BRAC Teaching Resources

TABLE OF CONTENTS

1. Articles & Reports on BRAC

   a. Case Study: In the Black with BRAC
      Jonker describes how BRAC, one of the "world’s most innovative antipoverty
      programs" generates 80% of its budget through its social enterprises.

   b. Thinking Big, Going Global: The Challenge of BRAC’s Global Expansion
      Hossain, Naomi, and Anasuya Sengupta. Thinking Big, Going Global: The Challenge of
      Hossain and Sengupta describe how Bangladeshi NGO, BRAC has expanded its
      program of "microfinance plus" across Africa and Asia. The paper focuses on two main
      challenges the organization faces. The first is the challenge of exporting the BRAC
      model as it the first Southern based international NGO. The authors also address
      BRAC’s position in the debate around the effectiveness of NGOs in development.

   c. Moving on Up: Banking for the Poor through Microfinance
      Diss. LSE, Department of Geography and Environment, 2007.
      Pozuelo-Monfort describes how microfinance institutions operate and discusses the
      future of microfinance as new sources of funding emerge.

   d. Beyond Lending: How Microfinance Creates New Forms of Capital to Fight Poverty
      Using BRAC as an example, Abed and Matin focus on different sources of innovation in
      microfinance that can address a wide range of constraints facing the poor. They also
      discuss the linkage between microfinance and other approaches.

   e. Program Evaluation Using Multidimensional Poverty Measures: Evidence from the TUP
      Islam, T M Tonmoy, and James P. Ziliak. Program Evaluation Using Multidimensional
      The authors use multi-dimensional poverty measures to measure the effectiveness of
      the Targeting the Ultra-Poor Program undertaken in Bangladesh.

   f. How much can asset transfers help the poorest? The five Cs of community-level
      development and BRAC’s Ultra-Poor Programme
      Krishna, Anirudh, Meri Poghosyan, and Narayan Das. How Much Can Asset Transfers
      Help the Poorest? The Five Cs of Community-level Development and BRAC’s Ultra-
      The authors develop a framework for assessing community-level development programs
      and use it to evaluate the impact of BRAC’s ultrapoor program over a six year period.
g. **Rethinking Food Security Strategy: Self-sufficiency or Self-reliance**

h. **The Architecture of Audacity: Assessing the Impact of the Microcredit Summit Campaign**

2. **Books & Excerpts on BRAC**
   a. **Freedom from Want**
   Smillie, Ian. *Freedom from Want: the Remarkable Success Story of BRAC, the Global Grassroots Organization That’s Winning the Fight against Poverty*. Sterling, VA: Kumarian, 2009. Freedom from Want is the first fully comprehensive book on BRAC. Smillie traces BRAC’s evolution from a small relief operation launched in Bangladesh in 1972 into the largest non-profit organization in the developing world.

   b. **Hope for Sustainable Development: How Social Entrepreneurs Make It Happen**

   c. **Textbook Case Study - A National Development NGO: The BRAC Model**

   d. **Social Entrepreneurship: What Everyone Needs to Know & Teaching Guide**
ventures and the non-profit sector. The book also outlines the current challenges faced within the field and provides examples of how individuals can be changemakers.

e. From One to Many: Scaling Up Health Programs in Low Income Countries
   i. Chapter 5: Scaling Up BRAC’s Maternal, Neonatal and Child Health Interventions in Bangladesh
      In this chapter, Afsana provides the history of BRAC's maternal health program in Bangladesh. She goes on to discuss how BRAC was able to scale this program and the lessons learned along the way.

   ii. Chapter 13: Decentralized Management in Expansion of BRAC’s Rural Tuberculosis Program (DOTS)

f. Breaking the Cycle of Poverty: The BRAC Strategy
   Lovell explores BRAC’s unprecedented growth, management structures and financial sources.

g. A Simple Solution: Teaching Millions to Treat Diarrhoea at Home
   The authors describe how BRAC workers visited village homes throughout the 1980s and taught Bangladeshis how to treat and prevent diarrhoea.

