such as debentures and private debt securities, are subsequently measured at amortized cost. Amortized cost is calculated by taking into account any discount or premium on acquisition, over the period to maturity. For investments carried at amortized cost, apart from the amortization process which is dealt with through the statement of income and expenditure, any gain or loss is recognized in the statement of income and expenditure when the investment is disposed of or suffers a permanent diminution in value.

2.19 Accounts receivable

Accounts receivable arise principally from BRAC's income generating activities and programme support enterprises, and are stated net of provision for doubtful debts. An estimate is made for doubtful debts based on a review of all outstanding amounts as at the balance sheet date. Bad debts are written off when identified.

2.20 Inventories

Retail inventories are stated at cost based on selling price less average mark-up, and other inventories are stated at cost. Cost is determined using the weighted average basis. The cost of inventories includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Provision is made for obsolete or slow moving items, to reduce their carrying amounts to net realizable value.

2.21 Motorcycle replacement fund

Applicable donor funds are utilized for providing motorcycles to project or programme staffs, and these funds are held in a replacement fund. The cost of providing motorcycles to staff is recovered through monthly salary deductions. Donor funds received and utilized for the purchase of motorcycles are amortized to the statement of income and expenditure over a period of five years, being the average estimated useful life of the motorcycles.

2.22 Self - insurance fund

BRAC created a self-insurance fund in order to provide coverage for a variety of risks including that of hazard/natural calamity (i.e. cyclone, flood, fire among others) to selected properties. Additionally, risk coverage related to cash loss arising out of regular operation is also under the scope of this fund along with miscellaneous risk coverage not insured by other funds. This self-insurance fund is based on estimates by the Governing Body and, as from 2001, by reference to the best judgement made by management.

2.23 Employee gratuity and redundancy fund

BRAC maintains a Gratuity Scheme which is considered as a defined benefit plan. BRAC makes provisions for an Employee Gratuity and Redundancy fund, on the basis of two months' basic salary for each completed year's service for each permanent employee (based on the basic salary of the last month). In this respect, Gratuity fund valuation of the retirement benefit liabilities are calculated periodically and with reference to a number of actuarial assumptions and inputs including discount rate, rate of inflation and mortality rates.

The extent of future liabilities requiring current provisions, and the rate of provisions required in the immediate following financial periods have been determined based on actuarial valuation carried out for 2018.

2 Summary of Significant Accounting Policies (contd.):

In addition, the process of formation of a funded gratuity has been taken and administrative formalities have been completed. An amount of Taka 100 Crores is transferred to this separate gratuity fund. An actuarial valuation of the gratuity amount is also ongoing and the remaining amount will be transferred to the fund upon completion of actuarial valuation.

2.24 Employee provident fund

BRAC makes contribution to a recognized contributory provident fund for its eligible employees which is operated by a Board of Trustees. The contribution by BRAC is 10% of the basic salary of each confirmed employees and this is equivalent to the contribution by each eligible employee. Contributions to this fund are recognized as an expenses in the period in which the employee services are performed.

2.25 Employee group insurance

BRAC is maintaining a group insurance policy with Guardian Life Insurance Ltd. for covering the risk of life of the employee and family health, on a monthly fixed premium basis. This policy is to cover liabilities arising out of death and other permanent injuries suffered by the employees. The terms of employment provide for payment in the event of death or permanent injury, of amounts ranging from 50 months for natural death, permanent injuries and 100 months for accidental death equivalent of last month basic salary. In case of health coverage, it covers a range of medical facilities in all over the Bangladesh as well as in abroad.

2.26 Foreign currencies

Foreign currency transactions are converted into equivalent Taka at the ruling exchange rates on the respective dates of such transactions.

The resulting exchange translation gains and losses are recognized in the statement of income and expenditure.

The principal exchange rates used for each respective unit of foreign currency ruling at the balance sheet date are as follows:

	2020 Taka	2019 Taka
United States Dollars (USD)	83.95	83.95
Euro	102.39	94.03
Great Britain Pound (GBP)	112.85	110.28
Australian Dollars (AUD)	62.87	58.54

BRAC's foreign currency denominated assets and liabilities are disclosed in Note 29.

2.27 Taxation

Income tax liabilities for the current period are measured at the amount expected to be paid to the taxation authorities in accordance with the Income Tax Ordinance, 1984 (Amended) for activities by which BRAC generates taxable income. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

2.28 Borrowing costs

Borrowing costs are interest and other costs that BRAC incurs in connection with the borrowing of fund.

Borrowing costs are recognized as an expense in the period in which they are incurred except where such costs are directly attributable to the acquisition, construction or production of a qualifying asset, in which case these costs are capitalized as part of the cost of that asset. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

2 Summary of Significant Accounting Policies (contd.):

2.29 Impairment of assets

At each balance sheet date, BRAC reviews the carrying amounts of its assets to determine whether there is any indication of impairment. If any such indication exists, impairment is measured by comparing the carrying values of the assets with their recoverable amounts. Recoverable amount is the higher of net selling price and value in use.

An impairment loss is recognized as an expense in the statement of income and expenditure immediately. Reversal of impairment losses recognized in prior years is recorded in the statement of income and expenditure when the impairment losses recognized for the asset no longer exists or have decreased.

2.30 Financial instruments

Financial instruments are recognized in the balance sheet when BRAC has become a party to the contractual provisions of the instrument.

a) Investments in related undertakings

Investments in related undertakings are stated at cost less impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.17.

b) Investments in securities and others

Investments in securities and others are stated at cost, subsequently adjusted for fair value or at amortized cost. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.18.

c) Receivables

Receivables are carried at anticipated realizable values. Bad debts are written off when identified and an estimate is made for doubtful debts based on a review of all outstanding amounts as at the balance sheet date.

d) Payables

Payables are stated at cost which is the fair value of the consideration to be paid in the future for goods and services received.

e) Interest-bearing borrowings

Interest-bearing bank loans, overdrafts and securitized financing are recorded at the amount of proceeds received, net of transactions costs. For borrowings made specifically for the purpose of acquiring a qualifying asset, the amount of borrowing costs eligible for capitalization is the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investments of funds drawn down from that borrowing facility.

All borrowing costs are recognized as an expense in the statement of income and expenditure in the period in which they are incurred. The carrying values of these financial instruments approximate their fair values due to their short term maturities.

2.31 Cash and cash equivalents

Cash and cash equivalents for the purposes of the statement of cash flows comprises cash and bank balances and unpledged fixed deposits, against bank overdrafts, if any, are deducted. Included in cash and bank balances are donations which are received through donor grants. By virtue of donor agreements, the manner in which such donations are to be applied may be restricted to specific projects and/or assets.

2 Summary of Significant Accounting Policies (contd.):

2.32 Contingent liabilities

Any possible obligation that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of BRAC; or any present obligation that arises from past events but is not recognized because:

- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or
- the amount of the obligation cannot be measured with sufficient reliability

Contingent liabilities are not recognized but disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote.

In respect of a number of earlier years, BRAC has received demands for additional tax from the taxation authority. These are at different stages of appeal. Provisions have been made where considered appropriate.

Contingent assets are not recognized in the financial statements as this may result in the recognition of income which may never be realized.

2.33 Events after the balance sheet date

Events after the balance sheet date that provide additional information about the organization's position at the balance sheet date are reflected in the financial statements.

The COVID-19 outbreak continues and a significant number of infections observed from March 2021. To mitigate the risk of infections, several measures have been taken at a country level to respond against COVID 19 pandemic. In this regard, we have taken a number of initiatives to monitor and prevent the effects of the COVID-19 virus such as safety and health measures for our people including encouraging for vaccination, maintaining social distancing, introducing work from home and securing the supply of materials that are essential for the safety of our staffs.

BRAC has considered the possible impacts that may result from COVID-19 in the preparation of these financial results including the recoverability of carrying amount of financial and non- financial assets. The assumptions relating to the possible future uncertainties in the economic conditions because of COVID-19, BRAC has, at the date of approval of these financial results, used both internal and external sources of information and assessed that the carrying amount of the assets will be recovered.

Since the end of reporting period there has been no material changes affecting the financial position of BRAC.

2.34 COVID 19 pandemic impact on operations

During 2020, BRAC management took a number of initiatives to respond COVID 19 pandemic. After assessing the risk and on time resolution, the effect for COVID 19 on operations was at minimal level. Contribution from Aarong seasonal sales were foregone during lock down period. It was also impacted by the social restrictions during the pandemic. Total sales of Aarong in 2020 was lower than last year by Taka 458 Crores. In response, Aarong has taken sufficient safety and health measures for its employees and customers. In addition, the online platform has been developed and currently in operations to reach larger customers base while maintaining social distance.

Microfinance operations were postponed for 45 days from 26th March 2020 to 9th May 2020 during the 1st wave of COVID 19 pandemic outbreak. Considering the economic impact on loanees, BRAC has waived of service charges (Interest) of Taka 708 Crores in total. Meanwhile the mobile financial service platform has been introduced to support microfinance operations. In addition, loan loss provision has increased by Taka 870 Crores than last year.

On the other hand, BRAC has extended its development activities by taking several supportive initiatives under different projects. Major activities of those projects include creating awareness, providing cash support, distributing hygiene products and food packages.

2 Summary of Significant Accounting Policies (contd.):

2.35 Segmental reporting

BRAC is organized into operating segments based on projects and programmes which are independently managed by the respective program managers responsible for the performance within the operating segments.

The programme managers report directly to the management of BRAC who regularly review the segment results in order to assess segment performance. Additional disclosures on each of these segments are shown in notes 32 and 33 respectively.

2.36 Comparatives and reclassification

Comparative information have been disclosed in respect of the year 2020 for all numerical information in the financial statements and also the narrative and descriptive information when it is relevant for understanding of the current period's financial statements.

2020 Taka	2019 Taka
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3. Cash and bank balances

Cash in hand and at banks (Note 3.1)
Deposits (Note 3.2)

5,162,981,547	5,440,041,114
26,560,804,162	18,592,481,360
31,723,785,710	24,032,522,474

3.1 Cash in hand and at banks

Cash in hand
Cash at banks

403,745,965	904,837,175
4,759,235,582	4,535,203,939
5,162,981,547	5,440,041,114

3.2 Deposits

Fixed deposits pledged
Fixed deposits unpledged
Short term deposit unpledged

-	444,374,373
22,977,168,845	14,722,238,743
3,583,635,317	3,425,868,244
26,560,804,162	18,592,481,360

Included in the above balance are amounts placed with related undertakings as follows:

Name of related party

BRAC Bank Ltd.

Nature of balances

Fixed deposits pledged
Fixed deposits unpledged
Short term deposits unpledged
65 Bank Accounts (2019: 68)

-	444,374,373
970,663,768	16,182,269,617
-	3,425,868,244
2,339,826,045	2,524,961,759

3.3 Deposits analyzed by programme:

Microfinance Programme
Other Programmes

24,142,355,984	17,104,309,997
2,418,448,178	1,488,171,363
26,560,804,162	18,592,481,360

3.4 Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following as at December 31, 2020:

Cash in hand and at banks
Fixed deposits unpledged
Short term deposits unpledged

5,162,981,547	5,440,041,114
22,977,168,845	14,722,238,743
3,583,635,317	3,425,868,244
(31,262,811,054)	(27,893,463,383)

Bank overdrafts (Note 14)

460,974,656	(4,305,315,282)
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2020 Taka	2019 Taka
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4. Advances, deposits and prepayments

Advances:		
Employees	5,532,129,470	5,245,761,770
Suppliers	708,533,923	996,271,467
Advance for tax	3,137,547,093	2,260,608,299
	9,378,210,486	8,502,641,536
Deposits:		
Deposits for facilities and utilities	384,664,654	25,255,593
Prepayments	2,279,820,491	2,192,896,372
	12,042,695,631	10,720,793,501

5. Inventories

Seeds and feed	374,804,308	504,387,181
Medical supplies and consumables	81,270,239	103,887,849
Printing and stationery	104,071,083	127,469,534
Handicraft goods	5,107,283,052	4,867,438,271
Dairy products	271,037,639	273,007,615
Programme materials	316,517,231	222,909,227
	6,254,983,552	6,099,099,677

6. Grants and accounts receivable

Grants receivable	831,691,365	1,124,558,318
Interest receivable on fixed deposits	1,118,051,830	1,197,628,160
Other accounts receivable	871,497,147	1,012,559,313
	2,821,240,342	3,334,745,791

The "Interest receivable on fixed deposits" includes Tk. 328,268,889 (2019: Tk.188,504,916) which has maturity date of the fixed deposits after 12 months.

