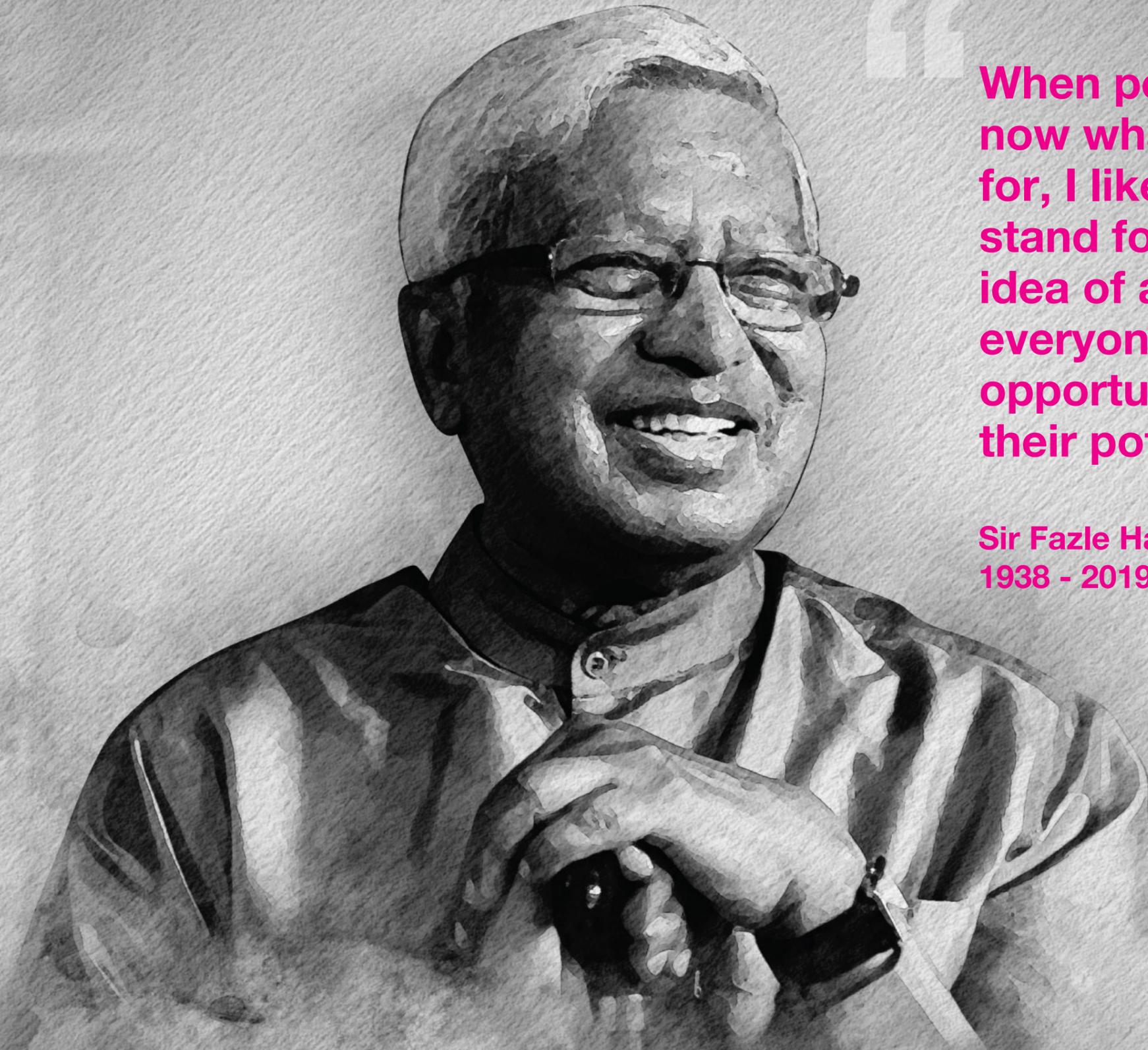




# BRAC SIERRA LEONE Annual Report 2024





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

Sir Fazle Hasan Abed KCMG  
1938 - 2019



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# Country Director's Message



Dear colleagues and partners,

The year 2024 has been a transformative one for BRAC Sierra Leone, driven by our commitment to BRAC's values with a focus on inclusiveness for a stronger team and effective programme delivery. We made remarkable progress on programme implementation, staff welfare, and organisational capacity, laying the foundation for sustainable growth.

