



Measuring Pact's Mission 2025

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The conviction that lasting development is led by local actors has shaped the way Pact works for more than 50 years. Across our work, we partner with local organizations, institutions, and communities to support solutions they design and sustain. We pair this commitment with rigorous monitoring, evaluation, and learning so that we can understand the results of these partnerships, improve our approaches, and transparently share what we learn. Across our work around the world, the annual Measuring Pact's Mission report highlights the global reach of these efforts, the integrated and systemic results they generate, and the partnerships that make locally led change possible.

The significant structural and programmatic shifts in the global development landscape make this year's report a bit different. Even amid this transition, our commitment to transparency and learning remains unchanged, and in many ways, more important. Rather than reporting on our 14 Global Indicators across all of our work, we present results at the project level: We are maintaining rigor and quantitative results while honoring the work that was done. Alongside quantitative results, this report brings forward more of the stories, partnerships, and local leadership behind the numbers, offering a deeper look at the pathways through which progress was achieved.

In many ways, this report is also a tribute to the partnerships and communities behind these efforts. The projects highlighted here represent years of collaboration with local organizations, leaders, and communities working toward safer livelihoods, stronger institutions, and more resilient futures. By sharing both the results and the stories behind them, we hope to recognize the work that was accomplished and the people whose dedication made it possible.

While some of the projects featured in this report have concluded, their impact has been felt by millions of people. The knowledge, relationships, and progress they generated continue to shape the communities that carried them forward. By working through local systems and strengthening the capacity of local organizations and networks - key aspects of Pact's approach - results will endure.

We thank our staff - current and former - local organizations, governments, private-sector partners, and communities that have put their trust in Pact. We remain committed to advancing locally led development and to ensuring that the progress we help generate is owned and carried forward by the communities and institutions at its center.

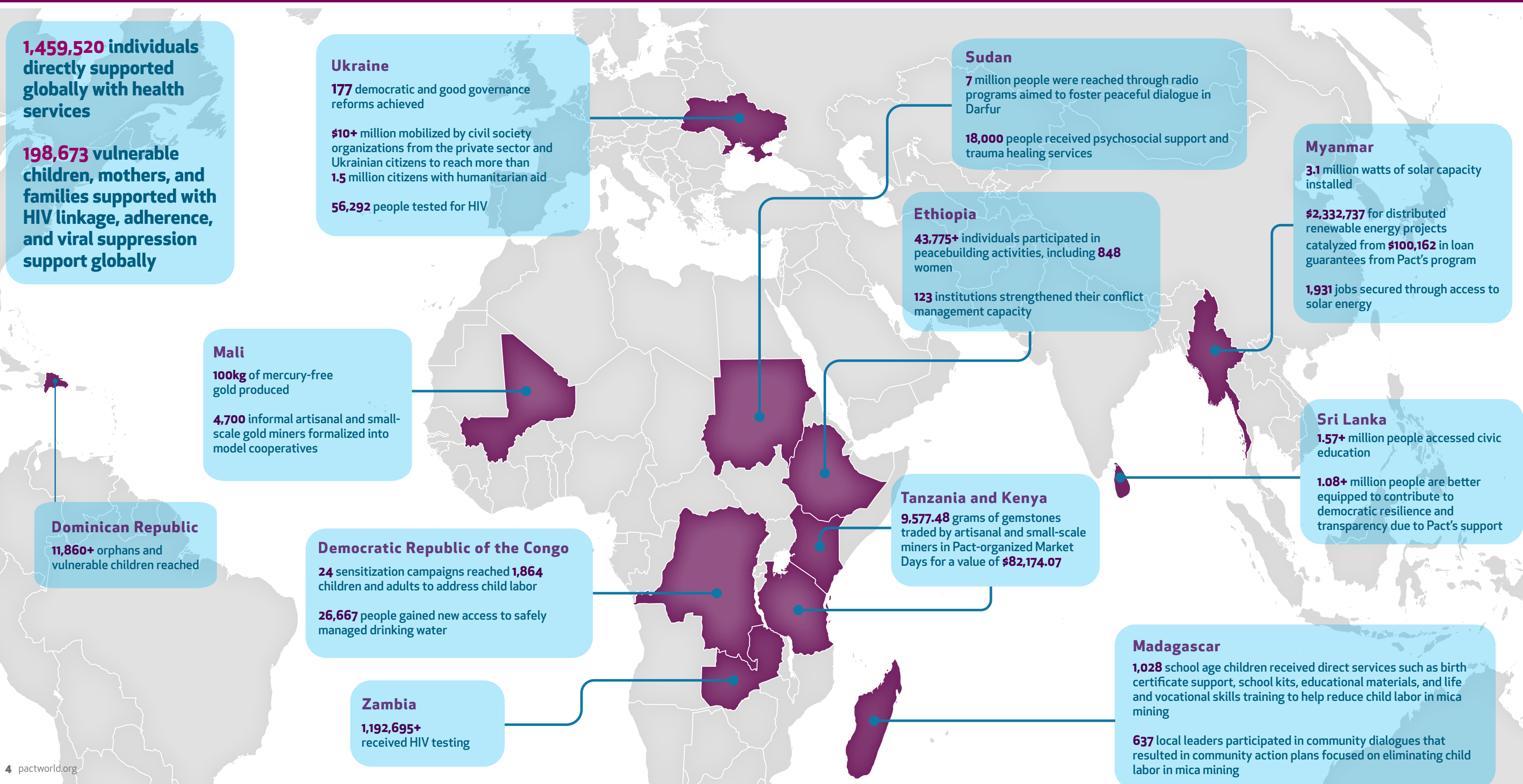
For more information about this report and other ways we measure our impact, contact our Learning, Evidence, and Impact team at leap@pactworld.org.

Cover photo: An official of Zambia's Ministry of Health outside a clinic in rural Zambia. Credit: Brian Clark/Pact.
Opposing photo: Kids play a game outside in Tanzania. Credit: Aidan Tarimo/Pact.



Global Impact Snapshot

Last year, Pact partnered with local organizations, governments, companies and other private entities, and communities across **34** countries to advance locally led solutions that strengthen health, livelihoods, energy access, governance, and more around the world. This snapshot highlights the scale and reach of that work — and the impact created together.





Global Health Impact

Across the world, Pact implements global programs that contribute to measurable changes across countries and regions, delivering tangible impact in local systems, communities, and individuals' lives. These programs serve as platforms for learning and influencing development practice due to their global nature. Through global programs Pact is improving HIV prevention and maternal and child health care, strengthening the capacity of local governments and partners, and supporting local governments and civil society organizations to address development challenges sustainably. The following pages highlight the impact we've achieved with our many partners in global health and civil society strengthening.

Epidemic Control in Action: The ACHIEVE Global Program

For the past six years, Pact has led the ACHIEVE global program that works to attain and maintain HIV epidemic control in adolescents, children, and pregnant and breastfeeding women through client-centered and home-based case management services in Burundi, Dominican Republic, Namibia, Nigeria, Rwanda, South Africa, South Sudan, Tanzania, and Zambia. ACHIEVE also supports global health security, including the transition of health services to local governments and NGOs.

The following data is about more than numbers. It is about sustained treatment adherence, improved viral suppression, and reduced risk of HIV-related morbidity; healthier childhood development and greatly reduced likelihood of transmitting HIV to others; safer pregnancies, early detection, timely treatment, and improved chances of growing up HIV-free; and healthier, more stable households and improved care and protection for children. This year through ACHIEVE...