7. Microfinance loans

	Principal outstanding Taka	Service charge receivable Taka	Loan loss provision Taka	Total Taka
At 1 January 2020	250,127,985,061	3,838,750,190	(9,978,784,695)	243,987,950,556
Additions	384,262,924,978	55,977,359,565	(13,020,772,709)	427,219,511,834
Realization	(330,388,401,275)	(54,041,924,311)	-	(384,430,325,586)
Write-off	(2,780,460,454)	(584,957,209)	3,365,417,663	-
At 31 December 2020	301,222,048,310	5,189,228,235	(19,634,139,741)	286,777,136,804

Loans to members bear annual service charges 20% to 24% (2019: 19% to 25%) on a declining balance method. Repayments are made in weekly/monthly instalments.

The loan principal outstanding and loan loss provision are analyzed as follows:

Loan Classification	Days in Arrears	Principal Outstanding 2020 Taka	Loan loss Provision 2020 Taka	Principal Outstanding 2019 Taka	Loan loss Provision 2019 Taka
Standard	Current (no arrears)	256,762,690,969	2,567,626,910	238,582,893,303	2,385,828,933
Watchlist	1 - 30	9,522,864,971	476,143,249	1,104,228,114	55,211,406
Substandard	31 - 180	23,720,840,361	5,930,210,090.20	3,782,993,516	945,748,380
Doubtful	181 - 365	2,221,970,062	1,666,477,546	263,496,610	197,622,458
Loss	Over 365	8,993,681,947	8,993,681,947	6,394,373,519	6,394,373,519
		301,222,048,310	19,634,139,741	250,127,985,062	9,978,784,695

Loan Loss Reserve (LLR) for the year 2020 reached at 7% on total outstanding balance. Although MRA has given a choice to halt the loan classification in a regular manner and provide 1% additional reserve on total outstanding balances, BRAC Management has taken a conservative approach by following MRA regular norms instead of halting loan classification which resulted a higher loan loss provision by approximately Taka 664 Crores.

	2020 Taka	2019 Taka
Motor Cycle Loans		
As at 1st January	85,192,350	207,030,285
Additions during the year	2,083,562	10,140,175
Loan realization during the year	(22,842,132)	(131,978,110)
At 31st December	64,433,780	85,192,350

8.

Motor Cycle Loans

As at 1st January
Additions during the year
Loan realization during the year
At 31st December

9.

Investment in securities and others

DBH 1st Mutual Fund	47,400,000	47,400,000
AB Bank Subordinated Bond	200,000,000	400,000,000
MTB Subordinated Bond	100,000,000	150,000,000
Bangladesh Sanchay Patra (BSP)	76,000,000	150,000,000
Fixed Deposit	444,200,000	1,460,030,874
	867,600,000	2,207,430,874

Market value of DBH 1st Mutual Fund at 31 December 2020 was Tk. 7.00 per unit (2019: Tk.8.40) and 6,000,000 shares on the Dhaka Stock Exchange (DSE). The maturity date of the AB Bank Ltd. Subordinated Bond will be on 25 August 2021 with effective interest rate 11% per annum. The maturity date of the Mutual Trust Bank Subordinated Bond will be on 19 October 2022 with effective interest rate 10.5% per annum. The Bangladesh Sanchay Patra (BSP) earned interest at 11.28% (2019: 11.28%) per annum during the year.

10 Investments in related undertakings

Related undertakings	As at 31 December 2020			
	Cost of Investment Taka	Share of Reserves Taka	Loans Taka	Total Taka
BRAC Bank Ltd.	5,911,149,577	14,202,257,157	-	20,113,406,734
BRAC Industries Ltd.	24,999,900	12,892,055	-	37,891,955
BRACNet Ltd.	185,915,300	(46,963,558)	-	138,951,742
BRAC IT Services Ltd.	207,839,000	(33,633,445)	-	174,205,555
BRAC Services Ltd.	10,000,000	(336,906,901)	393,022,412	66,115,511
Delta BRAC Housing Finance Corp. Ltd	40,000,000	1,080,065,419	-	1,120,065,419
BRAC Karnafull Tea Company Ltd	243,908,025	52,537,692	1,321,370,684	1,617,816,401
BRAC Kaiyachara Tea Company Ltd	63,300,695	304,806,790	218,580,459	586,687,944
BRAC Kodala Tea Company Ltd	81,680,954	(71,775,981)	498,542,390	508,447,363
Bangladesh Netting Factory	17,071,429	33,593,099	29,253,695	79,918,223
IPDC Finance Ltd.	1,112,443,508	480,701,109	-	1,593,144,617
Mayabgy Ltd.	18,155,513	(9,851,621)	-	8,303,892
BRAC EPL Investment Ltd.	1,300	-	-	1,300
BRAC Kumon Ltd.	49,980,000	(18,573,810)	41,561,644	72,967,834
Edotco Bangladesh Co. Ltd.	7,228,750,000	351,553,878	-	7,580,303,878
BRAC OSIRIS Impact Ventures Ltd.	100,000,000	(2,714,663)	-	97,285,337
Bhumijo Ltd.	3,000,000	5,141,800	-	8,141,800
BD Assistant	2,000,000	-	-	2,000,000
	15,300,195,201	16,003,129,020	2,502,331,284	33,805,655,505

10 Investments in related undertakings (contd.)

Related undertakings	As at 31 December 2019			
	Cost of Investment Taka	Share of Reserves Taka	Loans Taka	Total Taka
BRAC Bank Ltd.	4,760,329,616	12,762,802,851	-	17,523,132,467
BRAC Industries Ltd.	24,999,900	11,367,898	-	36,367,798
BRACNet Ltd.	185,915,300	(59,632,507)	-	126,282,793
BRAC IT Services Ltd.	36,134,000	(36,134,000)	-	-
BRAC Services Ltd.	10,000,000	(265,750,475)	348,546,208	92,795,733
Delta BRAC Housing Finance Corp. Ltd	40,000,000	965,383,265	-	1,005,383,265
BRAC Karnafuli Tea Company Ltd	243,908,025	31,117,433	1,246,419,078	1,521,444,536
BRAC Kaiyachara Tea Company Ltd	63,300,695	261,437,689	204,800,565	529,538,949
BRAC Kodala Tea Company Ltd	81,680,954	(48,364,524)	467,288,146	500,604,576
Bangladesh Netting Factory	17,071,429	33,690,552	44,124,575	94,886,556
BRAC Environmental Enterprises Ltd.	90,000,000	(71,014,811)	124,890,003	143,875,192
IPDC Finance Ltd.	1,112,443,508	392,665,090	-	1,505,108,598
Mayalogy Ltd.	18,155,513	(5,484,123)	-	12,671,390
BRAC EPL Investment Ltd.	1,300	-	-	1,300
BRAC Kumon Ltd.	49,980,000	(7,266,469)	18,528,831	61,242,362
Edotoo Bangladesh Co. Ltd.	7,228,750,000	813,582,403	-	8,042,332,403
BRAC OSIRIS Impact Ventures Ltd.	100,000,000	(511,296)	-	99,488,704
Bhumijo Ltd.	3,000,000	(200,148)	-	2,799,852
	14,065,670,240	14,777,688,828	2,454,597,406	31,297,956,474

2020 Taka	2019 Taka
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Transfer to change in net assets

1,154,404,766	3,080,897,854
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Share of non-operating changes in net assets in related undertakings

503,200,852	2,293,495,976
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Investment in reserve fund (Statutory reserve)

651,203,914	787,401,878
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10 Investment in related undertakings (contd)

Related undertakings (All Incorporated in Bangladesh)	Share Holding Percentage (%)		Principal activities
	2020	2019	
BPAC Bank Ltd.	46.17	44.28	Banking business, listed on the Dhaka and Chittagong Stock Exchanges.
BPAC Industries Ltd.	99.99	99.99	Cold storage
BPAC BD Mail Network Ltd.	19.99	19.99	Internet service provider
BPAC IT Services Ltd.	87.00	51.00	Software Development
BPAC Services Ltd.	100.00	100.00	Hospitality
Delta BRAC Housing Finance Corp. Ltd.	18.39	18.39	Housing finance, listed on the Dhaka and Chittagong Stock Exchanges.
BPAC Karnafuli Tea Company Ltd.	99.94	99.94	Tea Plantation
BPAC Kaiyachara Tea Company Ltd.	99.85	99.85	Tea Plantation
BPAC Kodala Tea Company Ltd.	99.12	99.12	Tea Plantation
Bangladesh Netting Factory	93.94	93.94	Poultry Processing
BPAC Environmental Enterprises Ltd.	-	90.00	Waste management services
IPDC Finance Ltd.	25.00	25.00	Finance services
Mayabgy Ltd.	14.28	15.70	Women Empowerment through online in Bangladesh.
BPAC Kumon Ltd.	99.96	99.96	Establish and operate Educational Institutes.
Edotoo Bangladesh Co. Ltd.	26.00	26.00	Telecommunications Service Provider.
BPAC OSIRIS Impact Ventures Ltd.	99.99	99.99	Invest in profitable and impact business ventures.
Bhumijo Ltd.	30.00	30.00	To ensure healthy and hygiene Public Toilets in Public places by designing, renovating, maintaining.
BD Assistant Ltd.	-	-	BD Assistant Ltd. is an online marketplace and logistics company which operates mainly in Rangpur Division. Share allotment not yet completed.

BRAC's investments in the related undertakings are represented by its share in the respective net tangible assets, goodwill and loans extended.

Loans represent finance provided for working capital and earn 7%-8% (2019: 7%-8%) interest per annum. These loans have no fixed repayment terms.

The market value of BRAC Bank Ltd shares at 31 December 2020 was Tk. 44.30 per share (2019: Tk. 57.10) and Tk. 44.30 per share (2019: Tk. 56.70) on the Dhaka Stock Exchange(DSE) and Chittagong Stock Exchange (CSE) respectively. Number of share holding as at 31 December 2020 was 612,092,251 (2019: 546,385,269).

The market value of Delta BRAC Housing Finance Corporation Ltd. shares at 31 December 2020 was Tk. 92.60 per share (2019: Tk. 114.30) and Tk. 98.70 per share (2019: Tk. 112.20) on the DSE and CSE respectively. Number of share holding as at 31 December 2020 was 28,344,362 (2019: 24,647,272).

The market value of IPDC Finance Ltd. shares at 31 December 2020 was Tk. 27.60 per share (2019: Tk. 25.60) and Tk. 27.70 per share (2019: Tk. 25.50) on the DSE and CSE respectively. Number of share holding as at 31 December 2020 was 92,772,883 (2019: 88,355,127).

Investment in related undertakings (contd)

Significant transactions with related undertakings are as follows:

Related undertakings			2020		2019	
Transactions:			Taka		Taka	
	Nature	Nature of transaction				
BRAC Bank Ltd.	Investment	Dividend	(409,599,327)		-	
Delta BRAC Housing Finance Corp. Ltd	Investment	Dividend	(49,294,552)		(56,016,541)	
IPDC Finance Ltd.	Investment	Dividend	(88,355,127)		(38,178,147)	
Edotco Bangladesh Co. Ltd.	Investment	Dividend	(1,163,045,000)		-	
BRAC Bank Ltd.	Investment	Interest income on fixed deposits/bank balance	(194,776,676)		(164,537,704)	
BRAC Bank Ltd.	Investment	Interest expense on loan	318,787,258		361,395,623	
BRAC Bank Ltd.	Investment	Interest expense on overdraft	37,600,000		50,400,490	
BRAC IT Services Ltd.	Investment	IT enable facilities	163,927,219		190,801,131	
BRAC Services Ltd.	Investment	Service facilities	44,476,204		8,695,007	
BRAC Karnaful Tea Company Ltd	Investment	Interest income on current account balance	(88,812,214)		(87,131,536)	
BRAC Kaiyachara Tea Company Ltd	Investment	Interest income on current account balance	(13,763,981)		(15,038,899)	
BRAC Kodala Tea Company Ltd	Investment	Interest income on current account balance	(33,741,126)		(32,160,410)	
Bangladesh Netting Factory	Investment	Interest income on current account balance	(2,656,964)		(3,051,955)	
IPDC Finance Ltd.	Investment	Interest income on fixed deposits	(73,215,733)		(104,725,907)	
Receivable/(payables) with related parties:						
BRAC Bank Ltd.	Investment	Advance/(Loan)	(2,300,000,000)		(3,800,000,000)	
BRAC Bank Ltd.	Investment	Advance/(Overdraft)	(445,596,431)		(566,890,970)	
BRAC Industries Ltd.	Investment	Receivable/(Payable)	(1,155,176)		(10,332,766)	
BRAC Services Ltd.	Investment	Advance/(Loan)	393,022,412		348,546,208	
BRAC Karnaful Tea Company Ltd	Investment	Advance/(Loan)	1,321,370,684		1,246,419,078	
BRAC Kaiyachara Tea Company Ltd	Investment	Advance/(Loan)	218,580,459		204,800,565	
BRAC Kodala Tea Company Ltd	Investment	Advance/(Loan)	498,542,390		467,288,146	
Bangladesh Netting Factory	Investment	Advance/(Loan)	29,253,695		44,124,575	
BRAC Environmental Enterprises Ltd.	Investment	Advance/(Loan)	-		124,890,003	
BRAC Kumon Ltd.	Investment	Advance/(Loan)	41,561,644		18,528,831	

The BRAC management has assessed the impact of COVID-19 pandemic on BRAC's investments in related undertakings by reviewing their financial statement disclosures and directors' report and holding discussion with the management of the companies. BRAC management have also observed performance of the related undertakings in the first quarter of 2021. No significant uncertainty was found on the recoverability of the investment in related undertakings.