We reached over 24,000 households (120,000 people), mainly girls, young women, and preschool children, through three programmes: Early Childhood Development (ECD), Empowerment Promotion Programme (EPP), and

I want to extend my gratitude to all the 210 staff members of BRAC Sierra Leone for the resilience they showed amidst challenges we face and for working so hard to achieve our targets for the year.

Last year, we focused on strengthening the capacity of our support systems and also ensured that our leadership team is more responsive to the needs of our frontline staff while reflecting on our core values.

Our AIM programme reached over 23,000 adolescent girls and young women through the delivery of life skills lessons to foster better decision-making amongst girls. To sustain these interventions, we engaged with communities, local leaders, and national-level stakeholders to provide an enabling environment for the girls and women through our advocacy actions. A full advocacy strategy was developed focusing on eliminating early marriage and teenage pregnancy while promoting access to finance and market linkages. BRAC Sierra Leone also expanded the scope of its ECD programme across four districts in 37 communities and ECD centers. The project is a two-generation approach that is providing social and economic empowerment for young mothers of children in the ECD centers. The support will economically empower the young mothers to sustain their children in school. BRAC Sierra Leone concluded final activities under the Empowerment Promotion Project (EPP) by providing business management training for 100 micro and medium enterprises previously provided equipment for business expansion.

On that note, I would like to extend my heartfelt thanks to the Executive Leadership Team (ELT) of BRAC International, our partners, donors, our frontline staff, and finally the communities we serve, for trusting us and helping us contribute to building a world where everyone has the opportunity to realise their potential.

**Adolphus B.W. Doe**  
Country Director  
BRAC Sierra Leone

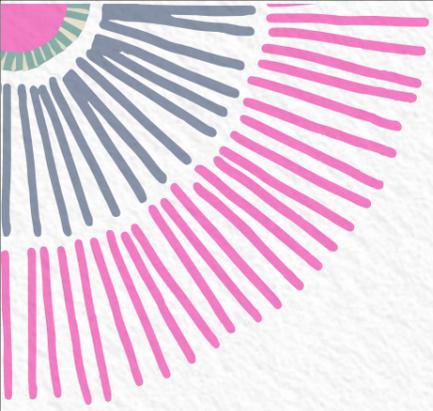


# BRAC International at a glance

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

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

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



# Our Vision

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



# Our Mission

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





# Overall reach by country and by programme



Accelerating impact for young women  
**24,000**



Early Childhood Development & Education  
**898**



Empowerment Promotion Programme  
**100**

In 2024, BRAC in Sierra Leone reached over  
**24,998**  
participants across its programmes.

# BRAC in Sierra Leone Country overview

Sierra Leone, a West African country of roughly 7.8 million people, is shaped by its youthful population. The economy relies on agriculture, mining, and informal trade, which provide limited formal job opportunities and leave many young people underemployed despite a relatively low official youth unemployment rate of 3.6% in 2024. Underutilisation of labour and lack of formal employment remains a structural issue, impacting women and girls disproportionately.

Recent steps, including the 2023 Gender Equality and Women’s Empowerment Act— which mandates 30% female representation in public and private roles and equal pay— and the 2024 Prohibition of Child Marriage Act, signal progress, yet enforcement and cultural change are still needed. Educational gaps reinforce these disparities: just according to a World Bank report in 2024, 28% of rural girls attend secondary school compared to 60% of urban girls and 62% of urban boys.

BRAC Sierra Leone AIM programme which supports economic and social development of Adolescent Girls and Young Women is in line with the Ministry of Youth Affairs vision and strategic fit. Empowering of youth in skills development through vocational training, financial support for small businesses and support of agriculture and livelihood options to ensure the youth are able to be engaged productively is also in line with Ministry of Agriculture flagship project of “feed salone”, an agenda driven by the president to ensure Sierra Leone food security improves in the coming years. Basic Education is a key government focus, especially in basic education. BRAC’s ECD&E Programme contributes significantly in ensuring children under 5 are able to access foundational education. The program are also aligned to national frameworks such as the Medium -Term National Development Plan(2024-2030) and the “Big Five Game Changers” which aim to accelerate growth and build resilience.



# Where do we work?





# Our programmes





# Accelerating Impact for Young Women (AIM)

## Overview

The Mastercard Foundation Accelerating Impact for Young Women in Partnership with BRAC (AIM) program in Sierra Leone is equipping 156,500 adolescent girls and young women (AGYW) with age-appropriate entrepreneurship, employability, and life-skills training, as well as the tools to start and scale their own businesses. The five-year programme applies BRAC’s globally recognised, evidence-based approach that enables individuals to improve their own lives and livelihoods. It is currently being implemented in seven African countries: Sierra Leone, Liberia, Uganda, Tanzania, Rwanda, Ghana, and Kenya.

