



## **BRAC Teaching Resources**

### **TABLE OF CONTENTS**

#### 1. Articles & Reports on BRAC

##### a. **Case Study: In the Black with BRAC**

Jonker, Kim. "Case Study: In the Black with BRAC." *Stanford Social Innovation Review* Winter (2009): 74-79.

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 BRAC's Global Expansion*. Institute for Development Studies, Dec. 2009. <<http://www.ntd.co.uk/idsbookshop/details.asp?id=1144>>.

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**

Pozuelo-Monfort, Jaime. *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**

Abed, Fazle H., and Imran Matin. "Beyond Lending: How Microfinance Creates New Forms of Capital to Fight Poverty." *Innovations* Winter & Spring (2007): 3-17.

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 Poverty Measures: Evidence from TUP*. Center for Poverty Research, Apr. 2010.

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-Poor Program*.

The University of Manchester Brooks World Poverty Institute, Oct. 2010. Web. 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**

Deb, Uttam Kumar, Mahabub Hossain, and Steve Jones. *Rethinking Food Security Strategy: Self-sufficiency or Self-reliance*. Tech. UK Department for International Development, May 2009. <[http://www.bracresearch.org/news\\_details.php?nid=148](http://www.bracresearch.org/news_details.php?nid=148)>. The authors explore the question of whether Bangladesh should pursue a strategy of self-reliance or a strategy of self-sufficiency through domestic production in order to ensure national food security.

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

Davis, Susan, and Vinod Khosla. "The Architecture of Audacity: Assessing the Impact of the Microcredit Summit Campaign." *Innovations* Winter & Spring (2007): 159-80. Davis and Khosla assess the Microcredit Summit Campaign as an international social movement and how the commitment translated into action at a global scale over the period of a decade.

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**

Seelos, Christian, and Johanna Mair. "Hope for Sustainable Development: How Social Entrepreneurs Make It Happen." *An Introduction to Social Entrepreneurship: Voices, Preconditions, Contexts*. By Rafael Ziegler. Cheltenham, UK: Edward Elgar, 2009. Using BRAC as an example, Mair and Seelos discuss why traditional development models have failed and how social enterprise models are the future of sustainable development.

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

Todaro, Michael P., and Stephen C. Smith. "Case Study - A National Development NGO: The BRAC Model." *Economic Development*. 9th ed. Boston: Pearson Addison Wesley, 2006. 561-65.

In this case study, the authors provide a high level overview of BRAC's programs in Bangladesh and the challenges faced in this geography.

d. **Social Entrepreneurship: What Everyone Needs to Know & Teaching Guide**

Bornstein, David, and Susan Davis. *Social Entrepreneurship: What Everyone Needs to Know*. New York: Oxford UP, 2010.

Through a Q&A format, the book provides a straightforward overview of the operational areas of the development field. Using BRAC, Grameen and other organizations as examples, it makes key distinctions between social enterprise, traditional business

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  
Afsana, Kaosar. "Scaling Up BRAC's Maternal, Neonatal and Child Health Interventions in Bangladesh." *From One to Many: Scaling Up Health Programs in Low Income Countries*. Ed. Richard A. Cash, A. Mushtaque R. Chowdhury, George B. Smith, and Faruque Ahmed. Dhaka, Bangladesh: University Limited, 2011. 59-73.  
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)  
Islam, Akramul, and Maria A. May. "Decentralized Management in Expansion of BRAC's Rural Tuberculosis Program (DOTS)." *From One to Many: Scaling Up Health Programs in Low Income Countries*. By Richard A. Cash, A. Mushtaque R. Chowdhury, George B. Smith, and Farique Ahmed. Dhaka, Bangladesh: University Limited, 2011. 207-14. In this chapter, the authors discuss the management structure, training and program costs of scaling up its health program.
- f. **Breaking the Cycle of Poverty: The BRAC Strategy**  
Lovell, Catherine H. *Breaking the Cycle of Poverty: the BRAC Strategy*. West Hartford, CT: Kumarian, 1992.  
Lovell explores BRAC's unprecedented growth, management structures and financial sources.
- g. **A Simple Solution: Teaching Millions to Treat Diarrhoea at Home**  
Chowdhury, A. Mushtaque R., and Richard A. Cash. *A Simple Solution: Teaching Millions to Treat Diarrhoea at Home*. Dhaka, Bangladesh: University Press, 1996.  
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**  
BRAC Health Department. *Making Tuberculosis History: Community-based Solutions for Millions*. Dhaka, Bangladesh: University Press, 2011.  
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**  
Seelos, Christian, and Johanna Mair. *BRAC: An Enabling Structure for Social and Economic Development. Case Study 34*. IESE Business School: Anselmo Rubiralta Center for Globalization and Strategy, Jan. 2006. Web.  
<[www.iese.edu/research/pdfs/ESTUDIO-34.pdf](http://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.
  
  - ii. **Tuberculosis in Dhaka: BRAC's Urban TB Program** by Maria May, Joseph Rhatigan and Richard Cash. 12 pages. April 2011. Case #: GHD-011.  
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.
  
  - iii. **BRAC and Aarong Commercial Brands** by [John A. Quelch](#) and [Nathalie Laidler](#). 22 pages. Aug 01, 2003. Prod. #: 504013-PDF-ENG  
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.
  
  - iv. **BRAC** by [John A. Quelch](#) and [Nathalie Laidler](#) 27 pages. Aug 05, 2003. Prod. #: 504012-PDF-ENG

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 11minute 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](http://www.brac.net)

#### 5. Select BRAC Research and Evaluation Division Reports

The following articles are available at [www.bracresearch.org](http://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.

[Health Status of Mothers and Children in Rural Badghis Province, Afghanistan 2007](#)

Qazi Shafayetul Islam, Syed Masud Ahmed, Taufiqur Rahman, Sher Shah Amin, Mashuqur Rahman July - 2008

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](#)

[Mathmatics Textbooks](#) Noton Chandra Dutta, Rifat Afroze, 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 -

2009 This study aimed to provides 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 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.