11. Property, plant and equipment

Group of fixed assets	Cost			Depreciation			Amount in Taka	
	Opening balance 01-01-2020	Additions during the period	Transferred during the period	Disposals during the period	Closing balance 31-12-20	Opening balance 01-01-2020	Written down value 31-12-20	Written down value 31-12-2019
Freehold land	10,338,905,356	419,824,551	(46,150,945)	(2,884,924)	10,709,714,038	2,641,402,257	10,709,714,038	10,338,905,356
Buildings	7,035,097,888	367,667,278	799,390,504	(84,470,035)	8,117,675,615	2,641,402,257	5,235,477,107	4,393,695,611
Furniture & fixtures	2,190,766,785	138,277,145	(3,635)	(100,230,991)	2,228,809,304	1,221,483,141	1,389,708,923	969,283,644
Equipment	2,752,650,245	772,611,778	38,450,107	(230,570,421)	3,333,141,709	1,771,258,538	1,932,275,434	981,391,707
Computer	1,141,563,357	102,351,270	-	(33,081,547)	1,210,833,080	891,147,706	987,119,654	250,415,651
Vehicles	1,500,068,271	105,207,969	4,688,404	(22,636,528)	1,587,328,116	1,034,615,901	1,165,124,060	465,472,370
Bicycles	12,805,577	408,411	-	(332,616)	12,881,372	9,335,736	10,807,621	3,469,841
Machineries	1,690,526,137	29,939,354	(49,194,205)	(46,065,042)	1,615,206,243	1,061,145,492	529,648,511	619,390,645
Deep tubewell and tanks	36,118,426	608,603	(9,568,024)	-	27,159,005	33,142,062	26,034,559	2,976,364
Hatcheries	18,117,844	366,991	-	-	18,484,835	17,665,158	17,751,764	452,686
Motor cycles	19,076,848	11,318,974	-	(704,155)	29,691,667	5,701,680	21,062,152	13,375,188
Construction Work in progress	1,060,200,989	259,822,401	(737,582,205)	-	582,441,185	-	582,441,185	1,060,200,989
Crates/Mannequins/Samples/Antiques	737,026,556	48,169,764	-	-	785,196,320	561,800,128	660,832,755	124,363,565
Total December 2020	28,522,944,259	2,256,574,489	-	(520,956,259)	30,258,562,489	9,248,697,799	10,166,050,546	19,274,246,460
Total December 2019	27,192,535,001	1,581,203,682	-	(250,794,424)	28,522,944,259	8,265,070,297	9,248,697,799	19,274,246,460

Allocation of depreciation:

- i) included in cost of sales of income generating projects
- ii) included in programme related expenses

	2020 Taka	2019 Taka
	133,068,534	158,473,984
	1,005,963,535	1,072,884,683
	1,198,632,069	1,231,358,667

An amount of Tk. 136,640,337 (2019: 230,480,659) has been transferred to the statement of income and expenditure from Deferred income - investment in fixed assets to cover the depreciation charge for donor funded fixed assets as disclosed in Note 18.

An amount of Tk. 113,846,596 (2019: 91,696,299) has been reclassified from computer under Property, plant and equipment to Software and Intangible assets in progress under Intangible assets.

12. Intangible assets

Group of intangible assets	Cost				Amortization				Written down value 31-12-20	Written down value 31-12-2019	
	Opening balance 01-01-2020	Additions during the period	Transferred during the period	Disposals during the period	Closing balance 31-12-20	Opening balance 01-01-2020	Charged during the period	Adjustment/ disposals during the period			Closing Balance 31-12-20
Software	3,895,013	1,838,476	-	-	5,733,489	1,438,680	1,259,892	-	2,698,572	3,034,917	2,456,333
Intangible assets in progress	109,951,583	40,531,731	-	-	150,483,314	-	-	-	-	150,483,314	109,951,583
Total December 2020	113,846,596	42,370,207	-	-	156,216,803	1,438,680	1,259,892	-	2,698,572	153,518,231	112,407,916
Total December 2019	91,696,299	22,150,297	-	-	113,846,596	659,677	779,003	-	1,438,680	112,407,916	

An amount of Tk. 113,846,596 (2019: 91,696,299) has been reclassified to Software and Intangible assets in progress under Intangible assets from computer under Property, plant and equipment.

	2020 Taka	2019 Taka
13. Liabilities for expenses and materials		
Liabilities for expenses	10,752,792,841	6,089,283,548
Liabilities for goods	446,184,843	540,951,210
Advances received for training, publications, supplies etc.	7,261,055,834	7,267,333,395
	18,460,033,518	13,897,568,153
14. Bank overdraft		
Agrani Bank Ltd.	2,969,560,464	2,986,117,252
Bank Alfalah Ltd.	196,890,775	194,749,502
Bank Asia Ltd.	4,371,672,463	711,795,221
BRAC Bank Ltd.	445,596,431	566,890,970
Community Bank of Bangladesh	50,562,504	-
Dhaka Bank Ltd.	961,196,753	1,573
Dutch Bangla Bank Ltd.	32,698,843	90,732,850
Eastern Bank Ltd.	48,681,485	48,712,821
Habib Bank Ltd.	197,106,739	200,167,698
HSBC	674,692	6,254,200
IFC Bank Ltd.	28,740,428	52,857,594
Jamuna Bank Ltd.	5,202,879,811	1,562,443,603
Janata Bank Ltd.	614,974,260	1,562,302,069
Mutual Trust Bank Ltd.	142,651,743	1,052,178,763
Prime Bank Ltd	2,293,464,497	1,834,950,649
Pubali Bank Ltd.	7,059,991,567	7,345,918,145
Rupali Bank Ltd.	78,786,658	292,202,501
Sonali Bank Ltd.	2,568,148,408	6,201,485,666
Southeast Bank Ltd.	2,610,480	98,960
Standard Bank Ltd.	41,465,053	44,271
The City Bank Ltd.	45,628,468	416
The Trust Bank Ltd.	159,736,862	361,261,156
United Commercial Bank Ltd.	141,084,888	33,802
Uttara Bank Ltd.	3,618,006,782	2,822,263,701
	31,262,811,054	27,893,463,383

The bank overdrafts were obtained for BRAC's micro-finance programme and to finance working capital requirements. The bank overdrafts bear interest at 4% to 9% (2019: 11.28%) per annum and are repayable within 12 months.

15.

Term loans

	2020 Taka	2019 Taka
AB Bank Ltd.	-	249,998,781
Bank Alfalah Ltd	320,000,000	200,000,852
Bank Asia Ltd.	1,999,889,626	-
BASIC Bank Ltd.	134,417,678	354,340,050
BRAC Bank Ltd.	2,300,000,000	3,800,000,000
Citibank N.A.	1,420,000,000	1,000,000,000
Commercial Bank of Ceylon PLC.	1,750,000,000	1,450,000,000
Dhaka Bank Ltd.	-	1,000,000,000
Dutch Bangla Bank Ltd.	1,217,533,210	2,825,889,060
Eastern Bank Ltd.	4,495,439,744	3,108,048,834
EXIM Bank Ltd.	163,920,391	-
Habib Bank Ltd.	300,000,000	200,000,000
HSBC	5,750,000,000	2,175,000,000
ILDC Finance Ltd.	2,500,000,000	500,000,000
IFIC Bank Ltd.	-	3,439,984,916
Jamuna Bank Ltd.	-	809,978,877
Meghna Bank Ltd.	849,999,856	750,000,000
Mercantile Bank Ltd.	-	1,000,000,000
Midland Bank Limited	300,000,000	-
Modhumoti Bank Ltd.	-	199,999,568
Mutual Trust Bank Ltd.	1,500,000,000	442,985,169
NCC Bank Ltd.	2,499,832,648	2,986,867,877
Prime Bank Ltd	2,000,000,000	2,000,000,000
Pubali Bank Ltd	360,619,858	-
Rupali Bank Ltd.	3,000,000,000	3,000,000,000
SABINCO	-	179,832,419
Shahjalal Islami Bank Ltd.	3,698,240,000	3,800,000,000
Southeast Bank Ltd.	499,989,654	200,000,000
Standard Bank Ltd.	9,253,407,000	-
Standard Chartered Bank (SCB)	-	7,106,000,000
State Bank of India	1,200,000,000	1,100,000,000
UAE Bangladesh Investment Company Ltd.	-	200,000,000
Woori Bank	697,833,326	453,500,001
	48,211,122,990	44,532,426,404

Term Loans are analyzed as follows:
Amount repayable within 12 months
Amount repayable after 12 months:

Repayable after 12 months but less than 24 months
Repayable after 24 months but less than 36 months
Repayable after 36 months but less than 48 months

47,774,137,707	43,551,180,602
179,803,922	859,260,519
152,181,373	121,985,283
104,999,988	-
436,985,283	981,245,802
48,211,122,990	44,532,426,404

All repayment obligations in respect of the term loans were met and no amounts were in arrears as at 31 December 2020. The term loan were obtained to support various micro finance and development projects undertaken by BRAC and for working capital purposes. The loans are repayable at various intervals, i.e., monthly, quarterly, half-yearly, biannually and annually and bear 6.50% to 9.00% (2019: 6.50% to 12.50%) interest rates.

2020 Taka	2019 Taka
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16. Members' savings deposits

Opening balance
Deposits during the year
Withdrawals during the year
Closing balance

97,006,031,994	69,587,804,893
67,337,985,884	64,565,418,593
(35,448,032,491)	(37,147,191,492)
128,895,985,387	97,006,031,994

Compulsory savings
Voluntary savings
Term deposits
Closing balance

70,527,383,827	66,614,074,713
14,626,315,674	11,865,020,726
43,742,285,886	18,526,936,555
128,895,985,387	97,006,031,994

The rate of interest paid in respect of savings deposits by members was 6%-10% (2019: 6%-10%) per annum.

BRAC has three types of savings deposits initiatives, namely (a) Compulsory savings (b) Voluntary savings and (c) Term deposits, with a view to facilitating and encouraging savings by members in rural areas.

(a) Compulsory savings

- (i) Each member deposits a minimum amount of Tk.10 in a weekly meeting. The amount to be deposited weekly/monthly is fixed by the member at the inaugural meeting of the year. The interest rate is 6% per annum.
- (ii) A member can withdraw the entire amount of savings after the loan outstanding balance including service charges thereon has been fully repaid.
- (iii) BRAC is allowed to offset the amount of loan balance with the equivalent savings balance of the loanee in the event of default.

(b) Voluntary savings

- (i) Each member can save for periods ranging from 3 years to 10 years on a monthly basis. The voluntary savings range from Tk. 100 to Tk. 1,000. The interest rate ranges from 7% for a 3 years period to 10% for a 10 year period.
- (ii) Any member can withdraw his/her savings by giving a seven (7) days written notice.

(c) Term deposits

- Each member can save for a period 1 to 7 years for a fixed time period. The amount of deposit can range from Tk. 10,000 to 1000,000. Interest rate for the maturity period range from 7% in the first year to 10.41% for 7 years.