## Objectives

- To build life skills by strengthening agency and voice to act on aspirations
- To create sustainable livelihoods through entrepreneurship and employability training, and tools to start and scale businesses
- To create an enabling environment supporting the growth of girls and young women to realise their potential

## Key numbers

**486** club mentors trained, 23 branches and 243 clubs established in 8 districts.

**23,754** adolescent girls and young women received social empowerment training.

**3,714** participants received livelihood and entrepreneurship training with agriculture and livestock as their final livelihood option.

**4,132** participants received entrepreneurship/small business training to engage in small business/trade to generate income and get out of poverty.

**117** TVET graduate participants from Cohort 1 received asset support.

**288** village savings and loan association (VSLA) groups were formed, comprising 7,464 members who were trained in financial and digital literacy skills and supported with VSLA kits.

**14,475** microfinance clients (young women) trained in financial and digital literacy.

## What's new

The Mastercard Foundation Accelerating Impact for Young Women in Partnership with BRAC (AIM) programme is distinct from other programmes for several key reasons, such as its focus on adolescents, its comprehensive approach, a robust partnership with the Mastercard Foundation, and operating at scale, allowing significant impact. The imperative to support adolescent girls and young women (AGYW) facing poverty has grown, particularly exacerbated by the global pandemic and economic downturn. Through this partnership, scalable economic development approaches are being deployed within communities to empower AGYW, enabling them to pursue their aspirations, secure sustainable livelihoods, and advocate for issues affecting their lives. In Sierra Leone, BRAC is implementing an integrated model addressing the diverse life stages of young women in underserved communities.





# Stories of Change



## Maseray Sesay— A Journey From Dependency to Self-Reliance

At 24 years old, Maseray Sesay has transformed her life through perseverance.

Unable to meet university requirements and without means to retake her exams, she dropped out of school early. Soon after, she had a child. Being a teen mother, while living in poverty herself, Maseray was under immense pressure. She knew that if she could find work, she could at least provide for herself and her child.

She eventually joined the AIM programme. Through six months of training, Maseray regained confidence before enrolling at AAll Vocational Training Institute to master tailoring.

On 25 September 2024, her perseverance paid off: she completed her training and graduated from the institute. She received a startup kit, complete with a sewing machine, tools and materials, from the programme and launched her business.

Today, Maseray owns a tailoring workshop, promoting self-sufficiency to other young women. "I was once constrained, relying on men just to survive," she shares. "Now, I can sustain myself and provide for my child."

Her resilience and story resonated nationally when she represented community voices at the NGO Week Celebration on 27 February 2025. Narrating her story before an audience, Maseray said, "Today, I'm no longer dependent on someone else. With the right training and support from BRAC, I now earn a decent living and control my future."



# Early Childhood Development

## Overview

BRAC's early childhood development programme provides early learning opportunities to children aged three to six years old at play labs. BRAC's Play Labs are safe spaces, run by trained play leaders who foster children's cognitive, social, emotional, and fine motor skills. The centres are either community based or co-located with government primary schools. The programme also actively involves parents and community members through sessions and volunteering opportunities, fostering a supportive and sustainable learning environment for children.

## Project under the programme

ECD-ECHIDNA - Community-Led Two Generation Approach (CTGA): BRAC's Community-Led Two Generation Approach (CTGA) in Sierra Leone aims to strengthen and transform the lives of young mothers and their children, along with the communities they live in. This work will further build on BRAC and Echidna Giving's partnership to revise the Play Lab curriculum, play leader training, and parenting curriculum to promote gender equality from the earliest years by dispelling harmful gender norms and engaging male caregivers, communities, and local leaders. Additionally, BRAC's strategies and goals align with this work, including the Global ECD & E Strategy goal to reach 10 million children and their caregivers with high-quality play-based early childhood development by 2030.

BRAC will strengthen existing systems in Sierra Leone with the community-led two-generation approach. First, the community-led approach will build on what is already working well in communities and offer tangible support and resources to build a gender-transformative environment. Second, rather than creating new structures that may not be sustainable after the project, BRAC will focus on strengthening existing ECD policies, systems, and processes. We will work alongside existing ECD centers and partnering with government officials at the regional and central levels to deliver the proposed approach. Working with communities, BRAC will improve the connections between government, service providers, and users to ensure that young mothers and their children have access to the services they need.