h. Making Tuberculosis History: Community-based Solutions for Millions
   Making Tuberculosis History provides a complete account of BRAC’s tuberculosis program: how it was conceived, piloted, refined, scaled, managed, and ultimately adapted for new contexts, including the rapidly growing urban areas of Bangladesh and remote mountainous regions of Afghanistan.
3. BRAC Teaching Cases
   a. IESE Case Study - BRAC: An Enabling Structure for Social and Economic Development
      <www.iese.edu/research/pdfs/ESTUDIO-34.pdf>
      The study introduces and analyzes BRAC as an exemplary, independent and largely self-financed organization for sustainable Development.

   b. Harvard Business School Case Studies are available for purchase at http://hbsp.harvard.edu/product/cases
      i. BRAC’s Tuberculosis Program: Pioneering DOTS Treatment for TB in Rural Bangladesh by Maria May, Joseph Rhatigan and Richard Cash. 22 pages. April 2011. Case #: GHD-010.
         In addition to its many other development programs, BRAC began implementing a TB treatment program that relied on village health volunteers and unique incentives. For over a decade, BRAC participated in a partnership with the National Tuberculosis Program (NTP) and other non-governmental organizations (NGOs) to increase TB services nationwide, and in 2004 with the support of the Global Fund to Fight AIDS, TB, and Malaria (Global Fund), BRAC was able to strengthen and expand its TB programs significantly.

          This case is a sequel to “BRAC’s Tuberculosis Program: Pioneering DOTS Treatment for TB in Rural Bangladesh.”
          At a meeting between the Bangladesh National Tuberculosis Programme (NTP) and its partner non-governmental organizations (NGOs) in December 2007, Dr. Akram Islam and Dr. Mahfuza Rifat presented their most recent data on BRAC’s urban tuberculosis (TB) control programs in Bangladesh. While BRAC’s rural TB programs covered over 80 million people overall, its TB program in Dhaka was facing significant challenges.

          BRAC is the world’s largest NGO and has recently initiated a number of successful profit-making commercial enterprises, ranging from dairy processing to vegetable exports, as well as a university. Explores the tensions and benefits of a major nonprofit entering the commercial arena and the consequences for the organization.

BRAC is the world’s largest NGO and has over the past 20 years experienced tremendous rates of growth. The case looks at diversity within the organization and the aspects of management that have made the organization so successful.

4. Additional Resources
   a. BRAC Videos available on http://www.youtube.com/user/bracusa1 including 11 minute feature on the history of BRAC titled New Horizons
   
   b. Videos: Ashoka Global Academy for Social Entrepreneurship Series
      i. Innovator for the Poor: The Story of Fazle H. Abed and the Founding of BRAC
      ii. Thinking Big and Scaling Up: Insights from Fazle H. Abed, Founder and Chairperson of BRAC
      iii. Achieving the Millennium Development Goals: Strategies from Fazle H. Abed, Founder of BRAC
   
   c. www.brac.net

5. Select BRAC Research and Evaluation Division Reports

The following articles are available at www.bracresearch.org

a. Health

Factors Influencing Utilization of Manoshi Delivery Centres in Urban Slums of Dhaka By Sarawat Rashid, Hashima-E-Nasreen, Mahmuda Akter Sarker December - 2009 This report to shows a community-based maternal, neonatal and child health initiative in urban slums of Bangladesh in 2007.

Maternal, Neonatal and Child Health in Selected Northern Districts of Bangladesh: Findings from Baseline Survey 2008 By Shumona Sharmin Salam, Marufa Aziz Khan, Sarah Salahuddin, Nuzhat Choudhury, Peter Nicholls, Hashima-E-Nasreen December - 2009 This report shows to population-based cross sectional survey was done in four maternal, neonatal and child health (MNCH) intervention districts (N=4,800 households) and two control districts (N=2,400 households). Data were collected from women identified as having a pregnancy outcome in the previous year or being mother of a child (12-59 months).