17. Grants received in advance account

Opening balance	
Grants receivables	
Donations received during the period	
Transferred to deferred income:	
- Investment in fixed assets	
- Motorcycle replacement fund	
Transfer to Statement of Comprehensive Income and Expenditure during the period	
Refund/Transfer	
Donor fund advance transfer/adjustment	
Grants receivables	
Closing balance	

Notes	2020 Taka	2019 Taka
	2,112,020,638	3,011,803,509
	(1,124,558,318)	(1,312,687,879)
	<u>987,462,320</u>	<u>1,699,115,630</u>
31	16,146,755,227	13,177,794,995
18	(791,454,486)	(168,997,156)
18	(27,523)	(5,027,509)
20	(14,383,995,060)	(13,618,721,131)
	<u>1,958,740,479</u>	<u>1,084,164,829</u>
	(101,822,104)	(17,982,195)
	242,971,299	(78,720,314)
	831,691,365	1,124,558,318
	<u>2,931,581,039</u>	<u>2,112,020,638</u>

18. Deferred income

As at 1st January 2020	
Transferred from Grants received in advance	
Amortization to Statement of Income and Expenditure	
As at 31st December 2020	
As at 1st January 2019	
Transferred from Grants received in advance	
Amortization to Statement of Income and Expenditure	
As at 31st December 2019	

Notes	Investment in Fixed Assets Taka	Motorcycle Replacement Fund Taka	Total Taka
	682,884,576	11,142,623	694,027,199
17	791,454,486	27,523	791,482,009
20	(134,389,230)	(2,251,107)	(136,640,337)
	<u>1,339,949,832</u>	<u>8,919,039</u>	<u>1,348,868,871</u>
	739,556,677	10,926,516	750,483,193
	168,997,156	5,027,509	174,024,665
	(225,689,257)	(4,811,402)	(230,480,659)
	<u>682,884,576</u>	<u>11,142,623</u>	<u>694,027,199</u>

19.

Other long term liabilities

Employee gratuity and redundancy fund

Self-insurance fund

- Employees
- BRAC properties and motorcycles

Other funds

- Special fund for scholarship
- Emergency fund
- Relief and rehabilitation fund
- Staff welfare fund

	2020 Taka	2019 Taka
	13,827,545,594	13,858,942,527
	498,456,855	490,359,180
	956,047,478	956,047,478
	1,454,504,333	1,446,406,658
	6,514,591	6,495,313
	100,000,000	-
	1,785,632,038	1,717,747,395
	34,425,917	41,115,725
	1,926,572,546	1,765,358,433
	17,208,622,473	17,070,707,618

It is BRAC's policy to carry out actuarial reviews at least every three years to assess the adequacy of the provisions in respect of the fund.

BRAC created a self-insurance fund in order to provide coverage for a variety of risks including that of hazard/natural calamity (i.e. cyclone, flood, fire among others) to selected properties. Additionally, risk coverage related to cash loss arising out of regular operation is also under the scope of this fund along with miscellaneous risk coverage not insured by other funds. This self-insurance fund is based on estimates by the Governing Body and, as from 2001, by reference to the best judgement made by management.

The Special fund for scholarship represents the Catherine H. Lovel memorial fund which will subsequently be utilized for a scholarship programme for poor girls. It is represented by specific fixed deposits, from which interest is added to the fund.

BRAC created an emergency fund in response to the COVID 19 pandemic situation .

The Relief and Rehabilitation fund for disaster and climate change represents recoveries from prior disbursements of grants for rehabilitation, as well as additional amounts accreted by BRAC as deemed appropriate and is held as a liability. This fund is utilized to meet outgoing during natural disasters and climate change.

Staff insurance & welfare fund had been created for the welfare of the staff at BRAC which is not covered under the life/health insurance scheme. This is to be used at the discretion of the executive director's approval.

20. Donor grants

Donor grants recognized in the Statement of Income and Expenditure:

Transferred from grants received in advance

Transferred from deferred income:

amortization of investment in fixed assets

- unrestricted

- temporarily restricted

amortization of motorcycle replacement fund

- unrestricted

- temporarily restricted

Total donor grants

Interest on bank accounts and fixed deposits from donor projects

Other income from donor projects

Notes	2020 Taka	2019 Taka
17	14,383,995,060	13,618,721,131
18	8,095,795 126,293,435 134,389,230	112,251,143 113,418,114 225,669,257
18	- 2,251,107 2,251,107	408,274 4,403,128 4,811,402
	14,520,635,397 12,751,760 49,976,150 14,583,363,308	13,849,201,790 6,230,113 - 13,855,431,903
	2020 Taka	2019 Taka

21. Social Enterprises

Revenue from Sales (Note-21.1)

Other income (Note-21.2)

21.1 Revenue from Sales

Aarong Rural Craft Centre

BRAC Printing Pack

BRAC Dairy and Food Project

Agro-based program support enterprises

Non-agro-based program support enterprises

11,910,501,131	16,717,272,105
92,990,422	10,116,844
12,003,491,553	16,727,388,949
-	-
5,256,197,052	9,835,855,885
317,778,412	387,483,770
3,926,789,226	3,996,690,451
2,399,451,864	2,422,504,328
10,284,577	74,737,671
11,910,501,131	16,717,272,105

21.2 Other Income

Partial reimbursement on cost of donor funded programme supplies

92,990,422	10,116,844
92,990,422	10,116,844

	2020 Taka	2019 Taka
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22. Microfinance Programme

Service charge on microfinance loans
Bank interest against member savings deposits (Note 26)

56,157,319,696	55,447,988,656
1,493,997,101	1,418,233,348
57,651,316,797	56,866,222,004

Service charge Taka 708 Crores was waived by BRAC in response to COVID-19 pandemic for the period from 26 March 2020 to 09 May 2020.
Fixed deposit of microfinance operation maintained as per guideline of regulator against member savings deposit. The above bank interest was earned on the fixed deposit as per guideline of regulator.

23. Self-financing Social Development Projects

Interest on bank accounts and fixed deposits (Note 26)
Other income (23.1)

175,224,223	140,981,050
1,137,756,885	970,144,470
1,312,981,108	1,111,125,520

23.1 Other income

(Loss)/gain on disposal of property, plant and equipment
Partial reimbursements on cost of programme supplies
Training income
Sale of wastage materials
Foreign exchange (loss)/gain - unrealized

(53,859,120)	27,647,286
636,286,041	319,910,598
553,713,782	546,364,470
544,120	66,092,798
1,072,062	10,129,318
1,137,756,885	970,144,470

24. Investment Income

In respect of investments in related undertakings:

- Cash dividend income

1,710,294,006	94,194,688
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In respect of investments in securities and others:

- Interest on Subordinated bond

53,765,061	78,899,623
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- Interest on BSP

13,968,349	21,348,193
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- Profit on dilution of shares

-	1,441,133
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- Realized profit on DBH 1st Mutual Fund

-	4,800,000
1,778,027,416	200,683,637

25. Community contribution

Education Programme
Health Nutrition and Population Programme
Community Empowerment Programme
Skill Development Programme
BRAC WASH in hard to reach and urban areas
Human rights and legal aids services
Integrated Development Programme

134,968,283	391,635,413
353,580,441	523,623,987
13,193,397	26,878,478
51,128,705	39,601,769
6,833,627	17,322,420
4,683,128	335,820
210,434	769,475
564,598,015	1,000,167,362

Community contribution represent fees charged by BRAC to participate of programmes or activities.

26. Interest on fixed deposits

Microfinance Program against member savings deposits
 Donor based development Projects
 Self-financing social development programmes

	2020 Taka	2019 Taka
	1,493,997,101	1,418,233,348
	12,751,760	6,230,113
	175,224,223	140,981,050
	1,681,973,084	1,565,444,511

27. BRAC Contribution to support Donor Funded Programmes

BRAC contributed funds to meet the funding shortfall in donor funded programmes expenditure during the year in order to ensure the continued implementation and execution of such programmes.

28. Taxation

Income tax provision for the year

	991,152,028	729,000,000
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Income tax provision:

Current year

	800,000,000	729,000,000
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Previous year- IY 2015-16

	191,152,028	-
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	991,152,028	729,000,000
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Under the Income Tax Ordinance, 1984 (Amended), BRAC is subject to taxation on income derived from commercial and non-commercial activities unless those are tax exempt. Income from microfinance and donor grants for social development activities are tax-exempt.

The tax charge in respect of taxable income arising from BRAC's taxable activities in 2020 is subject to agreement with the tax authorities.

29. Foreign currency denominated monetary assets and liabilities

Resident Foreign Currency Deposits (in US\$)

	932,821,987	784,069,911
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Resident Foreign Currency Deposits (Euro)

	19,497,708	17,873,869
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Resident Foreign Currency Deposits (in GBP)

	18,344,074	17,853,061
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Cash at bank (in US\$)

	28,353,437	22,457,540
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Cash at bank (in Euro)

	705,516	3,005,562
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Cash at bank (in GBP)

	70,276	1,381,021
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30.

Financial Instruments

a) Financial Risk Management Objectives and Policies

BRAC's financial risk management policy seeks to identify, appraise and monitor the risks facing BRAC whilst taking specific measures to manage its interest rate, foreign exchange, liquidity and credit risks. BRAC does not, however, engage in speculative transactions or take speculative positions, and where affected by adverse movements, BRAC has sought the assistance of donors.

b) Interest Rate Risk

Interest rate risk is the risk that arises due to changes in market interest rates. BRAC is not exposed to fluctuations in market interest rates as it has no floating interest rate bearing financial liability as at the reporting date. BRAC has not entered into any agreement involving derivative instrument at the reporting date.

c) Foreign Exchange Risk

BRAC's foreign exchange risks comprise transaction risk which arise from donor grants received in currencies other than the local currency and minimal foreign currency deposits and cash at bank placed with licensed financial institutions. BRAC is exposed to foreign currency fluctuations, mainly in respect of donor grants denominated in United States Dollars, Great Britain Pound and the Euro. Foreign exchange exposures in transactional currencies other than the local currency are monitored via periodic project cash flow and budget forecasts and are kept to an acceptable level.

d) Liquidity Risk

BRAC manages its debt maturity profile, operating cash flows and the availability of funding so as to meet all refinancing, repayment and funding needs. As part of its overall liquidity management, BRAC maintains sufficient levels of cash or fixed deposits to meet its working capital requirements.

e) Credit Risk

The credit policy of BRAC requires all credit exposures to be measured, monitored and managed proactively. Exposure to credit risk is monitored on an ongoing basis by the commercial ventures' respective management teams. BRAC does not have any significant exposure to any individual customer or counterparty.

