



Global Strategy 2030

In June 2018, BRAC's leadership team began building an overarching strategy and governance plan for the organisation. This was inspired both by a desire to align with the 2030 Agenda for Sustainable Development and a need to build a plan for operations and leadership for the next 50 years. It was signed off by all the BRAC Governing Boards in July 2019.

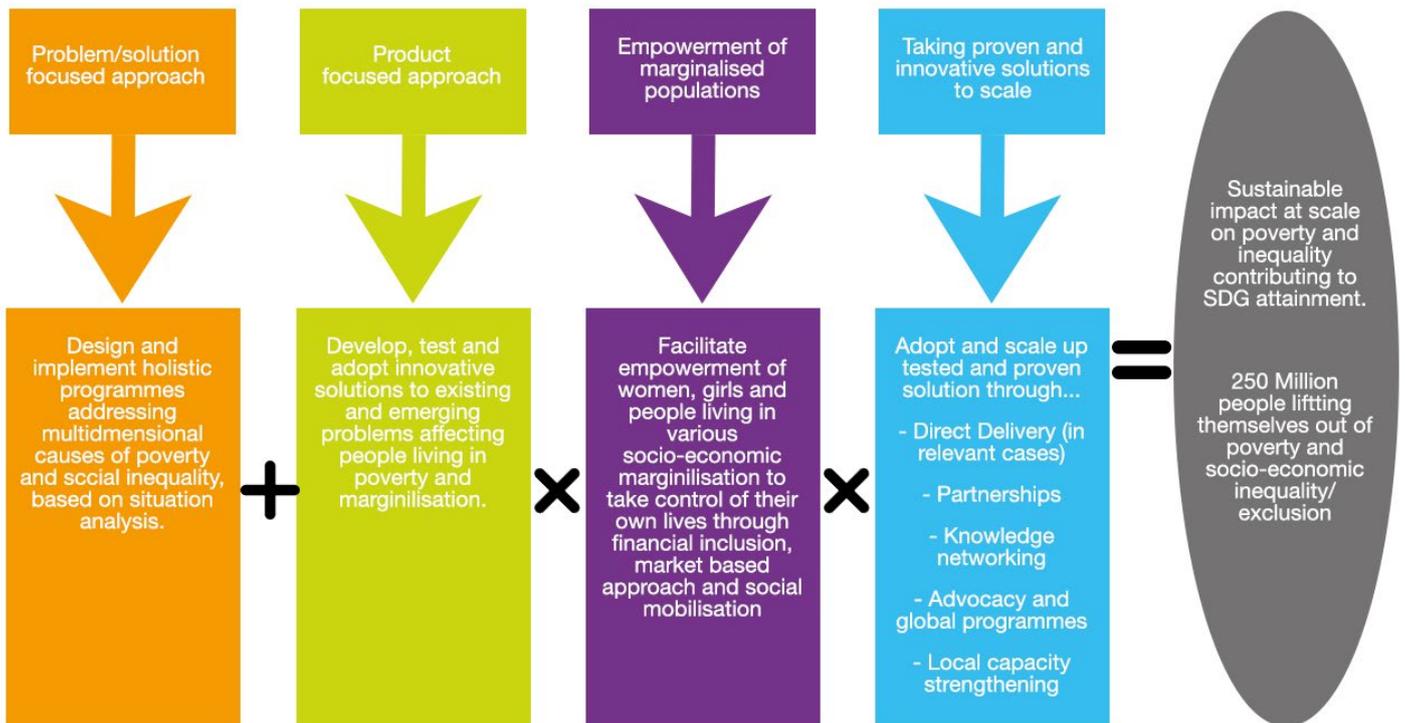
## Goal

- ✓ To empower at least 250 million people by 2030
- ✓ To reach at least 30% of participants and clients through a "multidimensional" or "holistic" approach
- ✓ To become a leader in innovation and the dissemination of learning

## Approach

BRAC will refine its programme design approach internationally to focus on local solution development through local capacity investment. Through incremental investment in local programme design, grant management capabilities, Monitoring, Evaluation and Learning, data collection, and staff retention, BRAC will achieve improved programme performance, greater fundraising success, increased local knowledge and develop hubs for evidence-based and scalable programme design outside of Bangladesh. A more local approach will go hand-in-hand with a deliberate effort to be more holistic in service delivery, avoiding donor-led, "one-off" programming.