198,673 vulnerable children, mothers, and families were supported with linkage, adherence, and viral suppression support



99.4% of the **6,801** supported HIV-positive pregnant and breastfeeding women were on treatment, and **92%** were virally suppressed



77,021 supported HIV-positive caregivers were able to start treatment, stay on medication, and remain engaged in care



43,207 HIV-exposed infants were supported with caregiver education, counselling, adherence support, safe deliveries, preventative medicine, early diagnosis, and other needed care

99.5% of the **72,115** supported children and adolescents living with HIV were on treatment and **93%** were virally suppressed



Tanzania: Twice Blessed, Twice Tested

Philipo and Rehema are two of the **77,021 HIV-positive caregivers supported by ACHIEVE in 2025**. When Rehema became pregnant with twins, they were filled with joy, but also worry. Both parents are living with HIV, and concerns about their children's health were compounded by stigma in their community in Tanzania, where twins are sometimes viewed negatively. After the twins were born, the couple faced isolation and fear alongside the challenges of caring for newborns.

In 2025, when the twins were a year old, the family was connected to Christina Francis, a Community Case Worker with ACHIEVE. During a home visit, Christina noticed that the twins appeared weak and undernourished. Upon screening, she identified signs of malnutrition and went with the family to a health facility where the children were admitted and enrolled in a therapeutic feeding program. With treatment and follow-up support, their weight, appetite, and strength steadily improved. Christina continued weekly visits, monitoring their recovery and teaching Philipo and Rehema how to prepare balanced meals using locally available foods.

Later, Christina noticed signs that Rehema might be pregnant again. After counseling, Rehema visited the health facility where the pregnancy was confirmed and she was enrolled in services to prevent HIV transmission to her unborn child.

Through ACHIEVE's integrated support, the family has gained confidence and skills to nurture their children's health and development. Today, their home is filled with renewed hope as they prepare to welcome another child safely.

Nigeria: Advancing the transition to national and local government leadership



ACHIEVE facilitator leading sessions on lifesaving activities (Credit: Pact)

Transitioning leadership to national and local government is essential to sustaining services and ensuring long-term accountability to communities. ACHIEVE advanced this transition in Nigeria by supporting practical steps toward greater government responsibility in both service delivery and systems management. In Borno State, ACHIEVE, in partnership with THRIVE, supported state actors to align HIV and orphan and vulnerable children (OVC) services, resulting in the Borno State Ministry of Women Affairs linking children and caregivers to existing government education and livelihood programs. At the national level, ACHIEVE worked with government and local partners to complete a three-month roadmap for transitioning management of the National OVC Management Information System to the Federal Ministry of Women Affairs, **supporting a sustained shift toward local ownership and system continuity.**

South Africa: Swift action leads to a turning point for a mother and baby

Last year, a clinic manager in Limpopo Province, South Africa, reached out to ACHIEVE about Maria, a 17-year-old expectant mother living with HIV who had missed her appointment to collect lifesaving antiretroviral therapy. Maria had a strained relationship with her father that left her in economic vulnerability. She was also dealing with the trauma of an unreported assault. This increased her chances of disengaging from care, heightening her risk of poor adherence to treatment.

An ACHIEVE social worker immediately traced Maria. The social worker accompanied Maria to the clinic, where she received comprehensive antenatal care, restarted treatment, and had blood drawn for a viral load test. Her result was unsuppressed, meaning she was at a higher risk of transmitting HIV to her baby. During a follow-up visit a week later, Maria had given birth to a beautiful baby, but because of Maria's unsuppressed viral load, the baby was exposed to HIV and at risk of infection. An HIV test given at birth revealed the baby was HIV-negative, but because the baby had been exposed to HIV and was breastfeeding, the infant immediately began prophylaxis.

With continued support from ACHIEVE, Maria began adhering to her treatment to protect her own health and her baby. Her mother also stepped in to help, reminding Maria to take her medication and ensuring that the baby received theirs too.

Through swift action and client-centered lifesaving services, both Maria and her baby were protected during a critical and vulnerable time. ACHIEVE didn't just restore clinical engagement and adherence to treatment — it strengthened family bonds, addressed urgent psychosocial needs, and restored hope.

Tanzania: Linking community action and clinical care

Closing gaps in HIV treatment requires identifying children who have been missed and supporting families to accept care, like that of eight-year-old Amani. In 2024, community-based testing identified Amani as HIV-positive after a missed diagnosis linked to his mother's interrupted treatment. Initially, his parents refused care. ACHIEVE worked with social welfare officers through home visits to address their concerns. After continued engagement, Amani was linked to a health facility, started HIV treatment, and enrolled in regular follow-up. His mother received counseling, family members were re-screened, and Amani was referred to a pediatric support group to strengthen adherence and coping. With counseling and ongoing support, **Amani and his family are now engaged in care, demonstrating how coordinated community and clinical support can close treatment gaps and protect children's health.**



A family who participated in a Pact-led project to tackle HIV in Tanzania. Credit: Michael Goima/Pact.

Additional Global Health Programs

Lived Experience, Lasting Care: Zambia Integrated Health

In the Zambia Integrated Health Activity, Pact works to improve health outcomes of Zambians in three provinces through equitable access to high-quality, client-centered HIV, tuberculosis (TB)/HIV, and maternal, newborn, and child health (MNCH) services. These integrated services together reduce mortality, morbidity, and HIV transmission.

In 2025, Zambia Integrated Health **tested 1,169,068 individuals, returned 9,691 HIV-positive individuals to HIV treatment after they lapsed, and screened 46,665 HIV-positive women for cervical cancer.**

Faith Malama is one of 1,169,068 individuals who received HIV testing this year, but her story shows why testing alone is not enough. Through Zambia Integrated Health, community health workers help ensure that people like Faith who test positive don't just know their status but are supported to accept care and start treatment.

Eighteen-year-old Faith attended her first antenatal care visit at Kabundi East Clinic in Chingola District. There, she met Mutinta Simalibwa, a Mentor Mother with Zambia Integrated Health. Mentor Mothers are HIV-positive women in the community who support other women through testing, counseling, and treatment because they've lived through it themselves. Mutinta counselled Faith before her HIV test and provided health education. When the result came back positive, Faith was overwhelmed and left the clinic without starting treatment.

Mutinta followed up through home visits, a core part of Zambia Integrated Health's community-based approach. Initial visits were challenging; Faith avoided contact, and her parents were uncertain and resistant. Mutinta requested a private meeting with Faith's parents, explaining HIV, how treatment works, and why early care is essential for both mother and child. By sharing her own experience living with HIV and showing her treatment card, she built trust and hope.

After nearly a month of continued engagement, Faith returned to the clinic with her parents and agreed to start antiretroviral treatment. With family support and ongoing guidance from Mutinta, Faith was able to take this important step toward protecting her health and her baby's future.

Faith's experience highlights how Zambia Integrated Health's investment in Mentor Mothers bridges the gap between testing and treatment, ensuring young women are not left behind.



Sustaining Care Under Fire: Community Action for HIV Control in Ukraine

Led by Pact, the five-year Community Action for HIV Control (CAHC) advances Ukraine's goal of HIV epidemic control by 2030 by strengthening differentiated services, community-based organization capacity, and access to high-quality HIV prevention, testing, and linkage to care for populations most affected by HIV.

Throughout last year, CAHC navigated periods of disruption, recovery, and stabilization as the war in Ukraine continued. Working closely with the Ministry of Health, the Center for Public Health, and local implementing partners, we sustained lifesaving HIV services and maintained progress under wartime conditions. Through CAHC last year, **56,292 people were tested for HIV, and 97% of those who tested positive were linked to treatment.** Testing continued to expand through community-based approaches, reaching populations at high risk of HIV infection where they live. The project also trained 343 NGO frontline workers, enhancing their skills in client-centered counseling and service delivery through mentorship and support.

Olena (name changed) is one of the individuals tested by CAHC last year. Olena arrived at an HIV and hepatitis testing point after fleeing Russian occupation in Kherson. Carrying trauma from war, displacement, and a past marked by substance use, she feared she might be ill but hesitated to seek help.