31. Schedule of donation received

Name of the projects	Donor	2020 Taka	2019 Taka
Strategic Partnership Arrangement (SPA)	DFID	2,948,660,000	3,588,750,000
	DFAT	1,108,700,000	1,257,200,000
	Sub Total	4,057,360,000	4,845,950,000
Vision Bangladesh Project	Orbis International	2,863,034	5,274,241
	Vision Spring	2,260,706	2,831,414
	BRAC-USA	9,186,928	588,759
		14,310,668	8,694,414
Refugee Programme	WFP	-	856,081
	Local Donor's	-	21,709
		-	877,790
Cash based intervention for Rohingya refugees and host community in Cox's Bazar	DFID	452,000,000	54,583,870
	UNOPS	-	54,065,927
		452,000,000	108,649,797
Humanitarian Leadership Academy	HLA	-	7,051,955
	Save the Children	4,225,802	2,545,472
		4,225,802	9,597,427
Right Here Right Now (RHRN)	Bandhu Social Welfare Foundation	1,851,801	4,219,660
	UNHCR	-	2,524
		1,851,801	4,222,184
Reducing the Risk of Corona Virus (COVID-19) in Bangladesh-3	Edotto	2,054,871	-
	GP	150,000,000	-
	BRAC University	3,765,006	-
	BRAC Staff Contribution	38,684,110	-
	Local Contribution	44,016,334	-
	UNOPS	112,961,063	-
	DFAT	140,850,000	-
	BRAC-UK	449,704	-
	BRAC USA	7,406,262	-
	British Asian Trust	4,346,000	-
	DGHS - UNFPA	1,320,000	-
		505,853,351	-
CFPR Phase -IV	Whole Planet Foundation	21,498,551	22,636,136
Integration WASH	EKN	-	25,861,751
TB Care and Prevention in Bangladesh	The Global Fund	3,291,557,382	1,958,352,840
Phased Elimination of Malaria from Bangladesh-GFATM	The Global Fund	459,427,845	372,913,059
Bangladesh MYCN-Home Fortification Program	The Global Alliance for Improved Nutrition (GAIN)	-	414,484
Building Young Women's Leadership through Sports	Women Win	-	19,010,625
Reading Glasses for Improved Livelihood	Vision Spring	39,582,729	37,362,498
BRAC School Meal Piloting	WFP	-	14,151,705
Graduation as Resilience	BRAC-UK	-	3,643,152
Neuro Developmental Disability (NDD) Project	Apasen International	1,068,393	1,296,463
National Early Childhood Development Support Program (NECDSP)	Shishu Academy	-	12,054,172
Building capacity to address issues of SRHR, Gender and Emotional wellbeing in technical, vocational, higher and general education	MDF-Training & Consultancy (NUFFIC)	-	8,060,421
Capacity Building to promote day-care services and women's employability in the RMG Sector	MDF-Training & Consultancy (NUFFIC)	2,188,619	22,191,716
Adolescent Sexual and Reproductive Health in Bangladesh	BRAC - USA	3,299,214	-
BRAC Play Lab Project	BRAC - USA	-	21,813,422
Chitmohei Livelihood Development Programme Lalmonirhat	SCB	-	2,541,404
Effect of BIO Fortified Leanties on Iron and Selenium Status	University of Saskatchewan	-	9,495,918
English and digital for Girl's Education	British Council	5,078,339	8,573,367
Financial Literacy for Adolescent in Chittagong	SCB	1,007,143	1,321,866
Innovation for Improving Early Grad Reading Activity	USAID	-	57,223,088
Unlocking the production Potential of "polder communities" in Coastal Bangladesh through improved Resource use efficiency and diversified cropping systems	IRRI	-	4,151,000
Bangladesh District Eye Care Programme	Sight Savers-UK	3,003,497	3,768,071
Field Evaluation of a Passive Aeration System for Aquaculture (FEPASA)	University of Toronto	-	376,680
Targeting and Re-Aligning Agriculture to Improved Nutrition	IFFPRI-UK	2,297,758	28,646,679
Unit for Body Rights Program (UBR-2)	RHSTEP	-	2,634,870
Skills for Employment investment Programme (SEIP) Project- Tranch-1	GOB	-	12,709,125
Empowering the readymade garment workers living in slum of Dhaka	Porticus	68,109,400	55,140,186
Empowering Women for Building Social Cohesion project	UN Women	-	7,128,624
Improvement of the Real Situation of Overcrowding in Prisons (IRSOP)	GIZ	8,786,597	12,688,946
Improving Health and Nutrition Status of Urban Extreme poor In Bangladesh	Concern Worldwide	59,711,594	-
Income Support Programme for the poorest (ISPP) JAWTNO Project	World Bank	16,742,852	41,811,030
PRO-poor Growth of Rural Enterprises Through Sustainable Skills-development-PROGRESS	EC	-	116,973,327
Shishu Niketan: Low cost Schools in Bangladesh	BRAC-UK	12,502,000	12,629,210
Support Socio economic development of 910 vulnerable families from bagerhat District (Bangladesh) through Innovative models of small scale aquaculture	AIDA	-	6,637,879
Community Mobilization Volunteers (CMV) Network for Life Saving Message on health nutrition, Sanitation and Protection in humanitarian crisis in Cox's Bazar	UNICEF	34,747,250	106,647,853
Construction of Lower Secondary School in Bangladesh	Dubai Care	7,455,797	21,131,956

Name of the projects	Donor	2020 Taka	2019 Taka
Emergency Response and Recovery for Flash Floods and Cyclone Mora to Support the Reduction of ongoing Suffering of the most Affected Communities and Assist Improving Mother and Child Nutrition in Bangladesh (SHIMA)	BRAC USA	24,213,075	32,165,298
For Second Chance Education Pilot Program (CoChort)-Out Of Children (PEDP4) Shujog	CIEF	-	14,061,314
Sustainable reintegration and Improved Migration Governance In Bangladesh	BNFE	91,016,836	-
Alternative Learning Program for Out of School Adolescent	Google Asia Pacific Ltd.	2,294,151	4,959,113
Bridge School Programme	IOM	175,528,840	117,555,199
Creation of Child -friendly Space for Forcibly- displaced Myanmar National	UNICEF	63,768,449	59,810,260
Ensuring protective environment for children from forcibly displaced Myanmar National in Cox's	EAC-QATAR	73,162,337	81,035,031
Integrated joint protection and education services for vulnerable Rohingya adolescent, children, women, men and communities including host community in Ukhiya and Teknaf of Cox's	Porticus	-	3,774,400
Improved Wash service for the Rohiyanga Refugee and Host Communities in Cox's Bazar	UNICEF	-	11,352,713
Increasing Access to improved Water sanitation Hygiene service in School	UNICEF	275,097,510	125,257,177
Integrated Assistance Package in Cox Bazar	UNICEF	49,572,009	147,583,656
MNCH-Urban Project (Phase-II)	Charity Water	84,953,908	185,679,155
Multi sectoral emergency assistance for rohingya in Coxbazar Districts	WFP	30,367,373	26,406,165
Phase-1 Descriptive Framing Research	JPGSPH BRAC University	159,600	406,277
Socio-economic reintegration of returnee migrant workers	UNHCR	1,313,781,019	1,677,190,016
Supporting Adolescent Empower for Changing Harmful Social Norms and Emergencies	Porticus	-	935,014
WASH in Make Shift Settlement in Balukhali, Ukhiya	Embassy of Denmark	284,548	46,853,132
BRAC's humanitarian programme for forcibly-displaced Myanmar nationals	UNICEF	14,071,212	38,514,654
Deliver an integrated assistance package in Cox's Bazar -WFP-PA & TA to Scale-up School	IOM	-	40,588,945
Deliver an integrated assistance package in Cox's Bazar -WFP-PA & TA to Scale-up School	BRAC-USA	47,562,539	310,816,218
Self Reliance Assistance for Rohingya and Host Community in Ukhiya and Teknaf Upazilla Cox's	WFP	78,870,565	77,418,756
Provision of Sustainable WASH Services for Rohingya and Host communities	WFP	4,205,955	-
Scale Up of Early learning and informal basic education for forcibly Displaced Myanmar Nations	Save the Children	-	2,396,625
Scaling up Mother@Work programme at ready-made garment factories	EKN	19,999,029	80,000,000
The Effects of Community Based Psycho-social Intervention in Reducing Postpartum Depression and Improving Infant's Development in the Refugee Community from Rakhine State	UNICEF	92,288,642	203,931,473
Changing The Perception of Youth in Bangladesh about Skill Development	UNICEF	10,974,781	16,270,522
Development, Production and Distribution of Teaching & Learning Materials for Learning Competency Framework and Approach (LCFA) Levels I-IV	Grant Challenges Canada	6,239,176	2,365,381
Digitization Implementation Monitoring & public Procurement Project	Embassy of Denmark	40,401,325	26,237,752
Emplying Early Childhood in Emergency Setting-Rohingya refugees project	UNICEF	38,967,997	33,725,134
Engaging Multi Sectoral Partners for creating opportunities, Improving Wellbeing and realizing	BIGD	6,201,950	5,341,409
Enhancing Disaster Resilience (Access & Site Improvement)	Sesame workshop, USA	-	456,204,402
Integrated and Equitable SRH Services	Unilever Bangladesh Ltd	-	810,000
IYCF Focused Emergency Nutrition Response to Forcibly Displaces Rohingya Nationals on Cox's	WFP	46,588,793	80,499,483
Livelihood support and women's empowerment in cox's Bazar	UNFPA	16,408,675	5,612,606
Promotion of Gender Justice Strengthening Engage Men and Boys Network for Reducing Violence Against Women and Children in Bangladesh	UNICEF	17,483,923	24,645,408
Responsible Recruitment of Bangladeshi worker Project	Global Affairs Canada	183,359,240	327,286,405
Risk Financing to Manage Climate and Disaster Shocks in BD	Amplify Change	18,658,355	28,723,204
School Nutrition for Adolescent Project (SNAP)	BRAC-USA	7,253,158	7,213,216
SCK-Enhancing the resilience and well-being of Rohingya	World Bank	-	8,067,678
Sustainable Reintegration of Bangladesh Returnees	Nutrition Intervention	12,939,375	12,993,375
WASH Support to The displaced Rohingya population in Ukhiya and Teknaf Upazilla, Cox's Bazar	Save the Children	5,966,650	9,513,357
Women's Empowerment and Social Cohesion Building	IRARA Service Ltd	19,462,686	14,316,653
Regarding the Implementation of a WFP Assistance Programme -Self Reliance	IOM	47,536,096	49,631,900
Socio-Economic Reintegration of returnee Migrant worker's of Bangladesh Project (SDC)	Safer World	4,346,998	8,561,086
Achieving Peace and tolerance through CIVIC engagement in Rohingya refugee camps and host	WFP	44,344,165	12,050,000
Advancing inclusive and resilient Urban development targeted at the Urban Poor-output 1:	The Embassy of the Switzerland	17,000,000	68,000,000
Beeter Business for Children	MSI	4,751,258	14,253,654
BRAC Boat School	IIED	-	3,829,344
BRAC Chevron Enterprise Development Project (JIBIKA) Phase -II	UNICEF	2,414,683	603,671
Building Blocks of Early Years Learning in Bangladesh	EAC-QATAR	74,306,766	1,478,464
Comprehensive Integrated Health Services for the Displaced Rohingya in Cox's Bazar	BRAC-USA	38,294,737	41,576,249
Effects of play based early stimulation in children on self-regulation and executive functioning skills from rural low income households - a randomized control	Porticus	-	32,979,345
Emergency Life savings comprehensive integrated health and protection support	DFATD GAC	-	62,904,958
Emergency support for 2019 flood affected house holds in Bangladesh	Grand Challenge Canada	479,813	5,230,528
Ensuring Long Term Medical Services & Post Award Livelihood Support for the Victims of Rana	DFAT	-	296,750,000
Humanitarian Support to cyclone Bulbul Affected people in sathkira Municipality	BRAC USA	-	24,140,129
IED BRACU	BRAC USA	-	33,460,479
Implementation of Nutrition Intervention Under Integrated Assistance Package in	German Embassy	-	2,193,500
Integrated Comprehensive Essential Primary Health Care for Rohingya Refugees in Cox's Bazar	Zuerich University	-	6,101,280
	WFP	10,910,666	15,634,880
	BRAC-UK	-	6,792,347