## Our Theory of Change



## Programmatic Priorities

Poverty, financial freedom, education, and health will remain core programmatic priorities. However, BRAC will be more deliberate, building and resourcing only programmes that are clearly differentiated and can reasonably be expected to receive stable financing and/or local adoption. Programmes will be pursued only when there is a clear vision for how they will integrate into and serve BRAC's vision for a broader, holistic offering.

BRAC will seize opportunities to develop and disseminate specific programmes that can be adapted and replicated across geographies, but these will be limited to initiatives where BRAC can make a unique, innovative and sustainable contribution to global development.

## Microfinance

As our flagship Social Enterprise internationally, Microfinance will continue to be implemented directly, as the self-financing business model ensures stability and BRAC has an established, growing brand. It is also a key factor in choosing countries to expand into, if a market review suggests the model can be leveraged to initiate and support social programming.

## Humanitarian Response

BRAC will primarily engage in humanitarian activities in countries where it already has or will have a presence, or in adjacent countries when inaction would destabilise existing activities. BRAC would respond in Phases 1, 2, or 3 of emergencies, though will mostly focus humanitarian work on programmes where BRAC has deep expertise, clear differentiation, and a proven track record. BRAC will invest in building partnerships with global humanitarian response players that conduct emergency relief (e.g., UNHCR) to position itself as a partner of choice, especially in the recovery phase.

## Cross-cutting Programmatic Priorities

Gender and climate change are two cross-cutting issues that BRAC is committed to addressing. BRAC's operating experience working closely with women and in climate-fragile contexts lends the organisation a unique and credible perspective. BRAC will ensure a gender lens is applied in programme design, and that climate vulnerability is accounted for wherever possible.

## Delivery

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Roughly 80% of BRAC's programming is direct. Moving forward, BRAC will pursue a combination of direct service delivery, service delivery through and with partner organisations, and advocacy.

Direct implementation of grant funded programmes will only be used to either fulfil specific, identified gaps in government and NGO capabilities or establish proof-of-concept for a programme that can reasonably be expected to be adopted by local actors within a defined timeframe.

Where local capacity is sufficient to implement programming indirectly, with a reasonable expectation that programme quality will be retained, BRAC will prioritise indirect delivery through the provision of technical assistance.

BRAC will look to build partnerships with peer NGOs to benefit from knowledge sharing and combined expertise for greater impact. Partnerships with the private sector to leverage technology platforms, expand service delivery offerings, and generate revenue will also be explored.

BRAC will selectively engage in advocacy that is rooted in its programme experience, investing in knowledge generation, communication capabilities, and networking to effectively advocate for programmatic and regulatory reform, especially to address climate and gender issues.

## Countries of Operation

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BRAC will intentionally maintain its presence in a mix of stable and fragile country contexts, but with a more intentional balance (60% Less Developed, 20% fragile, 20% Lower Middle Income) and implement a staged approach to geographic expansion. Under the Global Strategy, BRAC will assess new country opportunities in accordance with an initial set of entry criteria, targeting geographies that exhibit all of them.

## Funding

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BRAC will be creative in diversifying its funding portfolio by increasing its successes through traditional funding, finding new sources of unrestricted capital and tapping other sources of funding.

Improved grant management and proposal writing capabilities will help secure the financing needed to build sustainable programmes and improve innovation and resilience in international programmes. High-net-worth individuals (HNWI), outcomes-based financing instruments, and blended finance offer other pools of capital.

## Governance

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BRAC will establish an overarching Global Board that oversees a Global Executive Director and management team. The Board will assume key decision-making and strategy-development responsibilities across the global organisation. The composition will reflect BRAC's programmatic priorities, activities, Southern roots, and international footprint.

Given the need to ensure BRAC's programming in Bangladesh is given sufficient attention in the new model, BRAC will create a sub-committee of the Global Board to focus on Bangladeshi issues.

BRAC USA and BRAC UK will retain a fundraising objective but will be subordinate to the BRAC Global Board.