A social worker, Serhii, noticed Olena standing quietly in the hallway and invited her to talk. Sensing her fear, he listened carefully and supported her through HIV testing. When the result came back positive, Serhii helped Olena process the news and personally accompanied her to a health facility, where her diagnosis was confirmed and she was promptly linked to care.

Despite the disruption and stress of war, Olena successfully began antiretroviral therapy. Today, she is stable, feels well, and is rebuilding her life.

Her story shows how compassionate, timely support can sustain lifesaving HIV services — even amid conflict — turning a moment of crisis into a pathway to care and recovery.

Care without Borders: Building Resilience in Dominican Republic

In the Dominican Republic, the Building Resilience project helped overcome deep barriers to HIV care for patients of Haitian descent, many of whom face discrimination, mobility challenges, and lack of documentation. Last year the program reached **11,860 community members**, including people living with HIV and their families, with **94% knowing their HIV status and 95% of children living with HIV on treatment.** Following detailed household assessments aligned with PEPFAR benchmarks for families to be healthy, safe, stable, and educated, 463 households (1,564 people) were assessed as having reduced vulnerability and sufficient stability to exit project support, marking their graduation. Standardized procedures and electronic case management have also strengthened coordinated services nationwide.

Community case workers (CCWs), most of them Haitian or of Haitian descent, were central to this work. Amancia de León, who was a CCW and is fluent in Creole, built trust with families who often feared deportation and avoided services, helping them access HIV testing, treatment, education, and basic needs support. Bethania Ruiz, 19, is among those who saw positive change in their lives because of CCWs like de León. For Ruiz, CCW support meant keeping her HIV-positive mother on medication, receiving food assistance, and accessing vocational training, which enabled Bethania to become her family's breadwinner. The vocational training and entrepreneurship support impacted 1,589 people, equipping them with valuable skills while start-up kits enhance their economic opportunities and improve their livelihoods. In addition, 243 Haitian migrants and their children received legal assistance and documentation, including to access education, demonstrating how holistic, community-led engagement can stabilize families, enable independence, and shift perceptions of inclusion within the health system.

A community case worker in Puerto Plata, Dominican Republic. Credit: Brian Clark/Pact.



Civil Society Strengthening

Civic Resilience in Action: CSM-STAND

The Civil Society and Media – Strengthened Together and Advancing in New Directions (CSM-STAND) programs for Africa and the Middle East and North Africa, and Asia, Europe and Eurasia, and Latin America and the Caribbean aimed to foster independent civic forces; enhance civic engagement; and build vibrant, resilient, and self-reliant civil society and media sectors that cultivate more pluralistic, democratic societies. In a global consortium, co-led with IREX, Pact applied an adaptive and participatory approach to ensure that the 19 global, regional, and technical partners were active and engaged. Over more than three years, CSM-STAND built a strong global track record of success — designing and managing 15 country and regional projects that **strengthened more than 700 civil society and media organizations and reached more than 35,000 individuals navigating challenging civic environments.** Here we spotlight the results of CSM-STAND projects from different regions.

Sri Lanka: Bolstering Civil Society for Strengthened Democratic Governance

When the Bolstering Civil Society project began in 2022, Sri Lanka was emerging from a decade of democratic backsliding, deepening corruption, and eroding public trust in institutions. Civic space had narrowed sharply and citizens' confidence in government reached record lows. A powerful, people-led protest movement was ongoing. At the same time, civil society organizations (CSOs) were fragmented, under-resourced, and increasingly marginalized from national policy processes.

The project built on the movement's momentum and responded by revitalizing civil society's role as a cornerstone of democratic governance. In close partnership with Sri Lankan civil society, the project combined grants, capacity building, and evidence-based advocacy to re-establish the connective tissue between citizens and the state. Through the Bolstering Civil Society project:

More than **1.57 million** Sri Lankans accessed civic education and **1.08 million** individuals participated in training or direct support programs, equipping them to participate in governance processes and contribute to democratic resilience and transparency.



A coalition of **400 CSOs** from all 25 districts coordinated a unified civil society response to the draft NGO Registration and Supervision Bill.



48% of partner CSOs improved their safety and security capacity, and **29%** implemented enhanced resource mobilization plans, reflecting strengthened institutional systems to sustain operations amid constraints.



The Women's Empowerment Act of 2024 and the Multi-Sectoral National Action Plan to Address Sexual and Gender-based Violence were passed with partners' amplifying voices for gender equality while these national policy reforms were being enacted.

Sudan: Reducing Conflict by Strengthening Youth and Women's Civic Participation

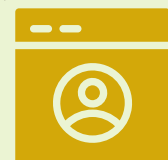
In 2023, open conflict began between the Sudanese Armed Forces and a paramilitary group known as the Rapid Support Forces, plunging Sudan into crisis. As the war began, Pact through CSM-STAND Sudan, was starting its support to youth and women to create essential platforms for advancing discussions focused on peace and conflict resolution. Partners **brokered local peace agreements** in war-torn regions like Darfur and used workshops, exhibitions, and media outreach to shift perceptions of hate speech from a taboo topic to an openly discussed one. Amid protracted conflict, Pact's CSM-STAND Sudan project was a lifeline to civil society and delivered urgent and robust financial support through **108 grants totaling \$10 million**.

Through CSM-STAND Sudan:



Partners directly reached **17,735** individuals with a range of interventions, including **7,498** who received psychosocial support and trauma healing services

Sudanese independent media partners reached **7 million** people through radio programs aimed to foster peaceful dialogue in Darfur



Sudanese independent media partners also reached **15 million** online users with media content using humor and local dialects to debunk misinformation, re-establishing reliable information ecosystems amid wartime propaganda and contributing measurable digital reach and narrative change within Sudan's fragmented media space



A citizen in Dominican Republic reviews their ballot before voting. Credit: Brian Clark/Pact.

Dominican Republic: Protecting Citizens through Strong Democratic Systems

Electoral integrity is critical for strong, representative democracies, and an improved electoral environment is part of holistic citizen security. Civil society organizations are often the leaders in ensuring this integrity. Under the CSM-STAND project in Dominican Republic, Pact supported four civil society organizations, including Participación Ciudadana.

Established in 1993, **Participación Ciudadana** is a leading Dominican organization in the fight for the country's democratic future. It works to reduce public corruption, build government transparency and accountability, and increase citizen participation and access to justice.

Pact provided funding and technical assistance to Participación Ciudadana to train **500 volunteer observers** to witness and report irregularities ranging from illegal campaigning outside of polling places nationwide to attempts at vote buying. This monitoring ensures that elections are peaceful and that voters can cast their ballots without issue. Participación Ciudadana's strengthened capacity and performance through the partnership with Pact continues in their essential work today. Their executive director lauded Pact as a key partner for the organization, helping to strengthen the group's capacity and bolster its legacy as an essential part of civil society in the Dominican Republic.

Additional Civil Society Strengthening Programs

ENGAGE: A Legacy of Strong Civil Society, Civic Education, and Policy Reforms in Ukraine

For more than two decades, including through revolution and war, Pact significantly strengthened civil society in Ukraine, enhanced civic engagement, improved livelihoods, promoted peace and security, and institutionalized sustainable reforms. Since 2016, the ENGAGE project built on prior successes, adding to a legacy of success, including:




Support to over **190** civil society organizations



Contributing to **177** democratic and good governance policy reforms



Assisting civic groups to raise more than **\$10 million** in local funds to respond to the urgent needs of communities in the context of war

Mobilization of humanitarian assistance that reached more than **1.56 million** citizens. 

ENGAGE-supported CSOs contributed to reforms at national and local levels, including the establishment of anti-corruption institutions, strengthened services for veterans, improved local budget transparency, and citizen oversight of reconstruction. At the community level, ENGAGE's bottom-up approach empowered local coalitions to implement reform roadmaps, increasing their capacity and policy influence.

