



THE SEGAL FOUNDATION

Annual Report

2025

Stewardship across time — for the world that was, the world that is, and the world to come.

The Segal Foundation is a registered charitable organization. Financial statements and program outcomes are published annually.

A LETTER FROM THE FOUNDER

We measure ourselves not by what we spend, but by what endures.

This is the 2025 report of The Segal Foundation. We publish it in the same spirit we try to work in: plainly, with the figures in full, and with an honest account of what did not go as we hoped.

Our conviction is unchanged. Where the gap between possibility and provision is widest, we fund durable, locally-led programs across five interlocking needs — water, shelter, food, education, and care. We partner with communities, not around them, and we treat the unglamorous half of the work — maintenance, training, supply — as the half that decides whether anything lasts.

We are, by temperament, optimists. We believe the century ahead can be one of abundance, intelligence, and longer life — and that the test of those gifts is whether they reach everyone. The Foundation is how we begin to answer that test today, in the lives of people who cannot wait for the future to arrive.

Kevin Michael Segal

Founder

IMPACT AT A GLANCE

The year in figures

5.4M

lives reached

Cumulative across all five programs, 2019–2025.

23

regions

Across Sub-Saharan Africa, South Asia, and Central America.

140+

partner organizations

Locally led, locally accountable.

91%

of funds to programs

Independently audited; the remainder covers evaluation and operations.

COMMITMENT

\$182M committed since inception; \$41M disbursed in 2025.

THE FIVE PROGRAMS

What endures after we step back

Clean Water

Access is the headline; maintenance is the work.

We fund wells, filtration, and watershed stewardship — and the local technicians and spare-parts supply chains that keep them running long after the ribbon is cut.

1.9M

reached with safe water

2,400

water points maintained

94%

functional after three years

Shelter

A roof is the precondition of a future.

We support resilient, climate-appropriate housing and the dignity of permanence — rebuilding after disaster, and building ahead of it, with methods communities can sustain.

31,000

durable homes supported

18

post-disaster rebuilds

11

regions

Food Security

End the season of hunger, not merely the day of it.

We invest in the soil beneath the meal: smallholder agriculture, seed resilience, cold storage, and the market links that turn a good harvest into a stable livelihood.

640,000

smallholder farmers supported

+38%

average yield, partnered co-ops

120

cold-storage and market hubs

Education

The only gift that compounds across generations.

We fund schools, teachers, scholarships, and learning materials, with particular attention to girls' education, where the return on a single classroom ripples outward for decades.

410,000

students reached

6,200

teachers trained and supported

57%

of scholarships to girls

Healthcare

Proximity is the intervention.

We support primary care where there is none — clinics, community health workers, maternal and child health, and the unglamorous logistics of keeping medicine in stock.

2.3M

primary-care visits enabled

880

community health workers

96%

essential-medicine stock rate

How we account for the work

A NOTE ON METHOD

Figures are aggregated from partner reporting and independent evaluation, and counted conservatively: a person reached is counted once, and a system is counted as functional only if it is still working at the most recent assessment. Where we cannot verify a number, we do not publish it.

FUNDS TO PROGRAMS

The share of funds to programs is audited annually; the remainder covers evaluation and operations, which we treat as part of the work rather than overhead to be hidden. \$182M committed since inception; \$41M disbursed in 2025.

GOVERNANCE

Programs are designed, led, and ultimately owned by the communities they serve. The Foundation's accounts are independently audited, and its outcomes — including its shortfalls — are published in full each year.

WHAT DIDN'T WORK

We publish our shortfalls because trust is built precisely where others go quiet.

A sanitation pilot we closed

A subsidized-latrine pilot met installation targets but failed on use and upkeep. We ended it, published the evaluation, and redirected the funds toward community-led sanitation that communities sustained themselves.

Scholarships without the surrounding support

An early scholarship cohort under-completed because tuition was not the only barrier. We learned to fund the surrounding conditions — transport, safety, materials — rather than fees alone.

“Wealth is only meaningful as a current — something that moves, and waters what is downstream.”

KEVIN MICHAEL SEGAL