By utilising a two-generation, cross-sectoral approach, BRAC will address the multi-dimensional, locally-specific needs of communities living in poverty through proven, scalable, and integrated interventions. The interventions will draw upon BRAC's approaches to holistic AGYW programming, Empowerment and Livelihoods for Adolescents (ELA), and its flagship ECD model— the Play Lab. BRAC will work with 75 communities, and direct project participants include an estimated 1,125 young mothers between the ages of 15-24 and their male partners, 5,625 children reached via ECD center-based interventions, and 4,500 community members.



Each cohort of communities will be supported by a community champion and BRAC directly for 18 months with continued engagement from BRAC following the initial 18 months to see which interventions the community takes forward and is integrated into existing structures and systems, including government.

Under the ECD centre-based intervention, assessments will be conducted in 75 communities to evaluate the condition of each ECD centre. Based on the assessment reports, the team will determine the types of indoor and outdoor renovations needed for each center. Support will be provided for renovating the indoor and outdoor play spaces according to the specific needs identified. Additionally, material development workshops will be conducted to produce toys and learning materials for the children. ECD teachers from the assessed centers will receive capacity-building training, including basic training on play-based ECD, refresher training, and parenting manual training. A parenting manual workshop will also be conducted to design and contextualise the parenting manual for ECD center parents. As well as, CMC will be formed in each center to support the quality implementation of ECD centers.

The Community-Led Two Generation Approach has several specific components that are aligned with best practices in youth programming, including safe spaces at some ECD centers that are used to conduct program sessions for the young mothers; the program will also explore utilising community halls/facilities to conduct community engagement sessions and multicomponent programming that includes sexual and reproductive health and rights (SRHR), life skills, financial literacy, and economic empowerment.

Education support for in-school and out-of-school girls will be integrated into the program given the results of the Participatory Rural Appraisal (PRA). Lastly, the enabling environment is a crucial component of the model. This includes community champions/mentors who run the sessions in the clubs, Family Members forums (parenting sessions, gender dialogues), Club/ECD center management Member Committees, and engaging male partners with the young mothers and community leaders.

## Key numbers

**164** play leaders received training on play-based learning.

**27** participants, stakeholders and representatives from the Ministry of Basic and Senior Secondary Education (MBSSE), the Ministry of Gender, the Ministry of Children’s Affairs, civil society organizations, and teachers ECD consultants, and BRAC staff.

Engaged **37** government officials and other relevant stakeholders for effective project implementation.

Observed International Day of Play in **37** ECD centres in Bo, Port Loko, Pujehun, and Kailahun.

**37** mentors received training on the use of the adolescent girls and young women curriculum.

## What’s new

BRAC has introduced innovative programme approaches to enhance the impact of its Early Childhood Development (ECD) interventions. A notable new approach is the integration of male caregivers into the holistic development of children through the Bezos-funded project. This initiative leverages technology for the first time to educate caregivers on positive parenting using Vroom tips. By actively involving fathers in the caregiving process, this approach aims to create a nurturing environment that supports the overall development of children, ensuring that both parents are engaged in fostering positive learning and growth.

Another groundbreaking strategy is the implementation of the Two Generation Approach Project, which supports both adolescent girls and young women (AGYWs) and their children to realise their full potential. This approach empowers AGYWs by facilitating their re-enrolment into schools and providing livelihood opportunities for those who cannot return to formal education. In parallel, the project has strengthened positive learning outcomes for their children through teacher training in play-based learning and material development. It also includes renovating indoor and outdoor ECD facilities to create child-friendly and engaging learning environments. This dual-focus approach not only empowers caregivers and teachers but also enhances the quality of education and developmental outcomes for children.

Furthermore, BRAC has prioritised community ownership and sustainability by training community members in the design and establishment of outdoor play labs. This capacity-building effort has enabled communities to independently establish play labs without financial support from BRAC, fostering a strong sense of ownership and long-term commitment to maintaining these facilities. These new approaches collectively strengthen the foundation for holistic child development, empower caregivers and educators, and ensure sustainable, community-driven solutions.