With Pact's support, ENGAGE partners rapidly pivoted following Russia's invasion to deliver humanitarian aid, document war crimes, and counter disinformation, supporter of millions through media campaigns and other tools. ENGAGE was a supporter to national platforms such as the RISE Ukraine Coalition, which informed the design of a digital system adopted by government agencies to ensure transparent post-war reconstruction using open data and citizen feedback.

ENGAGE supported both informal and formal civic education, reaching **more than 1 million Ukrainians with civic education and messaging** on advocacy, watchdogging, and democratic reform. In collaboration with the Ministry of Education and Science, ENGAGE developed and institutionalized a mandatory national civic education curriculum for 10th graders, later expanded to younger students and adapted for wartime learning, that helped improve 72% of students' knowledge. The project also supported a pilot mandatory civic education course for 5th graders and trained youth leaders who contributed to policy wins such as judicial reform and anti-corruption oversight.

Overall, ENGAGE directly **reached more than 607,000 citizens through civic engagement activities**. Studies showed ENGAGE participants were over four times more civically active than non-participants. Through policy reform, institutionalized civic education, coalition strengthening, and domestic resource mobilization, ENGAGE laid a resilient foundation for Ukraine's democratic development and post-war recovery.



Laying the Foundation for Peace: Sustainable Peace Activity

The Sustainable Peace Activity (SP) aimed to create a platform to assist Ethiopian stakeholders to demonstrate greater resilience to prevent and respond to destabilizing manifestations of conflict. Specifically, SP sought to strengthen legitimate structures and processes, including local peacebuilding committees, to effectively and non-violently manage national, regional, and local conflict issues and to expand collective awareness, access, and willingness of Ethiopians to utilize non-violent systems to address grievances and mediate interests. Despite only operating for 21 months of the planned five-year award, **SP and its partners helped lay the foundation for long-term solutions for sustainable peace in Ethiopia, achieving results against a backdrop of significant security and access challenges that impacted programming.**

The project approaches were rooted in rigorous research and analysis; context-specific studies directly informed program adaptations, ensuring interventions remained responsive to evolving dynamics. SP integrated customary institutions, women, and youth into peacebuilding processes, building their capacity and supporting them to put their skills into practice via community dialogues, mediation efforts, and local peace structures. SP helped establish Peace Councils in three localities and through institutional support the Councils became a focal point for grassroots peacebuilding. Additionally, SP supported two messaging campaigns: a digital peace campaign with messages of increased awareness of misinformation's dangers that equipped influencers, educators, and youth with tools to promote peace online and offline; and a grassroots campaign promoting the return of displaced populations, advancing durable solutions for displacement. Finally, SP leaves behind trauma-informed curriculum in three languages for institutionalized, widespread, and standardized trauma recovery support in conflict-affected communities.

The project demonstrated significant progress in areas where rapid implementation and community engagement were prioritized. For instance, it exceeded expectations in empowering women, with **848 local women actively participating in peacebuilding roles** due to a deliberate emphasis on gender inclusivity. Similarly, efforts to mobilize communities yielded extraordinary results: **over 43,775 individuals participated in peacebuilding activities**, more than doubling the original goal of 20,000. This was attributed to local partners' ability to galvanize grassroots involvement, underscoring the project's resonance at the local level. Capacity-building initiatives also saw early wins with the project providing **conflict management support to 123 institutions**, both formal and informal.



Building peace in Tigray. Photo credit: Mikael Tewelde



A community case worker in Dominican Republic. Credit: Brian Clark/Pact.



Systemic and Integrated Results

Delivering long-term, systemic change is central to Pact's approach. We strengthen whole systems — markets, institutions, and communities — through integrated programming that engages public, private, and community actors together, so results endure.

Pact's work addresses the intersections of livelihoods, supply chains, and the energy transition through three reinforcing areas: formalizing and professionalizing mineral-producing communities, strengthening worker protections and securing resilient and responsible supply chains, and expanding clean energy access, with peacebuilding, business and human rights, finance and land access cutting across all three.

By integrating workforce development and rights, responsible supply chains, community finance, livelihood formalization, and clean energy, Pact reduces risk and builds sustainable, locally led resilience.

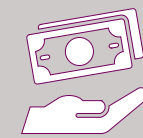
Market System Development: Formalizing Supply Chains, Enabling Market Access, and Building Resilience

Resilient and responsible supply chains depend on fair, transparent markets that benefit producers and workers, and reduce risk. Through market-based approaches and partnerships with the private sector, Pact supports artisanal and small-scale miners to access global markets, fairer prices, and safer working conditions, improving livelihoods for miners, their families, and communities. By educating and empowering producers while strengthening market linkages, Pact helps shift value toward those at the start of the supply chain and reinforces ethical, responsible value chains.

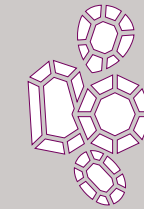
Responsible Gemstone Supply Chains: Moyo Gems Closes the Price Gap for Women Gemstone Miners

Since its inception six years ago, the Moyo Gems program has not just enabled access to and provided a fair market price for primarily women artisanal miners' gemstones; it has had a transformative impact by providing local government with detailed gemstone market data and captured revenue locally through the official export process. Moyo Gems helps transform artisanal mining from an informal survival activity into a regulated, transparent sector that supports women's livelihoods, strengthens local governance, and drives sustainable regional economic growth.

In 2025, Pact continued to implement a range of complementary social development and innovative scale-up projects through Moyo Gems. In partnership with handmade jewelry social enterprise A Beautiful Story and the Netherlands Enterprise Agency, we strengthened the foundation for scaling Moyo Gems in Tanzania by generating the market and wage data needed for expanding into higher volume gemstone purchasing at continued fair pricing.



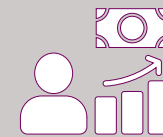
3x more earnings for women artisanal miners in Pact's Moyo Gems program in Tanzania and Kenya compared with women miners who sell through outside middlemen



8,262 stones purchased at Tanzania and Kenya Moyo Gems Market Days in 2025, then secured in parcels assessed and sealed by government officers for export



653 artisanal gemstone miners enrolled in Pact WORTH micro-savings and loans groups with improved financial resilience



10x more earnings through Moyo Gems because the program's partnerships enable direct sales to international buyers rather than relying on local brokers



650 unique trades at Tanzania and Kenya Moyo Gems Market Days in 2025 where miners and brokers sell their stones to international buyers, providing supply chain transparency from miner to market



254 traders participating in Tanzania Market Days in 2025 were women or selling on behalf of women artisanal miners, representing 79% of the 316 total traders



From Technical Knowledge to Local Power

In 2017, Pact piloted the Gemological Institute of America's "Selecting Gem Rough: A Guide for Artisanal Miners", enabling miners to identify colored gemstones, assess quality, understand market value drivers, and negotiate more effectively. Since then, Pact has continued rolling out the guide, with support from the Gemological Institute of America, to new countries and communities, supporting miners in Tanzania, Kenya, Zambia, and Rwanda to reduce gemological education gaps and support women's participation in value addition. In 2025, Pact expanded the guidebook training to Madagascar, where we trained 200 miners, and supported women-led gemstone cutting, and to Sierra Leone where we expanded the guide's application to diamonds for the first time, positioning artisanal mining communities for responsible market access.

After a decade of engagement in DRC's cobalt-copper belt, in 2025, Pact codified its Children Out of Mining approach into a practical, community-led guidebook, recognized by local stakeholders as the go-to resource for addressing child labor in ASM. Refined with civil society, government, and private-sector actors, the guide enables local organizations to lead effective, sustainable child labor remediation aligned with global standards and mineral markets.