Newborn Care Practices in Nilphamari District of Bangladesh after a Year of Maternal, Neonatal and Child Health Intervention Nuzhat Choudhury, Hashima-E-Nasreen December - 2008 This study aimed to describe newborn care practices in an area where maternal, neonatal and child health (MNCH) intervention is being implemented, and to assess the effect of such intervention on newborn care.
b. Economic Development

**Study on the first phase of the 100-Day Employment Generation Programme**  
BRAC-RED, NFPCSP and BU-BDI  
March - 2009  
BRAC-RED partnered with National Food Policy Capacity Strengthening Project (NFPCSP) and BRAC Development Institute at BRAC University to carry out an appraisal of the 100 Days Employment Generation Programme of the Government of Bangladesh through an evaluation of its first phase and the preparation for the assessment of the impact of the entire programme.

c. Education

**Reflection of Classwise Attainable Competencies at Primary Level: An Analysis of BRAC Text Books**  
Noton Chandra Dutta, Rifat Afrose, Shek Ruhul Amin  
October - 2008  
This study aimed to explore the reflection of attainable competencies in mathematics textbooks at primary level developed by BRAC.

**Reflection of Classwise Attainable Competencies at primary Level: An Analysis of NCTB Mathematics Textbooks**  
Noton Chandra Dutta, Rifat Afrose, Shek Ruhul Amin  
October - 2008  
This study aimed to explore the reflection of attainable competencies in mathematics textbooks at primary level developed by National Curriculum and Textbook Board (NCTB).

**An Evaluation of BRAC Pre-primary Education Programme**  
Mirja Mohammad Shahjamal, Samir Ranjan Nath  
September - 2008  
The aim of this study was to evaluate the ongoing practices of BRAC pre-primary education programme adopting both qualitative and quantitative research approaches.

d. Social

**Civil Society and Local Government in Rural Bangladesh: The Case of BRAC’s Polli Shomaj Programme**  
Chris Evans  
April - 2010  
This report presents six case studies on the relationship between the PS and the Union Parishad (UP), the lowest level of government administration in rural Bangladesh.

**Polli Shomaj and 100-day Employment Generation Programme: Measuring the Targeting Effectiveness in Beneficiary Selection**  
Md. Abdul Alim, Munshi Sulaiman  
April - 2009  
This study aimed to determine the role of BRAC’s polli shomaj in targeting effectiveness in beneficiary selection of 100-day employment generation programme (EGP). Both quantitative and qualitative approaches were used in this study.

**The Legal Challenges on the way to Judicial Remedy in Rape Cases: The Role of Human Rights and Legal Services Programme of BRAC**  
Sharin Shajahan Naomi  
April -
This study aimed to provide recommendations that may help to deal with the challenges more effectively and assist the judicial process to increase rape conviction rates.

e. Environment

**Effect of Water, Sanitation and Hygiene Intervention in Reducing self-reported Waterborne Diseases in Rural Bangladesh**

AKM Masud Rana December - 2009

This study examines the effect of water, sanitation and hygiene (WASH) intervention of BRAC on waterborne diseases.

**Women’s Participation in Water, Sanitation and Hygiene Programme of BRAC at Community Level**

Rumana Ali January - 2009

This study describes women’s participation in the decision-making process during participatory rural appraisal (PRA), Village WASH Committee (VWC) and cluster meetings of the Water, Sanitation and Hygiene (WASH) programme of BRAC.

**From Selection to Implementation: Evaluation of the Water, Sanitation and Hygiene (WASH) Programme’s Approach Towards the Ultra Poor**

Ananta Neelim November - 2008

This study aims to evaluate the level at which WASH interventions are reaching the poor.

**Agarwood Plantation at BRAC Tea Estate: Introduction, Environmental Factors and Financial Analysis**

Nasima Akter, Ananta Z Neelim July - 2008

The *Aquillaria malaccensis* (known as agar) produces agarwood which is used in perfumes, incense and medicines, and thus, can be extremely valuable. Considering its conservation value and economic benefit, BRAC has started agarwood plantation at Kaiyachara Tea Estate from July, 2007.