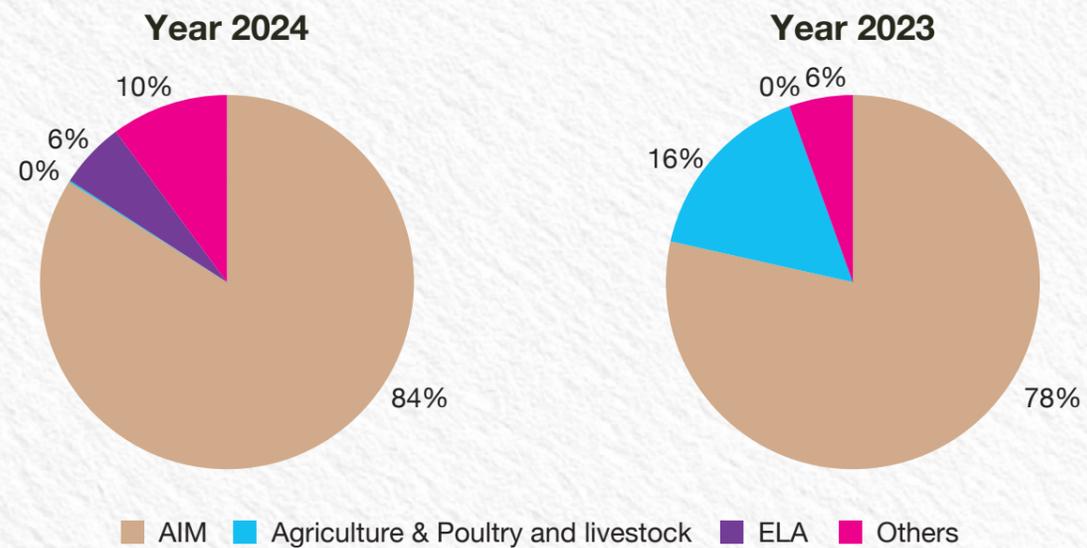
# Financial Highlights

## Operational and Financial Highlights of BRAC Sierra Leone 2024

BRAC Sierra Leone received USD 5,812,248 as grants in 2024 compared to USD 4,845,884 in 2023. Total Program expenses for the year was decreased by 3% to compare to previous year. Out of the total expenses AIM holds the majority of the portion. About 90 % of total expenditure has been used for program services.

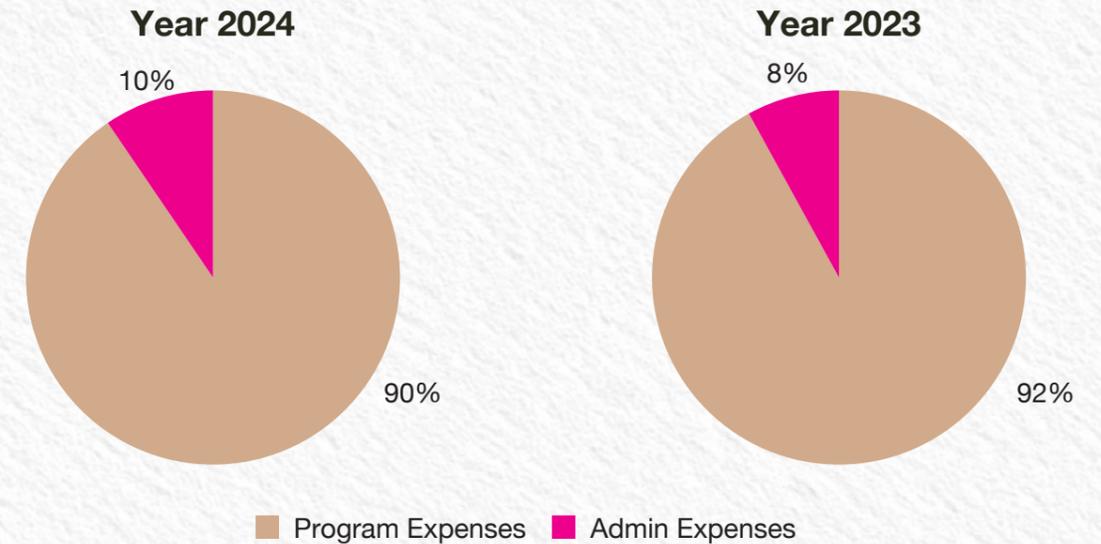
### Program Cost by Nature of Programme (in USD)

Programme	Year 2024	%	Year 2023	%
AIM	3,966,587	84%	3,741,670	79%
Agriculture & poultry and livestock	6,500	0%	762,240	16%
ELA	270,630	6%	-	0%
Others	478,293	10%	262,404	6%
<b>Total</b>	<b>4,722,010</b>	<b>100%</b>	<b>4,766,314</b>	<b>100%</b>