An artisanal miners holds a selection of rough gems from Tanzania. Credit: Michael Goima/Pact.

Peaceful Gold Supply Chains: Enabling Legal Routes and Land Access for Small-Scale Miners in Mali


A **market system analysis** by Pact uncovered that weak oversight of artisanal and small-scale gold mining (ASGM) in Mali enabled the smuggling of an estimated 151 tons of gold valued at \$6.3 billion in 2021 alone. Equivalent to one-third of national GDP, smuggling deprives Mali of development resources while financing organized crime and regional insecurity.


This analysis enabled national reforms in Mali's ASGM sector. At the invitation of the government, Pact supported the establishment of a multi-stakeholder mechanism, led by the Prime Minister's Office, to take action on a range of market system barriers such as earmarking ASGM corridors and strengthening ASGM cooperative and company working practices. Over two years, Pact supported regular meetings and provided technical advice for the implementation of activities prioritized in the nationally validated 'Responsible Gold Trading in Mining' policy paper developed by Pact and the Ministry of Mines. As part of these reforms, the government closed 61 illegal foreign-owned mining operations and seized 286 excavators and 63 vehicles.

Pact's targeted interventions have capacitated ASGM communities and government to address mine site and market system barriers to formalization, including constraints related to land access, finance, institutional capacity, and women's participation.

2  previously informal ASGM associations are now registered as cooperatives

1  long-standing conflict between industrial mining and ASGM communities has been resolved

1,500+ miners — nearly half women — are operating legally on an industrial concession 

500+ miners, traders, and local authorities with increased capacity on mercury-free mineral processing methods, national regulations, occupational health and safety, sustainable mine and business planning, and gender equality 

Pact also unlocked pathways to formal markets and financing through engagement with financial institutions and buyers. Working with Ecobank and gold exporting companies and refineries, we supported purchase price and pre-financing arrangements for a potential ASGM off-take agreement. Beyond direct cooperative support, we strengthened the wider market system, developing the capabilities of key stakeholders needed to meet responsible mining standards and sustain formalization long term.


Securing Responsible and Resilient Supply Chains: Tackling Labor Violations and Promoting Good Governance and Peace


Commodity supply chains are only as resilient as the communities and governance systems that sustain them. Evidence shows that isolated interventions rarely endure under shock, while integrated, community-centered approaches address root causes and create durable foundations for responsible production and sourcing. In fragile settings, poverty, weak governance, and environmental stress can allow mining to fuel conflict, child labor, forced labor, and violence against women. These stories show how Pact applies integrated approaches across mining and agricultural value chains to reduce risk, stabilize communities, and strengthen supply chains, often across many years and multiple projects for sustained and durable impact.

Reducing Child Labor in Artisanal and Small-Scale Cobalt Mining: Stronger, More Resilient Communities and Supply Chains in the Democratic Republic of Congo


In the DRC, thousands of children work in mining. Estimates of the number of children working in DRC cobalt mines range from 5,000 to 35,000 with widespread informality making it difficult to know the exact number. Kolwezi sits at the heart of DRC's Copperbelt, where global demand for batteries has too often translated into hazardous working conditions, and deepening poverty for mining families. With few viable alternatives, families send children to the mines to survive.


Pact began working to end child labor in DRC mining communities in 2016. Though child labor in mining persists in many communities that have yet to be reached, our programming shows that with a dedicated, integrated approach, a child labor-free future is possible. Pact and local partners have contributed to strengthened economic empowerment of mining communities and direct support to children, all sustained through effective community engagement. Over the course of our Children Out of Mining program, which ended in 2025, we achieved:


8 Neighborhood Committees created to coordinate social interventions that address child labor and **8** Child Protection Networks created to address child labor in an independent, coordinated, and sustainable manner 

323,149 people sensitized, including **105,360** children, on children's rights, the worst forms of child labor, and parenting techniques that emphasize children's rights 

\$343,180 saved and **\$322,664** loaned through WORTH groups 

85% of loans used to start or strengthen an existing micro-business and **15%** used to pay for children's school fees, health care, or personal projects 

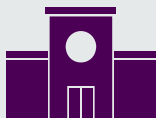
682 people, including **479** women, increased their financial resilience thanks to **28** micro-savings and loans groups using Pact's signature WORTH model 

670 youth (out of 700) graduated their vocational training for tailoring, welding, auto/moto mechanics, carpentry, catering, hairdressing, and IT skills, representing a **95%** success rate 


Strengthening Resilience in Madagascar's Mica Communities

In southern Madagascar's Anôsy region, Pact strengthened the resilience of mica mining communities and businesses so livelihoods could be sustained without reliance on child labor. Pact's approach tackled the structural vulnerabilities that perpetuate child labor: economic insecurity, limited access to services, and weak alignment between community practices and responsible sourcing requirements.


By stabilizing households through education access, civil documentation, and women's financial inclusion, families were better equipped to manage shocks and keep children out of hazardous work. At the same time, Pact strengthened the capabilities of miners, processors, and exporters to meet child labor prevention, occupational health and safety, formalization, and the mica CRAFT (Code of Risk-mitigation for ASM engaging in Formal Trade) criteria. This reduced risk across the supply chain while improving business continuity and compliance. Through the Madagascar Shines project:

4,160+ children had improved access to education, ranging from vocational training to school kits, contributing to a **51%** increase in enrollment in target communities 

 **1,057** children obtained birth certificates, enabling access to education and protection services

 **250+** out-of-school children received support, with **86%** reintegrated into formal schooling

801 vulnerable women miners enrolled in **27** savings and loans groups where they could access community banking services 

 **455** mica miners developed new skills and capacity regarding child labor, mica CRAFT Code, occupational health and safety, and formalization

 **16** mica exporting companies improved with responsible business conduct, child labor, due diligence, mica CRAFT Code

Crucially, these gains were reinforced through local systems. Pact supported stronger coordination among communities, government actors, and private-sector stakeholders, embedding accountability and shared responsibility for child protection and responsible production. This combination of household resilience, workforce capacity, and responsible business practices demonstrates how Pact's integrated, community-led model moves beyond short-term remediation, creating the conditions for sustained, child-labor-free mica mining that benefits both local communities and global markets.

A family that participated in the SHINES project. Credit: Mirana Fanomezantsoa Rakotosamimanana/Pact




Decent Work and Protection for Women and Girls in Colombia's Cut-Flower and Panaleta Sectors

In Colombia, Pact strengthened women's economic resilience and labor protections in two agricultural value chains by linking household change with institutional reform. The Vamos Tejiendo project, which ended in 2025, used our integrated approach to connect labor rights, skills development, economic empowerment, gender-based violence prevention, education pathways, and market access, and align women, employers, and oversight institutions.

Pact partnered with national and local government to strengthen gender-responsive labor inspection, referral pathways, and coordinated responses to labor rights violations and child labor risks. Engagement with women's organizations, schools, and private-sector actors improved prevention and response across agricultural territories.

Learning assessments demonstrated durable change: Through Vamos Tejiendo, **women increased economic agency and collective voice**, leadership structures such as Women's Circles and Gestoras Comunes strengthened local governance and advocacy, and institutions adopted more coordinated, gender-responsive practices. Additionally, we co-created with the mayor's office of San Roque, their first public policy for women, a local policy initiative that will sustain these advancements for more than 11,000 women in the area over the next decade.