Name of the projects	Donor	2020 Taka	2019 Taka
Mobile Biometrics for MNCH Care in Bangladesh	Grand Challenge Canada	11,058,965	10,302,748
Non-Formal Primary Education-AGFUND	AGFUND	-	9,842,560
Participatory Implementation of IFC to improve Maternal and Newborn Health in Bangladesh	Enfants Du Monde (EDN)	25,207,955	11,517,992
Positive social relationships created between Rohingya Refugees and host community women through economic and social support and networking	Un Women	4,930,849	20,400,000
Research and Evaluation of BRAC's Holistics	BRAC USA	-	16,800,000
SEIP-BRAC	SEIP	33,266,401	24,620,746
Solid waste management in Host Communities and camps in teknaf Ukhia Upazila under Cox's Bazar district (Package-A-Teknaf and Package-B-Ukhia)	UNDP	18,007,651	25,872,318
Strengthening and Cultivating Opportunities in Production for Empowerment (SCOPE)	Echotex Ltd	-	10,283,058
Women's Empowerment by contributing in Aquaculture and Nutrition	World Fish	5,270,380	1,577,348
Working with Children at Risk in the Slums of Dhaka	BRAC-UK	496,696	2,504,700
Strengthening Inclusive Development in Chittagong Hill Tracts	UNDP	1,818,708	-
Decent Employment for Marginalised Youth in Retail	BRAC-UK	25,356,962	-
Play and Learning Support to Pre-primary education for host community in Cox's Bazar districts	Dubai Cares	39,303,773	-
Play and Learning Support to Rohingya children & Adolescents in Cox's Bazar districts of	Dubai Cares	43,569,736	-
Socio-economic reintegration of returnee migrant workers of Bangladesh Phase-II	Royal Danish Embassy	133,231,823	-
Learning through Play: Creating Implementing sustaining a Model of playful pedagogy in	Lego Foundation	89,941,277	-
*Non-Communicable Disease (NCD) Prevention and Control Project in Bangladesh	BRAC USA	30,965,903	-
Promoting women and Girls empowerment through enhancing protection and economic resilience and access to market of Rohingya women and adolescent girls in camps	UN Women	32,785,832	-
Learning Quality Improvement of forcibly displaced Myanmar Nation (FDMN) Children in Cox's	BRAC-UK	8,615,000	-
Provision of life-Saving and Transitional WASH Services to affected Rohingya Population and	IOM	31,442,077	-
Information Communication and Technology (ICT)	DFID	5,600,454	-
Livelihoods and Social Cohesion in Cox's Bazar	IOM	2,197,650	-
Immediate Food Support to 3,700 Households to COVID-19 for 4 Weeks in Bangladesh	BRAC USA	12,727,500	-
Immediate Cash Support to the COVID-19 Affected in Bangladesh	BRAC USA	7,212,250	-
BRAC's Humanitarian Assistance for Myanmar Refugees in Bangladesh	BRAC USA	20,690,801	-
Community-based Management of Acute Severe Malnutrition (CMAM) in Cox's Bazar	ACF	970,326	-
Livelihood Support to Host Communities in Teknaf Sub District	GIZ	15,408,214	-
Early Learning and development through play in Emergency setting for Rohingya Community	Sesame Workshop	140,726,780	-
Early Learning and development through play in Emergency setting for Host Community	Sesame Workshop	50,393,215	-
Amplifying Early Childhood in Emergency Setting-Rohingya refugees Phase -II	Sesame Workshop	49,242,443	-
Amplifying Early Childhood in Emergency Setting-Host community	Sesame Workshop	31,843,187	-
SDC BRAC Social Cohesion Fund for Cox's Bazar District (COVID-19 Response) : May 2020 -	Embassy of Switzerland	41,490,534	-
Sustainable Clubfoot Care Bangladesh	The University of Columbia	2,666,079	-
IED BRACU	Kanton Zuerich	2,040,500	-
IED BRACU	Real Play City Challenge	1,099,281	-
Income Support Programme for the poorest (ISPP) JAWTNO Project	ISPP- PMU	61,190,642	-
Livelihood Support and Women's Empowerment in Cox's Bazar	GAC	32,084,286	-
Non-Formal Primary Education-AGFUND	Arab Gulf Programme for Developme	7,706,826	-
Advancing inclusive and resilient Urban development targeted at the Urban Poor-output 1:	IIED	4,056,389	-
Regarding the Implementation of a WFP Food Assistance programme in Cox's Bazar	WFP	58,458,943	-
Livelihood Support to Host Communities in Teknaf Sub District	Deutsche Gesellschaft Fuer	22,594,767	-
Improving well-being of Vulnerable communities in Cox's Bazar through decent employment opportunities, Protection services and humanitarian Assistance	The Embassy of Denmark	90,000,000	-
Reducing prevalence of forced labour in informal RMG factories in Bangladesh by promoting sustainable livelihood opportunities to people through alternative learning pathways	End Modern Slavery Initiative Found	6,696,503	-
HBCC (Hygiene and Behaviour Change actions for reducing the risk of COVID-19 in	DFID	130,292,898	-
HBCC (Hygiene and Behaviour Change actions for reducing the risk of COVID-19 in	DFID	233,027,829	-
Bangladesh Digital Ecosystem Activity for COVID-19 Rapid Response Project	USAID	9,926,700	-
Managing Impact of COVID-19 in Rohingya Refugee Camps and Host Communities with Culturally Appropriate Technological Solutions in Cox's Bazar district.	IDRC	5,143,163	-
Humanitarian Response to restore Safety, Dignity and Resilience (HRSR) of flood-affected people	UNOPS (DFID)	33,477,651	-
ARISE	GPGSPH- BU	118,716	-
Community Support Team Model to Address COVID in Bangladesh	Bill & Melinda Gates Foundation	25,404,152	-
GFA and Nutrition Implementation in Cox's Bazar Bangladesh	WFP	274,250,169	-
WFP Food security for households most affected by the COVID-19 crisis in low-income urban	WFP	33,829,351	-
MNCH-Urban Project (Phase-II)	WORLD RESOURCES INSTITUTE	378,050	-
Clean Water for all (P 4 G) Project	WORLD RESOURCES INSTITUTE	4,794,574	-
Early Learning and Non Formal Basic Education for Children from Myanmar in Bangladesh	UNICEF	5,624,089	-
Engaging communication through religious leaders network	UNICEF	22,582,600	-

Name of the projects	Donor	2020 Taka	2019 Taka
Development, Review, Adaptation and compilation of teaching and learning Materials for learning competency Framework and Approach (LCFA) Level (i - iv)	UNICEF	49,068,359	-
Multi-Sectoral Emergency assistance for Rohingya-SMS in Cox's Bazar Bangladesh	UNICEF	49,527,809	-
Multi-Sectoral Emergency assistance for Rohingya-CMS in Cox's Bazar Bangladesh	UNICEF	20,000,000	-
Multi-Sectoral Emergency assistance for Rohingya-Wash sanitation in Cox's Bazar Bangladesh	UNICEF	120,000,000	-
Multi-Sectoral Emergency assistance for Rohingya-Shelter in Cox's Bazar Bangladesh	UNICEF	130,000,000	-
Multi-sectoral emergency assistance for Rohingya -Community Health Workers (CHWs) in Cox	UNICEF	40,000,000	-
Provision of life saving WASH services to the Rohingya Refugees in camps (14, 15 & 8W) in	UNICEF	79,374,885	-
Scale-Up of Early Learning and in-formal basic education for Rohingya Refugee children 4-14 years from Myanmar in Bangladesh.	UNICEF	136,807,462	-
BRAC Humanitarian Programme for Forcibly-Displaced Myanmar Nationals: WASH Support	Big Heart Foundation	16,442,530	-
Increasing Access to Improved Water, Sanitation and Hygiene Services in School Project	Charity Water	85,928,850	-
BRAC Humanitarian Program for Host community (Wash Support)	Big Heart Foundation	1,465,230	-
Collective Healing Rohingya Girls-764	BRAC UK	9,162,360	-
Advocacy for Play & early Learning in Bangladesh	Stiftung Auxilium	107,759,376	-
Quality Education service for Rohingya Children in Cox's Bazar districts of Bangladesh	Nippon Foundation	39,889,750	-
Provision of life-saving and Transitional WASH Services to affected Rohingya Population and	BRAC USA	20,870,372	-
Disrupting cross Border Trafficking Networks in Jeshore, Bangladesh	BRAC UK	25,483,471	-
Gender Responsive Education and Skills programme in Chittagong Hill Tracts	GAC	124,551,577	-
Humanitarian Assistance for Rohingya and Host Communities Cox's Bazar in Bangladesh.	DFAT	287,500,000	-
Provision of Critical WASH and Protection Services to Rohingyas and Affected Host Community	GAC	94,646,912	-
Emergency Response to Typhoon/Cyclone Amphan in Bangladesh	BRAC UK	108,095	-
Emergency Response to Typhoon/Cyclone Amphan in Bangladesh	BRAC USA	24,950,136	-
Emergency Response to Typhoon/Cyclone Amphan in Bangladesh	Local Contribution	100,000	-
Remote Learning through Play COVID19 Response Program	BRAC USA	42,573,963	-
Sustain and expand basic life-savings in WASH with Focus on COVID-19 for Forcibly Displaced Myanmar Nationals (FDMNs) Population in Cox's Bazar District.	Education Above All	18,453,413	-
BRAC-CDC community surveillance and response project	BRAC USA	3,390,000	-
Integrated Rehabilitation Program for Upliftment of Ultra-Poor slum dwellers in Mohammadpur and Mirpur in Dhaka City and Saidpur in Niphamari district for Integrated WASH Services.	ISLAMIC DEVELOPMENT BANK	59,322,542	-
Integrated Rehabilitation Program for Upliftment of Ultra-Poor slum dwellers in Mohammadpur and Mirpur in Dhaka City and Saidpur in Niphamari district for Integrated Health Services	ISLAMIC DEVELOPMENT BANK	84,748,475	-
Aarong Model Urban School-603	Aarong	123,761	-
Emergency Support for 2020 Flood Affected Households in Bangladesh	Royal Danish Embassy	2,547,119	-
Justice and Prison Reform for Promoting Human Rights and Preventing Corruption in	GIZ	12,000,000	-
Quality Education service for Host Community in Cox's Bazar districts of BD	Nippon Foundation	20,000,000	-
Emergency Support for 2020 Flood Affected Households in Bangladesh	Local and staff contribution	48,437,427	-
Play based ECD in Humanitarian Settings for Host Community	Sesame Workshop	55,037,116	-
Play based ECD in Humanitarian Settings for Rohingya Refugees	Sesame Workshop	165,111,264	-
Sub-total:		16,146,755,227	13,177,794,995

Name of the projects	Donor	2020 Taka	2019 Taka
Refunded to Donor:			
National Early Childhood Development Support Program (NECDSP)	Shishu Academy	-	(2,841,649)
Community Mobilization Volunteers(CMV)Network for life Saving Message on health nutrition, Sanitation and Protection in humanitarian crisis in coxs Bazar	UNICEF	-	(1,633,176)
Multi sectoral emergency assistance for rohingya in Coxbazar Districts	UNHCR	-	(4,330,230)
Scaling up Mother@Work programme at ready-made garment factories	UNICEF	-	(51,580)
Flash Flood Response and Recovery Project(FRRP)	UNOPS	-	(7,471,386)
Integrated and Equitable SRH Services	UNFPA	(5,523,334)	-
SCK-Enhancing the resilience and well-being of Rohingya	Save the Children	(30,610)	-
Solid waste management in Host Communities and camps in teknaf Ukha Upazila under Cox's Bazar district (Package-A-Teknaf and Package-B-Ukha)	UNDP	(15,248,738)	-
Alternative Learning Programme for Out of School Adolescents	UNHCR	(56,362,847)	-
Provision of Sustainable WASH Service for Host Communities	UNICEF	(7,343,896)	-
Multi sectoral Emergency Assistance for Myanmar - Wash Sanitation	EKN	(466,226)	-
IYCF Focused Emergency Nutrition Response to Forcibly Displaces Rohingya Nationals on Cox's	UNICEF	(1,072,076)	-
Engaging communication through religious leaders network	UNICEF	(342,487)	-
Development, Review, Adaption and compilation of teaching and learning Materials for learning competency Framework and Approach (LCFA) Level (i - iv)	UNICEF	(8,485,117)	-
Skills for Employment investment Programme (SEIP) Project- Tranch-1	GOB	(3,041,131)	-
SHUJOG	Nari Pakkha	-	(665,754)
Effect of play based early Stimulation in children on self regulation and executive functioning skill	Grand Challenge Canada	-	(988,420)
Sub-total:		(97,916,462)	(17,982,195)
Transfer for Closed Projects:			
Working with Children at Risk in the Slums of Dhaka	BRAC UK	(496,696)	-
Early Learning and Non Formal Basic Education for Children from Myanmar in Bangladesh	UNICEF	(608,152)	-
Development, Production and Distribution of Teaching & Learning Materials for Learning Competency Framework and Approach (LCFA) Levels I-IV	UNICEF	(970,761)	-
SCK-Enhancing the resilience and well-being of Rohingya	save the Children	(340,650)	-
Regarding the Implementation of a WFP Assistance Programme –Self Reliance	WFP	(188,832)	-
Deliver an integrated assistance package in Cox's Bazar -WFP-PA & TA to Scale-up School	WFP	(886,789)	-
Positive social relationships created between Rohingya Refugees and host community women through economic and social support and networking	UN WOMEN	(245,466)	-
Improved WASH Service to the Rohingya Refugees Population in Ukhiya Cox's Bazar	UNICEF	(107,185)	-
Achieving Peace and tolerance through CIVIC engagement in Rohingya refugee camps and host	MSI	(58,832)	-
SDC BRAC Social Cohesion Fund for Cox's Bazar District (COVID-19 Response) : May 2020 -	Embassy of Switzerland, Dhaka	(2,279)	-
Sub-total:		(3,905,642)	-
Grand total		16,044,933,123	13,159,812,800

32. Segmental financial information.

Balance Sheet as at December 31, 2020

Assets:

	Aarong Rural Craft Centre	BRAC Printing Pack	BRAC Dairy and Food Project	Agro based Programme Support Enterprise	Non-agro based Programme Support Enterprise	Micro Finance Programme	Self-financing Social Development Projects	House Property (Building)	Total Unrestricted	Temporarily restricted	Total 2020
	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka
Cash and bank balances	70,541,997	4,564,794	42,599,730	1,675,529,453	7,561,248	21,256,301,352	3,684,727,349	2,841,711,980	29,583,537,903	2,140,247,806	31,723,785,710
Advance deposits and prepayments	478,760,048	227,549,311	503,007,682	258,915,988	520,349	4,633,721,738	4,100,738,203	28,143,086	10,231,356,385	1,811,339,246	12,042,695,631
Inventories	5,107,283,052	94,414,321	272,523,955	580,802,954	1,165,356	94,431,088	93,466,581	-	6,244,087,307	10,896,245	6,254,983,552
Grants and accounts receivable	151,529,949	88,735,080	54,917,543	365,075,785	1,939,831	619,344,944	672,908,141	-	1,954,451,273	866,789,069	2,821,240,342
Inter-programme current account	34,064,370	(35,873,495)	214,424,313	(17,413,387)	297,706	(124,215)	(196,839,027)	-	(1,463,735)	1,463,735	-
Micro finance loans	-	-	-	-	-	286,777,136,804	-	-	286,777,136,804	-	286,777,136,804
Motor cycle loans	-	-	-	-	-	11,625,398	1,037,862	-	12,663,261	51,770,519	64,433,780
Investments in securities and others	-	-	-	-	-	444,200,000	423,400,000	-	867,600,000	-	867,600,000
Investments in related undertakings	-	-	-	-	-	-	33,805,655,505	-	33,805,655,505	-	33,805,655,505
Property, plant and equipments	2,561,143,847	46,836,136	1,223,788,248	548,037,806	6,710,753	4,866,016,875	9,581,280,859	70,945,659	18,904,760,182	1,187,751,761	20,092,511,943
Intangible assets	-	-	1,196,441	1,838,476	-	-	-	-	3,034,917	150,483,314	153,518,231
Total Assets	8,403,323,263	426,226,147	2,312,457,912	3,412,787,074	18,195,243	318,702,653,985	52,166,375,473	2,940,800,705	388,382,819,801	6,220,741,696	394,603,561,498

Liabilities and net Assets

	Liabilities	Total Liabilities	Net assets- Capital fund	Total Liabilities and Net assets
Liabilities for expenses and materials	994,952,957	994,952,957	161,804,251	2,444,526,550
Bank overdrafts	-	-	487,393,160	5,958,736,713
Term loans	-	-	1,825,064,752	264,421,896
Members savings deposits	-	-	-	-
Grants received in advance account	-	-	-	-
Deferred income	-	-	-	-
Other long term liabilities	-	-	-	-
Provision for taxation	-	-	-	-
Total Liabilities	994,952,957	994,952,957	161,804,251	2,444,526,550
Net assets- Capital fund	-	-	487,393,160	5,958,736,713
Total Liabilities and Net assets	994,952,957	994,952,957	161,804,251	2,444,526,550

Balance Sheet as at December 31, 2019**Assets:**

	Unrestricted							Temporarily restricted		Total 2019
	Aarong Rural/Craft Centre	BRAC Printing Pack	BRAC Dairy and Food Project	Agro based Programme Support Enterprise Taka	Non-agro based Programme Support Enterprise Taka	Micro Finance Programme Taka	Self-financing Social Development Projects Taka	House Property (Building) Taka	Total Unrestricted Taka	Total Development Projects Taka
Cash and bank balances	193,339,297	4,102,145	65,373,468	1,065,669,298	5,779,031	13,924,239,337	245,618,981	2,625,994,370	23,130,125,927	902,396,547
Advance deposits and prepayments	360,734,353	226,593,064	426,405,901	198,719,826	831,070	4,345,410,128	3,476,663,891	28,058,136	9,083,416,369	1,657,377,132
Inventories	4,867,438,271	112,238,426	274,613,254	603,133,888	1,546,944	126,782,133	99,599,396	-	6,085,352,312	13,747,365
Grants and accounts receivable	203,598,988	68,001,966	69,875,991	464,409,297	2,106,970	703,592,993	657,214,306	-	2,188,790,511	1,165,955,280
Inter-programme current account	347,321,836	(77,535,142)	3,092,056	18,246,625	(1,643,186)	-	(230,600,501)	-	(1,118,312)	1,118,312
Microfinance loans	-	-	-	-	-	243,987,950,556	-	-	243,987,950,556	-
Motor cycle loans	-	-	392,190	7,637,481	-	21,295,433	676,887	-	30,001,991	55,190,359
Investments in securities and others	-	-	-	-	-	746,600,000	1,460,830,874	-	2,207,430,874	-
Investments in related undertakings	-	-	-	-	-	-	31,297,956,474	-	31,297,956,474	-
Property, plant and equipments	2,434,174,274	47,999,642	1,319,882,396	528,507,962	7,926,729	4,628,461,949	9,530,421,012	95,661,751	18,593,035,615	681,210,845
Intangible assets	-	-	2,456,333	-	-	-	-	-	2,456,333	109,951,583
Total Assets	8,406,597,019	381,400,101	2,162,091,599	2,886,344,277	16,547,558	273,484,332,529	46,478,381,320	2,749,704,257	336,565,398,650	4,586,947,423

Liabilities and net Assets

Liabilities										
Liabilities for expenses and materials										
Bank overdrafts	668,781,899	26,700,985	300,099,731	259,390,018	4,130,321	7,296,237,054	3,995,688,316	369,173	12,551,387,497	1,346,180,656
Term loans	-	39,236,125	-	-	-	27,854,225,258	-	-	27,883,463,383	-
Members savings deposits	-	-	-	-	-	44,532,426,404	-	-	44,532,426,404	-
Grants received in advance account	-	-	-	-	-	97,006,031,994	-	-	97,006,031,994	-
Deferred income	-	-	32,532,384	-	-	508,011	13,822,417	-	46,862,812	2,112,020,638
Other long term liabilities	306,684,108	32,957,156	-	-	-	171,732,621	16,559,333,733	-	647,164,387	694,027,199
Provision for taxation	1,170,885,284	36,976,374	101,990,272	244,580,424	2,049,289	-	3,004,254,432	-	17,070,707,618	-
Total Liabilities	2,146,361,291	135,872,640	434,622,367	503,960,442	6,179,610	178,861,161,343	23,573,098,898	369,173	203,661,625,784	4,105,365,681
Net assets - Capital fund	6,260,235,728	245,527,461	1,727,469,202	2,382,383,835	10,367,948	96,623,171,186	22,905,282,422	2,749,335,084	132,903,772,866	481,581,742
Total Liabilities and Net assets	8,406,597,019	381,400,101	2,162,091,599	2,886,344,277	16,547,558	273,484,332,529	46,478,381,320	2,749,704,257	336,565,398,650	4,586,947,423

8,406,597,019 **381,400,101** **2,162,091,599** **2,886,344,277** **16,547,558** **273,484,332,529** **46,478,381,320** **2,749,704,257** **336,565,398,650** **4,586,947,423** **341,152,346,073**

32. Segmental financial information (Cont'd)

**Statement of Income and Expenditure
for the year ended December 31, 2020**

	Unrestricted							Temporarily restricted			
	Aarong Rural Craft Centre Taka	BRAC Printing Pack Taka	BRAC Dairy and Food Project Taka	Agro based Programme Support Enterprise Taka	Non-agro based Programme Support Enterprise Taka	Micro Finance Programme Taka	Self-financing Social Development Projects Taka	House Property (Building) Taka	Total Unrestricted Taka	Development Projects Taka	Total 2020 Taka
Income											
-	-	-	7,650,084	-	-	-	49,369,698	-	57,019,782	14,463,615,615	14,520,635,396
5,256,197,052	317,778,412	3,926,789,226	2,399,451,864	10,284,577	-	-	-	-	11,910,501,131	-	11,910,501,131
-	-	-	-	-	-	56,157,319,696	-	-	56,157,319,696	-	56,157,319,696
-	-	-	-	-	-	1,493,997,101	175,224,223	-	1,669,221,324	12,751,760	1,681,973,084
-	-	-	-	-	-	-	1,778,027,416	-	1,778,027,416	-	1,778,027,416
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	92,990,422	-	-	-	1,137,756,885	-	1,230,747,307	49,976,150	1,280,723,457
-	-	-	-	-	-	-	157,988,005	-	157,988,005	406,610,010	564,596,015
-	-	-	-	-	-	-	-	90,285,239	90,285,239	-	90,285,239
5,256,197,052	317,778,412	3,934,439,310	2,492,442,286	10,284,577	57,651,316,797	3,298,366,227	90,285,239	90,285,239	73,051,109,900	14,932,953,535	87,984,063,435
Expenditure											
5,585,872,667	261,307,981	3,702,847,113	1,899,885,691	9,534,744	-	-	-	-	11,459,448,196	-	11,459,448,196
-	-	-	-	-	51,016,336,051	-	-	-	51,016,336,051	-	51,016,336,051
-	-	-	-	-	-	-	-	46,491,510	46,491,510	-	46,491,510
-	-	-	-	-	-	-	6,682,560	-	6,682,560	266,604,548	273,287,107
-	-	-	-	-	-	-	354,991,051	-	354,991,051	1,928,896,688	2,283,887,739
-	-	-	-	-	-	-	-	-	117,769,034	117,769,034	117,769,034
-	-	-	-	-	-	-	134,773,217	-	134,773,217	5,207,663,675	5,342,436,892
-	-	-	-	-	-	-	4,368,552	-	4,368,552	284,597,105	288,965,657
-	-	-	-	-	-	-	-	47,000,250	47,000,250	-	47,000,250
-	-	-	-	-	-	-	-	-	503,134,039	503,134,039	503,134,039
-	-	-	-	-	-	-	-	-	1,535,199,285	1,535,199,285	1,535,199,285
-	-	-	-	-	-	-	-	-	4,337,992,383	4,337,992,383	4,337,992,383
-	-	-	-	-	-	-	-	-	383,671,746	383,671,746	383,671,746
-	-	-	-	-	-	-	3,810,670	-	3,810,670	645,816,644	649,627,314
-	-	-	-	-	-	-	-	-	288,443,423	288,443,423	288,443,423
-	-	-	-	-	-	-	736,567,987	-	736,567,987	-	736,567,987
-	-	-	-	-	-	-	52,034,877	-	52,034,877	1,343,854,711	1,395,889,598
-	-	-	-	-	-	-	91,952,726	-	91,952,726	-	91,952,726
5,585,872,667	261,307,981	3,702,847,113	1,899,885,691	9,534,744	51,016,336,051	1,385,181,640	46,491,510	46,491,510	63,907,457,998	16,892,575,324	80,800,032,722

32. Segmental financial information (Cont'd)

	Unrestricted								Temporarily restricted		Total 2020 Taka
	Aarong Rural Craft Centre Taka	BRAC Printing Pack Taka	BRAC Dairy and Food Project Taka	Agro based Programme Support Enterprise Taka	Non-agro based Programme Support Enterprise Taka	Micro Finance Programme Taka	Self-financing Social Development Projects Taka	House Property (Building) Taka	Total Unrestricted Taka	Development Projects Taka	
-	-	-	-	-	-	-	(1,959,621,789)	-	(1,959,621,789)	1,959,621,789	-
BRAC Contribution to support Donor Funded Programmes	(329,675,615)	37,575,998	133,996,647	355,919,024	749,833	6,634,980,746	306,690,352	43,793,729	7,184,030,713	-	7,184,030,713
Surplus/(deficit) of income over expenditure before taxation	28,236,601	(18,681,565)	(36,401,096)	(122,156,356)	(173,035)	-	(841,976,577)	-	(991,152,028)	-	(991,152,028)
Taxation	(301,439,014)	18,894,433	97,595,551	233,762,668	576,798	6,634,980,746	(535,286,225)	43,793,729	6,192,878,685	-	6,192,878,685
Net surplus for the year											