### Program Cost by Nature of Expenses (in USD)

Expenses	Year 2024	%	Year 2023	%
Program Expenses	4,272,941	90%	4,385,009	92%
Admin expenses	449,069	10%	381,305	8%
<b>Total</b>	<b>4,722,010</b>	<b>100%</b>	<b>4,766,314</b>	<b>100%</b>



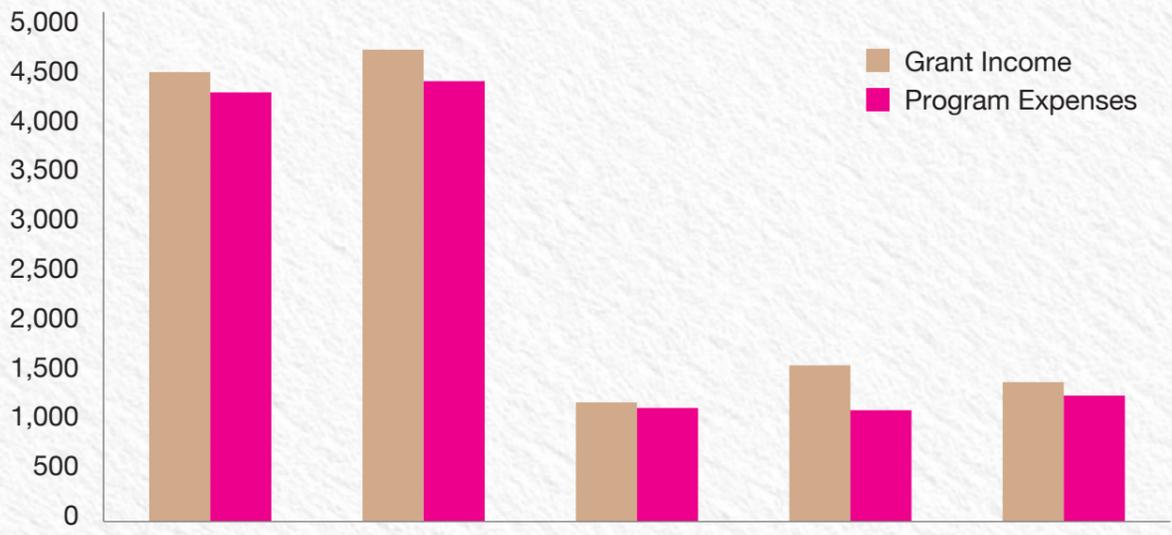
### Performance Review (in USD)

Particular	2024	2023	2022	2021	2020
<b>Income Statement</b>					
Grant Income	4,469,068	4,702,363	1,188,012	1,559,240	1,391,825
Other Income	324,071	224,187	379,000	613,172	6,789
Program Expenses	4,272,941	4,385,009	1,132,359	1,111,102	1,252,643
Admin expenses	449,069	381,305	111,926	133,183	139,183
<b>Financial Position</b>					
Donor funds	5,812,248	4,845,884	475,144	820,366	867,000
Cash at Bank	2,853,002	1,491,082	711,411	295,060	413,194
<b>Operational Statistics</b>					
No. of Projects	3	5	5	8	8



# Senior Management Team (SMT)

## Grant Income and Expenses in Thousand USD



Last five years Grant used as income vs. Program expenses (in '000 USD)

Contribution to exchequer:	2024	2023	2022	2021	2020
Withholding tax	362,525	327,753	87,267	66,350	112,301
Social Security and pension	83,131	34,253	3,130	3,499	12,620
<b>Total</b>	<b>445,656</b>	<b>362,006</b>	<b>90,397</b>	<b>69,850</b>	<b>124,921</b>



**Adolphus B.W. Doe**  
Country Director



**Isatu Kamara**  
Head of Human Resources and Training



**Md Shohiduzamman**  
Head of Finance



**Dominic Wadeu**  
Head of Programmes



**Kobina Nketsia Yankey**  
Head of Internal Audit



**Habibur Rahman Khan**  
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**Mark Charlie**  
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ECD Programme



**Abidina Jalloh**  
Operations Manager



**Juliet S. Musa**  
Safeguarding Manager



**Ahmed Koroma**  
M&E Manager



**Mouriget Musyoki**  
Grants Manager



**Chitsanzo Glyn Phiri**  
IT Manager



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