8,700 individuals, including women and girls, received training, tailored mentoring and coaching, and market skills to improve their labor rights and livelihoods 

 Collaborated with **7** local government offices and **3** networks/organizations responsible for labor oversight and social protection


Advancing Health, Livelihoods, and Education to Address Longstanding Conflict in DRC


Evidence from resilience research shows that when drivers of conflict are addressed separately, gains often "wash out" under new shocks. For decades, Tanganyika Province in DRC faced overlapping crises — ethnic violence, food insecurity, gender-based violence, and environmental degradation — each reinforcing the other. Pact's Tanganyika Conflict Mitigation and Reconciliation (TCMR) project, which ended in 2025, used an integrated model that strengthened multiple community systems at once, combining peacebuilding support — Peace Committees, early warning, and dialogue platforms — with livelihoods, health, education, and environment activities. By restoring livelihoods, the project reduced competition over land; by organizing women's savings groups, it increased household stability; and by reforesting degraded land, it reduced resource-based disputes. Through TCMR:

18 Peace Committees with **270** trained members now mediate conflicts and issue early-warning alerts 

6,358 farmers adopted climate-smart methods, boosting yields and fostering cross-community collaboration 

59 savings groups with **1,100** members strengthened local economies; **387** members launched micro-businesses through community savings and credit groups 

18 Listening Centers, staffed by **54** psychosocial agents, supported conflict survivors, helping drive a **37%** decline in reported gender-based violence cases 

Environmental groups produced **100,000** seedlings and planted nearly **40,000** trees, improving land productivity and building trust between Twa and Bantu farmers 

An Integrated Approach to Responsible Sourcing in DRC, Designed by Local Actors

Building on the evidence that durable change comes from addressing interconnected systems rather than isolated risks, Pact applied an integrated, locally led approach to responsible mineral supply chains in Kolwezi, DRC. Through the Mining Critical Minerals Responsibly in DRC initiative, Pact helped advance a transparent and traceable supply chain for artisanal cobalt and copper. We convened 40 stakeholders from government, private sector, and civil society to identify challenges and opportunities, which led to the **co-design of a whole-of-supply chain artisanal cobalt mining project**. Through this multistakeholder approach, the project strengthened collaboration between local stakeholder groups, raised awareness on responsible cobalt mining practices in DRC, and co-designed a detailed and costed framework for DRC stakeholders to engage downstream buyers and investors seeking to secure reliable sources of responsibly produced cobalt, positioning communities as central stewards of supply-chain integrity rather than passive beneficiaries.

Preventing Land-Use Conflict Between Cocoa Farmers and Gold Miners in Ghana

In Ghana's Bibiani District, cocoa farming and small-scale gold mining coexist uneasily on the same land, creating growing risks for community stability. As part of Pact's Shared Ground project, which launched in 2025, a recent conflict analysis and needs assessment conducted with project participants found that trust remains low and formal mechanisms for dialogue are largely absent. Only 23% of participating miners reported having formal land-use agreements with landowners, and fewer than 10% of participating cocoa farmers hold registered land titles, leaving both groups vulnerable to exploitation and escalating tensions. Although conflicts have not turned violent, more than two-thirds of participating farmers and local authorities believe they could do so without preventive action.

Pact and partners are addressing these risks early through an integrated, community-led approach. By combining conflict analysis, social dialogue, participatory land-use mapping, and targeted training for farmers, miners, and local authorities, the project is building shared understanding and practical pathways for peaceful coexistence.

The project approach draws on Pact's holistic Peacebuilding/ASM Framework that addresses the interconnected dynamics of ASM governance, market systems, and peace and security. The framework targets root causes of conflict and informality, strengthens institutions that sustain peace, and enables responsible market integration. Our approach rests on three mutually reinforcing pillars: ASM formalization, strengthening peace infrastructure, professionalization and market integration. Together, these elements support resilient communities, responsible supply chains, and durable peace.

So far, through the Shared Ground project:



124

cocoa farmers, gold miners, and local authorities have improved mutual understanding through Pact-led multistakeholder workshops



One locally owned action plan has been co-created by community leaders, 5 mining companies, and one union representing more than 20 cocoa farming cooperatives, laying the groundwork for sustainable land use and more resilient commodity supply chains

Cocoa farmers and gold miners during a participatory land mapping exercise. Credit: Jorden de Haan/Pact.



Environment and Clean Energy: How Inclusive Development Models and Critical Minerals are Powering our Energy Transition

The clean energy transition is inseparable from responsible mineral supply chains, as every green technology relies on critical minerals. While this transition is reshaping economies and energy systems, its success depends on delivering tangible benefits to communities and small enterprises. An inclusive transition requires intentional support so that local actors have the skills, financing, and infrastructure to use clean energy productively and benefit from responsible mineral production. When clean energy strengthens livelihoods and local value chains, it becomes a driver of sustainable development rather than a top-down technological shift. These projects showcase Pact's impact in expanding clean energy access, de-risking private investment, and strengthening inclusion and safety across energy and natural-resource value chains.

Catalyzing Private Capital for Myanmar's Energy Transition

Pact's Smart Power Myanmar (SPM) program advances an inclusive green energy transition by building the market systems and financing pathways needed to deploy clean energy at scale, an essential foundation for a green future. By partnering with private-sector actors, SPM unlocks investment in distributed renewable energy for micro-, small-, and medium-size enterprises and off-grid industries, replacing diesel with reliable, low-carbon solar power, which depends on critical minerals.

The program's integrated model combines technical advisory, investment facilitation, industry convening, and applied research, with a strong focus on de-risking private capital. Working with firms and local banks, SPM provides short-term, 100% loan guarantees that bridge working-capital gaps for commercial and industrial solar projects, enabling rapid installation and repayment without long-term subsidies.

By catalyzing private investment and strengthening domestic energy markets, SPM shows how market-based solutions can deliver climate impact, economic opportunity, and inclusive growth at the heart of a just transition. The program has already **catalyzed \$6.6 million in private investment leveraged by just \$866,000 in SPM loan guarantees**, demonstrating how targeted public support can advance commercial finance. In 2025 alone, SPM:



Mobilized \$2.33 million for renewable energy projects using \$100,162 in guarantees



Cut 15,000 tons of carbon emissions resulting from the replacement of diesel generators with solar



Financially closed 33 commercial and industrial projects with micro-, small-, and medium-size enterprises



Installed 3.1MW solar capacity



Secured 1,931 jobs through access to solar energy



Reduced 3,658 tCO2e (GHG emissions) annually

Catalytic Capital Keeps a Tea Factory, and Community, Running

For more than 50 years, Shwin Chang Lone Tea Factory has supported livelihoods in Northern Shan State, Myanmar, employing 130 workers and sourcing tea leaves from surrounding villages. But unreliable grid electricity, rising diesel prices, and growing instability increasingly threatened the factory and the incomes it supports.

The owner identified solar power as a long-term solution but lacked access to affordable financing and technical expertise. SPM stepped in not as a funder of last resort, but as a catalyst for private investment. The team conducted a site assessment, supported the design of a 120 kW solar system, and guided a competitive selection of the engineering and construction firm. Critically, SPM **provided a 75% loan guarantee**, enabling the owner to secure a **\$34,332 commercial loan** that would otherwise not have been possible.

Once installed, the system generated 120-150 kWh of electricity per day, reducing diesel use, lowering energy costs, and extending production hours. When political unrest later disrupted the national grid, the factory's independent solar power helped maintain operations and protect jobs.

By reducing risk and mobilizing private capital, SPM strengthened a locally rooted enterprise, safeguarded community livelihoods, and demonstrated how technical support coupled with market-based finance can enable clean energy adoption, building resilience and advancing a just energy transition in fragile settings.



Shwin Chang Lone Tea Factory in Myanmar.