32. Segmental financial information (Cont'd)

Statement of Income and Expenditure for the year ended December 31, 2019												
Income												
Aarong Rural Craft Centre	BRAC Printing Pack	BRAC Dairy and Food Project	Agro based Programme Support Enterprise	Non-agro based Programme Support Enterprise	Micro Finance Programme	Self-financing Social Development Projects	House Property (Building)	Total Unrestricted	Temporarily restricted		Total	
Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Development Projects	Taka	Taka
-	-	4,043,250	-	-	-	108,616,167	-	112,659,417	13,736,542,373	-	13,849,201,790	
9,835,855,885	387,483,770	3,996,690,451	2,422,504,328	74,737,671	-	-	-	16,717,272,105	-	-	16,717,272,105	
-	-	-	-	-	55,447,988,656	-	-	55,447,988,656	-	-	55,447,988,656	
-	-	-	-	-	1,418,233,348	140,981,050	-	1,559,214,398	6,230,113	-	1,565,444,511	
-	-	-	-	-	-	200,683,637	-	200,683,637	-	-	200,683,637	
-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	10,116,844	-	-	970,144,470	-	980,261,314	-	-	980,261,314	
-	-	-	-	-	-	350,684,899	-	350,684,899	649,482,463	-	1,000,167,362	
-	-	-	-	-	-	-	92,593,668	92,593,668	-	-	92,593,668	
9,835,855,885	387,483,770	4,000,733,701	2,432,621,172	74,737,671	56,866,222,004	1,771,110,223	92,593,668	75,461,358,094	14,392,254,949	-	89,853,613,043	
Expenditure												
Social Enterprises	364,573,209	3,883,909,662	2,120,312,737	56,719,483	-	-	-	14,751,216,995	-	-	14,751,216,995	
Micro Finance Programme	-	-	-	-	39,909,043,349	-	-	39,909,043,349	-	-	39,909,043,349	
House property	-	-	-	-	-	-	46,169,419	46,169,419	-	-	46,169,419	
Agriculture and Food Security	-	-	-	-	-	6,717,639	-	6,717,639	272,801,304	-	279,518,943	
Community Empowerment Programme	-	-	-	-	-	502,248,091	-	502,248,091	1,623,975,492	-	2,126,223,583	
Education Programme	-	-	-	-	-	-	-	-	118,242,230	-	118,242,230	
Gender, Justice and Diversity	-	-	-	-	-	142,419,516	-	142,419,516	4,083,498,361	-	4,225,917,877	
Health Programme	-	-	-	-	-	12,442,354	-	12,442,354	329,134,670	-	341,577,024	
Human Rights and Legal Aids Services	-	-	-	-	-	-	-	-	53,531,885	-	53,531,885	
Policy Advocacy	-	-	-	-	-	-	-	-	341,772,203	-	341,772,203	
Water, Sanitation and Hygiene Programme	-	-	-	-	-	2,673,024	-	2,673,024	2,005,687,885	-	2,008,360,909	
Ultra Poor Programme	-	-	-	-	-	-	-	-	4,568,977,441	-	4,568,977,441	
Forcibly-displaced Myanmar Nationals	-	-	-	-	-	11,751,639	-	11,751,639	206,214,149	-	217,965,788	
Disaster Management and Climate Change	-	-	-	-	-	-	-	-	754,954,897	-	754,954,897	
Skills Development Programme	-	-	-	-	-	1,040,385	-	1,040,385	265,545,874	-	265,545,874	
Migration Programme	-	-	-	-	-	227,182,065	-	227,182,065	264,505,489	-	264,505,489	
Social Development Programme	-	-	-	-	-	36,160,789	-	36,160,789	1,244,655,458	-	1,244,655,458	
Other Development Projects	-	-	-	-	-	236,338,397	-	236,338,397	-	-	236,338,397	
Grants	-	-	-	-	-	-	-	-	-	-	-	
8,345,701,904	364,573,209	3,883,909,662	2,120,312,737	56,719,483	39,909,043,349	1,178,973,920	46,169,419	55,885,403,683	15,884,336,917	-	71,769,740,599	
Net surplus stated in statement of income & expenditure before inter-progr. Allocation												
1,490,153,981	22,910,561	136,824,039	312,308,435	18,018,188	16,957,178,655	592,136,303	46,424,249	19,575,954,412	(1,492,081,968)	-	18,063,872,444	
(521,672,986)	(8,126,532)	(57,469,443)	(141,652,081)	(632,933)	-	729,553,975	-	-	-	-	-	
968,480,995	14,784,029	79,354,596	170,656,354	17,385,255	16,957,178,655	1,321,690,278	46,424,249	19,575,954,412	(1,492,081,968)	-	18,063,872,444	
Net surplus stated in statement of income & expenditure after inter-progr. Allocation												
-	-	-	-	-	-	(1,492,081,968)	-	(1,492,081,968)	1,492,081,968	-	-	
BRAC Contribution to support Donor Funded Programmes												
968,480,995	14,784,029	79,354,596	170,656,354	17,385,255	16,957,178,655	(170,391,690)	46,424,249	18,083,872,444	0	-	18,063,872,444	
(446,808,010)	(6,657,498)	(21,885,153)	(63,559,404)	(4,378,826)	-	(185,711,109)	-	(729,000,000)	-	-	(729,000,000)	
521,672,985	8,126,531	57,469,443	107,096,950	13,006,429	16,957,178,655	(356,102,799)	46,424,249	17,354,872,444	0	-	17,354,872,444	

33. Statement of Functional Expenses.

Expenditure Statement for the year ended December 31, 2020												
	Unrestricted								Temporarily restricted		Total 2020	Taka
	Aarong Rural Craft Centre	BRAC Printing Pack	BRAC Dairy and Food Project	Agro based Programme Support Enterprise Taka	Non-agro based Programme Support Enterprise Taka	Micro Finance Programme Taka	Self-financing Social Development Projects Taka	House Property (Building) Taka	Total Unrestricted Taka	Development Projects Taka		
	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	
Salaries and benefits	941,515,304	19,580,764	354,845,718	253,786,203	5,266,140	17,671,069,857	530,024,648	-	19,776,088,635	6,518,669,379	26,294,758,014	
Travelling and transportation	77,514,999	1,792,082	130,739,599	28,868,542	474,611	1,574,454,065	30,167,391	-	1,844,011,289	764,976,583	2,608,987,872	
Teachers' salaries	-	-	-	-	-	-	122,984,899	-	122,984,899	626,162,690	749,147,589	
Teachers' training	-	-	-	-	-	-	1,475,565	-	1,475,565	19,889,423	21,364,988	
School rent and maintenance	-	-	-	-	-	-	24,673,529	-	24,673,529	117,063,955	141,737,484	
Stationery, rent and utilities	423,546,214	975,439	28,279,538	24,270,927	876,445	1,249,157,945	53,043,886	14,299,552	1,794,449,945	770,130,429	2,564,580,374	
Maintenance and general expenses	226,225,466	6,815,686	48,683,873	66,649,185	655,481	1,429,172,114	101,815,701	7,253,616	1,887,276,122	435,149,591	2,322,425,713	
Members' training	-	-	-	-	-	-	-	-	-	46,129,779	46,129,779	
Staff training and development	2,264,293	16,875	3,660,768	6,954,809	7,667	83,743,522	55,326,999	-	151,974,933	398,781,297	550,756,230	
Programme supplies	-	-	-	-	-	451,783,577	68,279,513	-	520,063,090	7,001,433,424	7,521,496,514	
Interest on members' savings deposits	-	-	-	-	-	8,481,708,184	-	-	8,481,708,184	-	8,481,708,184	
Interest on long term loans	-	-	-	-	-	4,483,619,713	-	-	4,430,826,420	-	4,430,826,420	
Bank overdraft interest and charges	-	-	-	(51,745,864)	(1,047,429)	2,291,497,776	2,743,256	-	2,331,349,937	-	2,331,349,937	
Cost of goods sold of social enterprises	28,215,409	8,893,496	-	-	-	-	-	-	8,148,869,925	-	8,148,869,925	
Publicity, advertisement and sales commissions	3,521,797,896	221,626,479	3,071,988,246	1,331,501,542	1,975,762	-	-	-	372,143,284	47,619,357	419,762,641	
Loan loss provision for microfinance loans	145,664,944	-	52,988,306	157,997,521	-	13,020,772,709	15,492,513	-	13,020,772,709	-	13,020,772,709	
Depreciation and amortization	-	-	-	-	-	-	-	-	-	-	-	
Provision for bad and doubtful debts	214,399,507	1,607,161	7,843,697	43,663,027	1,280,622	279,356,589	287,170,065	24,933,342	860,254,009	146,569,418	1,006,823,427	
Allocation to self- insurance fund	4,728,635	-	3,837,368	37,939,800	45,444	-	30,950	-	46,582,197	-	46,582,197	
Allocation to Relief and Rehabilitation fund	-	-	-	-	-	-	-	-	-	-	-	
Grants	-	-	-	-	-	-	-	-	-	-	-	
	5,585,872,667	261,307,981	3,702,847,113	1,899,885,691	9,534,744	51,016,336,051	1,385,181,640	46,491,510	63,907,457,398	16,892,575,324	91,952,726	
								</				

Included in cost of goods sold of BRAC Dairy and Printing Pack is depreciation of property, plant and equipment amounting to Tk. 193,068,534

33. Statement of Functional Expenses (Cont'd)

	Unrestricted										Temporarily restricted	
	Aarong Rural Craft Centre	BRAC Printing Pack	BRAC Dairy and Food Project	Agro based Programme Support Enterprise	Non-agro based Programme Support Enterprise	Micro Finance Programme	Self-financing Social Development Projects	House Property (Building)	Total Unrestricted		Development Projects	Total 2019
	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka		Taka	Taka
Salaries and benefits	1,012,534,443	19,975,273	352,922,381	314,401,064	15,279,854	17,836,451,910	40,105,111	-	19,591,670,036		6,096,981,704	25,688,651,740
Traveling and transportation	102,269,980	2,785,135	151,159,985	52,604,088	3,010,788	1,587,454,655	65,872,966	-	1,965,157,597		718,738,467	2,683,896,064
Teachers' salaries	-	-	-	-	-	-	119,300,353	-	119,300,353		397,338,487	516,638,840
Teachers' training	-	-	-	-	-	-	8,544,302	-	8,544,302		43,427,169	51,971,471
School rent and maintenance	-	-	-	-	-	-	23,041,852	-	23,041,852		68,363,864	91,405,716
Stationery, rent and utilities	430,248,142	1,024,186	30,556,303	25,379,706	2,505,069	1,160,405,379	31,885,987	16,571,454	1,698,576,226		527,901,212	2,226,477,438
Maintenance and general expenses	288,466,980	5,683,945	52,414,180	66,318,141	5,058,024	1,004,718,810	55,513,904	5,154,853	1,483,328,837		385,159,887	1,868,488,724
Members' training	-	-	-	-	-	-	-	-	-		198,087,445	198,087,445
Staff training and development	4,837,705	66,443	11,326,318	13,185,750	34,053	279,301,659	15,764,181	-	324,516,109		446,445,367	770,961,476
Programme supplies	-	-	-	-	-	260,442,476	78,553,023	-	338,995,499		6,856,617,962	7,195,613,461
Interest on members' savings deposits	-	-	-	-	-	5,292,875,918	-	-	5,292,875,918		-	5,292,875,918
Interest on long term loans	-	-	-	-	-	4,659,702,994	-	-	4,659,702,994		-	4,659,702,994
Bank overdraft interest and charges	27,964,428	10,852,607	-	-	-	3,219,835,513	63,522,785	-	3,322,175,333		-	3,322,175,333
Cost of goods sold of social enterprises	5,971,687,154	322,679,578	3,158,014,368	1,458,124,679	28,667,996	-	-	-	10,939,173,775		-	10,939,173,775
Publicity, advertisement and sales commissions	269,910,188	-	90,311,982	125,055,561	26,000	-	53,996,808	-	539,300,539		14,231,580	553,532,119
Loan loss provision for microfinance loans	-	-	-	-	-	4,317,719,641	-	-	4,317,719,641		-	4,317,719,641
Depreciation and amortization	231,793,443	1,506,042	8,290,369	53,739,562	1,790,136	290,134,394	330,922,855	24,443,112	942,619,913		131,043,772	1,073,663,686
Provision for bad and doubtful debts	5,989,441	-	8,913,776	11,504,187	347,562	-	-	-	26,754,966		-	26,754,966
Allocation to self- insurance fund	-	-	-	-	-	-	55,611,396	-	55,611,396		-	55,611,396
Allocation to Relief and Rehabilitation fund	-	-	-	-	-	-	-	-	-		-	-
Grants	-	-	-	-	-	-	236,338,397	-	236,338,397		-	236,338,397
	8,345,701,904	984,573,209	3,863,909,662	2,120,312,737	56,719,483	39,909,043,349	1,178,973,919	46,169,419	55,895,403,682		15,884,336,917	71,769,740,599

Included in cost of goods sold of BRAC Dairy and Printing Pack is depreciation of property, plant and equipment amounting to Tk. 153,473,984

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SAFEGUARDING FOR ALL

Want to file a complaint on a safeguarding issue?

For complaints related to sexual harassment:

 **01729071546**

 **complaint.shrc@brac.net**

For other complaints:

 **01730346883**

 **hrd.gmt@brac.net**

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