Renewable Energy Strengthens Livelihoods and Mangrove Protection in Indonesia

Through the Mangrove Sahabat Tambak Lestari (MESTI) project, Pact partnered with shrimp-farming communities in East Kalimantan, Indonesia, to strengthen livelihoods while protecting fragile mangrove ecosystems. In Pegat Batumbuk and Tabalar Muara, MESTI combined sustainable aquaculture, small business development, women's economic empowerment, and renewable energy to help communities move up the value chain. The five-year project, which ended in 2025, achieved:

130+

shrimp farmers with increased capacity in business management and sustainability



100+

farmers reported the ability to generate more income



3 

women-led production groups supported to revive and expand value-added seafood processing

167% 

return on investment of production groups that increased production to **6,000** items per month

1 

community-owned solar system integrated to expand reliable production and access new markets

By strengthening local institutions, improving market readiness, and linking environmental stewardship with income generation, MESTI demonstrated how integrated, community-led approaches can deliver economic resilience while preserving mangrove ecosystems.



Community-Owned Solar Powering Women-Led Shrimp Enterprises

In Tabalar Muara, a remote shrimp-farming community along East Kalimantan's mangrove coast, limited electricity long constrained livelihoods. Households relied on a diesel generator that ran only a few hours a day — insufficient for the women's group operating the village shrimp-processing house, where unreliable power stalled production, refrigeration, and market access.

Through a participatory assessment, community members identified reliable renewable energy as a priority. With private sector support, Pact helped **install a 5 kWp, community-owned solar system**, providing consistent power for grinders, sealing machines, and freezers. This enabled the women's group to **triple production, reduce spoilage, and meet larger orders**, including a new agreement with a mainland supermarket.


The solar system is fully owned and managed by the community, with the women's group leading its stewardship and prioritizing income-generating uses. Leaders have also directed excess power to streetlights and a community meeting space, with plans to support local administration and telecommunications.

For Tabalar Muara, renewable energy is more than infrastructure — it is a community-controlled asset that strengthens livelihoods, improves resilience, and supports a future shaped by local priorities.

Lighting the Path to Safer and More Inclusive Mining in Rwanda


The Illuminating Small-Scale Mining in Rwanda (ISMR) project addressed a critical but often overlooked challenge in ASM: the lack of safe, affordable, and reliable lighting. In Rwanda, where approximately 70,000 small-scale miners work underground and above ground, poor lighting contributes to injuries, fatalities, low productivity, and exclusion, particularly for women. ISMR tackled this market failure by replacing disposable battery torches with rechargeable headtorches and solar-powered energy systems, improving safety, efficiency, and sustainability across mining operations producing tin, tungsten, and tantalum.

Working in partnership with the Rwanda Mines, Petroleum and Gas Board, private energy and finance providers, women's mining associations, and mining companies, ISMR combined technology adoption, renewable energy infrastructure, financial inclusion, and capacity strengthening.

 **100%** of financial literacy training participants opened savings accounts, enabling access to formal financial services for the first time


2 solar mini-grids installed, significantly improving underground lighting



50% increase in the number of women working at supported mine sites 

1,300+ miners and community members gained knowledge in occupational safety, environmental protection, gender inclusion, and financial literacy



70% reduction in mine electricity costs, strengthening the financial viability of participating mines 

Safety outcomes improved markedly, with reductions in accidents linked to poor visibility and increased confidence among workers operating underground.

By institutionalizing partnerships between government, banks, energy providers, and mining companies, ISMR established a sustainable, scalable model for improving safety, productivity, and inclusion in small-scale mining — earning national recognition for advancing responsible mining practices in Rwanda.



A miner outside of a tunnel entrance at a small-scale tungsten mine run by Generation Mining Development Company in Kigali, Rwanda. Credit: Brian Clark/Pact.



A community volunteer in Colombia who supported Venezuelan migrants in Brisas del Norte, in Riohacha, Colombia. Credit: Brian Clark/Pact.

Accelerating Local Leadership

Lasting development depends on local leadership that is credible, capable, and sustained over time. For Pact, supporting that leadership is a long-term commitment — one that requires identifying and backing local actors, strengthening the systems that enable them to perform, and evolving our role as needs evolve. This work is relational, adaptive, and cumulative, unfolding across years, partnerships, and contexts rather than within a single project.

What differentiates Pact's approach is not only how it builds capacity, but how intentionally it prepares for stewardship. We work through trust-based partnerships grounded in shared decision-making, humility, and co-creation, while also investing in the structures, networks, and institutional readiness that allow leadership to endure. The following highlights look at this work in practice.

From Capacity to Results: Building Resilient Local Institutions

From Capacity to Catalytic Leadership: Institutionalizing Women's Economic Empowerment in Ukraine

With the Women Included: Nurturing Growth and Security (WINGS) project in Ukraine, Pact accelerated locally led development by strengthening three local implementing partners to move from service delivery to sustained leadership in women's economic empowerment. Through structured training-of-trainers, transfer of full curricula, and expanded support in adaptive management, M&E, communications, and crisis response, partners built the systems and technical expertise to independently deliver layered women's economic empowerment programming in a war-affected context. This investment translated into measurable economic results.

Across eight communities, **21** women launched businesses and dozens more actively built enterprises or pursued jobs



Graduates formed peer-led women's clubs, joined local business councils, and expressed readiness to mentor new participants, signaling a shift from beneficiaries to local economic actors

By 2025, partners had diversified funding streams, secured new grants from international donors and private companies, expanded into new territories, and strengthened internal systems and policies. Although WINGS focused primarily on technical capacity, it catalyzed broader organizational sustainability and credibility. What began as targeted capacity strengthening evolved into resilient local institutions capable of mobilizing resources, influencing local economic systems, and leading community recovery, demonstrating how **intentional investment in capacity accelerates durable, locally led impact.**



Formalizing a Miners' Collective to Sustainably Address Child Labor and Improve Labor Conditions: The Pilares Project

In Colombia's artisanal and small-scale gold mining regions, many mining communities are Indigenous and rural, and face persistent poverty, environmental risk, child labor, and unsafe working conditions. Women are often concentrated in informal, low-paid roles and excluded from decision-making. Pact's Pilares project strengthened CSOs in two regions to reduce child labor and other unacceptable working conditions through locally led, collective action.

Operating in a complex security and climate context, Pilares focused on peer-to-peer learning, small grants, and collective impact approaches to build CSO capacity and local leadership. A major milestone was the formal registration of the miners' solidarity network CORPILARES BOL, creating a legally recognized entity to sustain results beyond the project. Through mentor certification, 19 subawards, and institutional partnerships, the project integrated child labor prevention with occupational health and safety, livelihoods initiatives such as beekeeping, and constructive use of free time for youth.

Results show measurable gains in organizational resilience and inclusion.

Of supported CSOs, **83%** increased their knowledge on child labor and other unacceptable working conditions through peer mentoring.



As measured in Pact's sustainability indicators, **92%** of subawardees made significant strides in their sustainability.

Female participation among active CSO members rose from **38%** to **52%**, strengthening women's leadership.



Through **44** experience-sharing events and **210** communication products, by the time the project closed in 2025, Pilares had positioned this Indigenous- and community-led model for replication.

Guided Growth: Supporting an Ethiopian Organization in Its Next Phase of Leadership

Over the past year, Pact supported the Youth Network for Sustainable Development (YNSD) as it implemented a five-year, \$48 million initiative designed to engage 500,000 young people in community service while building job preparedness skills. When YNSD needed a partner to continue strengthening their ability to implement large-scale programs, they turned to Pact.

Pact provided 18 months of targeted, bespoke capacity development support, tailored to YNSD's priorities and growth trajectory. Services focused on strengthening institutional systems critical for large-scale implementation, including project management, financial management, M&E, communications, human resources, and strategic growth.

This customized approach produced measurable gains. **YNSD's Organizational Performance Index score** – a measure of organizational capacity – **increased from 2.2 to 3.5 out of 4**, reflecting strengthened results, standards, learning, and resource management. By the project's close, 80% of capacity actions identified were completed or in progress. Through this support, YNSD moved from managing discrete projects to operating as a cohesive, strategically aligned organization positioned for sustainable impact and long-term leadership.

From Partnership to Stewardship: Catalyzing Enduring Local Leadership

From Prime to Sub: Eswatini HIV Partnership Evolution

In Eswatini, Pact's long-term partnership with local organizations helped shift leadership of HIV programming from externally managed implementation to durable, locally led stewardship. Across multiple projects, Pact provided tailored capacity development support to 11 local partners, strengthening their internal systems and technical capabilities needed to deliver complex, high-quality services at scale.

Working with partners, Pact delivered a holistic, layered package of interventions that supported more than 63,000 orphans and vulnerable children and caregivers. Services strengthened health linkages alongside income-generation opportunities and reinforced a family-centered case management approach. The partnerships also strengthened the broader system through training and support for social workers, regional social welfare supervisors, NGO partners, and national-level social welfare leaders.

As service delivery responsibilities expanded and performance expectations increased, Pact intentionally shifted its focus from accompaniment to preparation, ensuring that partners were not only delivering results, but were institutionally ready to lead independently. This sustained support centered on a transition readiness plan and hands-on systems strengthening for governance, compliance, and performance management. As a result, three partners successfully transitioned to managing direct USAID awards, a clear marker of organizational independence and resilience.

Pact's role evolved as well. Last year, Pact supported one of the NGOs, Young Heroes, as a strategic partner. Contracted by Young Heroes, we provided targeted technical assistance such as DREAMS job aids, quality assurance and quality improvement materials, updated and tested manuals and job aids, and cybersecurity training and assessment, while Young Heroes led project implementation and results.

“ We could tell that [USAID] was ready for a local partner to step up and take the lead in the country in terms of programming and implementation. Pact's role changed to that of being a technical assistance partner, which we had in our last USAID project. It was not a requirement, per se, but we made it [...] so that we were not thrown into the deep end. We relied mainly on Pact's leadership in coming up with strategies, designing of programs and tools. We strategically had Pact as a technical assistance partner.”

– Young Heroes Executive Director

Nearly Twenty Years of Partnership Rooted in Local Ownership in Nigeria

When Interfaith Mediation Centre (IMC) first engaged Pact in 2008, its co-executive directors weren't seeking funding; they were seeking something more enduring: the capacity to stand shoulder to shoulder with the world's strongest CSOs. That request became the foundation of a partnership that has now spanned nearly two decades and multiple projects, reflecting a shared commitment to local leadership rather than short-term delivery.

Throughout successive projects, Pact showed up differently. Rather than arriving with prepackaged solutions tied to individual grants, Pact worked alongside IMC: listening first, adapting to context, and grounding organizational strengthening in IMC's mission, faith traditions, and lived realities. In 2025, Reverend James Wuye reflected on the relationship, noting how Pact did not sit in the passenger seat offering instructions; IMC was in the driver's seat, with Pact coaching from beside them as they navigated their own path forward.

Over time, this sustained, relationship-centered approach helped embed systems, clarify vision, and institutionalize practices that endured beyond any single project. IMC went on to directly implement USAID's flagship peacebuilding initiative in northern Nigeria, TOLERANCE, as well as the Engaging Local Actors Project, while mentoring and training other civil society and faith-based organizations, extending the impact of Pact's early investments across Nigeria and beyond. As of today, **IMC Nigeria has implemented over 80 projects and trained more than 200,000 peacebuilders in their 25 years of work.**

What distinguishes Pact most, in Imam Ashfa's words, is not a single tool or methodology, but a way of being: marked by humility, respect for core values, and shared ownership. After decades of engagement with international actors, the co-directors in 2025 described Pact simply:

“ We do not see them as a partner far away. We see them as part of us.”
– IMC Nigeria Co-Director

That spirit captures Pact's enduring promise: partnerships that outlast projects and enable local leaders to thrive on their own terms.

From Capacity to Confidence: A Partnership That Built Foundations for the Future in Zimbabwe

When FACT Zimbabwe reflects on its journey, Executive Director Gertrude Shumba traces its growth to Pact's early partnership beginning in 2006, when support to strengthen core systems — governance, financial management, leadership, and staff capacity — laid the lasting foundation for FACT's credibility and expansion.

When FACT responded to a competitive funding call, it turned to Pact: this time as a technical partner. Together, we co-designed a successful proposal that combined FACT's deep local knowledge with Pact's global expertise. Through this collaboration, FACT not only secured the award but also emerged as a technical leader in climate resilience, an area it had not previously considered a strength.

What distinguishes this partnership, Shumba emphasizes, is how Pact showed up across engagements. Pact worked as an equal: sharing risk, learning jointly, and investing in FACT's ability to cascade capacity strengthening to its own subgrantees. For Shumba, the enduring contribution is clear: governance and skills strengthening that ensured impact would outlast any single grant.

“ Pact is an organization that builds others to realize their potential.”
– Gertrude Shumba, Executive Director, FACT Zimbabwe

Today, FACT Zimbabwe continues to complement the Government of Zimbabwe's efforts in responding to HIV and AIDS through direct services to local communities via core pillars of health and wellbeing, safeguarding and sustainable livelihoods, strategic information and research, and organizational efficiency and effectiveness.

The Capacity Development Marketplace: Local Ownership at Scale in Ukraine

In 2009, Pact identified a structural constraint facing Ukrainian civil society: Organizations were caught in donor-dependent cycles that limited their autonomy and restricted access to larger international funding. Addressing this challenge required more than training individual organizations. It required building locally owned infrastructure that could change how capacity development worked across the system.

Pact co-developed the Capacity Development Marketplace with Ukrainian partners, creating a platform that fundamentally shifted power and incentives. Rather than donor-driven training, the platform functioned as a true marketplace: local service providers offered capacity development services on a fee-for-service basis; CSOs defined their own needs and selected providers; and donors supported transactions through vouchers rather than directing content. This approach **lowered costs, introduced competition, and enabled organizations to access services** — such as financial management and strategic planning — **based on self-identified priorities rather than external agendas.**

At the same time, Pact worked across successive engagements to strengthen ISAR Ednannia, a Ukrainian public organization that supports the development of civil society and a culture of strategic philanthropy, as a national leader in capacity development. Using a co-developed roadmap, Pact supported ISAR Ednannia to strengthen internal systems, engage directly with donors, and assume stewardship of the marketplace. Ownership of the platform was fully transitioned to ISAR Ednannia and rebranded as Civil Society Home.

Civil Society Home marked its **16th year of operation in 2025**, even through years of war. Its longevity demonstrates how Pact's system-building approach enables local leadership at scale, well beyond the life of any single project or partner. In 2025, ISAR Ednannia reflected on their achievements to date and how Pact's support helped lay the foundation for that success:

“

The CSOs Capacity Development Marketplace has become one of the most successful platforms for strengthening civil society, not only in Ukraine but globally. We are proud that Pact played a key role in launching and shaping this flagship initiative.

The approaches to civil society capacity development introduced by Pact laid the foundation for the Marketplace's core philosophy — emphasizing local ownership and organizational agency. This enabled an important shift from donor-driven capacity development toward a CSO-driven model, where organizations define their own priorities and growth paths. The long-term impact of this approach became especially visible during periods of crisis, including the wars of 2014 and 2022, when Ukrainian civil society demonstrated exceptional resilience, filled critical service gaps, and supported communities across the country.

Today, civil society remains a backbone of democracy in Ukraine, helping sustain social cohesion and reform-oriented change during extremely challenging times. We are grateful to Pact for its vision and partnership in bringing the CSOs Capacity Development Marketplace to life.”



Mrs. Maheny Victorine Tafara leads the Faniriantsoa women's association in Belo sur Mer, modeling sustainable natural resource conservation for her community. Credit: Nicky Rakotondrazafy/Pact.



building
local
promise.

Measuring Pact's Mission 2025