



Scaling-up Adolescent Programs: The BRAC Experience in Africa

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BRAC

- BRAC is the largest development organization in the world
- Touches the lives of **110 million people** in 9 countries;
125,000 employees
- Affiliates in US and UK; technical assistance in 6 countries
- 36 years of experience; launched in Bangladesh in 1972
- Sustainable approach to development – programs in Bangladesh:
 - 1985 – fully donor funded
 - 2007 – 20% donor funded

Where does BRAC work?

	Microfinance	Economic Development	Health	Education	Adolescent Dev	Social Dev.	Water, Sanitation & Hygiene	Targeting the Ultra Poor
Afghanistan	✓	✓	✓	✓		✓		
Bangladesh	✓	✓	✓	✓	✓	✓	✓	✓
Liberia	✓	✓	✓					
Pakistan	✓	✓	✓	✓				
S. Sudan	✓	✓	✓	✓				
Sri Lanka	✓							
Sierra Leone	✓	✓	✓					
Tanzania	✓	✓	✓		✓			
Uganda	✓	✓	✓	✓	✓			

BRAC in Africa – Reaching **three million people in 5 countries** in less than 3 years

- 300+ offices, 3300 staff
- Cumulative loans of \$77 million disbursed
- Operating programs in agriculture, poultry & livestock, health, education and adolescent development
- 10 Year Vision
 - 10 countries and 2 million borrowers
 - Help African countries achieve the MDGs

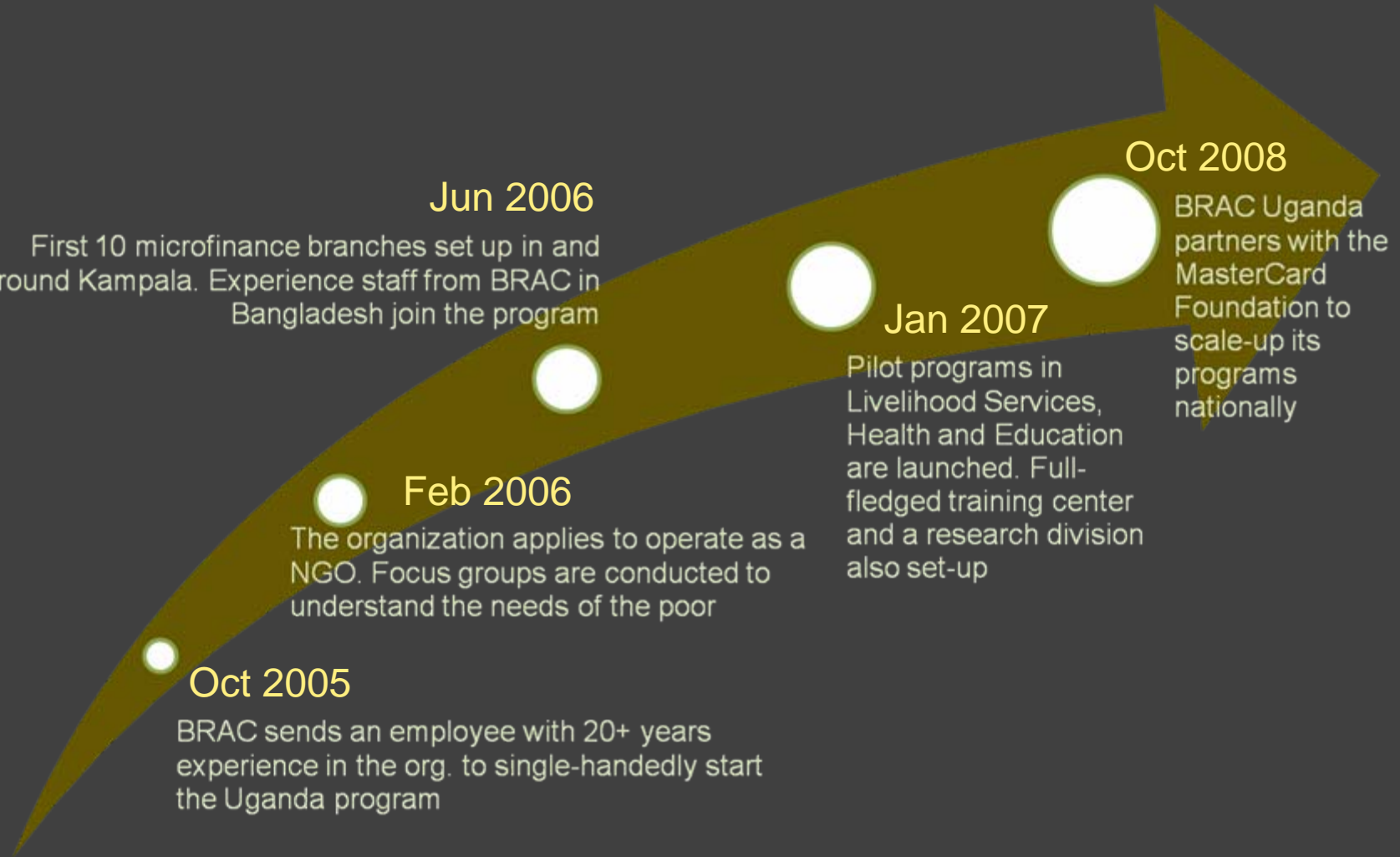


- BRAC Programs operating
- Among countries to be considered

Microfinance *Plus*



The Uganda Story: How BRAC became the largest NGO in < 3 years



BRAC Uganda

- Started 2006
- \$35 million in loans disbursed
- 133,000 members
- Expanding agriculture, livestock, and health
- Established adolescent clubs and 'second-chance' schools (Northern Uganda)
- More than 1600 staff, 95% Ugandan
- Key Partners: MasterCard Foundation, Nike Foundation, BRAC USA, Living Goods, UNICEF



Empowerment and Livelihoods for Adolescents in Uganda

- Leverages 15 years of experience working with adolescent girls in Bangladesh
- ELA Program: Safe-spaces, Life-skills Training, Livelihood Training and Microfinance
- BRAC Uganda Adolescent Program
 - **Nov 2007**: Pilot launched with support from Nike Foundation
 - **Aug 2008**: 100 clubs operational - empowering 2500 girls
 - **June 2009**: 500 clubs being run under the program, touching the lives of 14,000+ girls

BRAC Uganda's Strategies for Scaling Up

1. Set a Bold Vision

- Setting a **bold vision** is a pre-requisite for achieving scale
- Take a national & long-term approach
- BRAC's bold vision :

Just, enlightened, healthy and democratic societies free from hunger, poverty, environmental degradation and all forms of exploitation based on age, sex, religion and ethnicity



“Small is Beautiful, but Big is Necessary”

Fazle Abed, Founder & Chairperson
of BRAC

2. Listen to People's Voices

- Listen to what people have to say
- Evolve into a learning organization
- How did we listen & learn:
 - Focus group discussions
 - Regular conversations with our clients
 - Develop materials and design training
 - Restructured IGA Training



3. Pilot: Design Simple & Cost-effective

- **Why Pilot?**

- **Test & Streamline at a smaller scale**
- **Reduce Wastage: Cut costs aggressively**

“You can scale up only what requires cheap, abundant inputs; you cannot scale up something that depends on expensive, scarce inputs”

William Easterly, Leading
Development Economist

4. Invest heavily on Staff Capacity

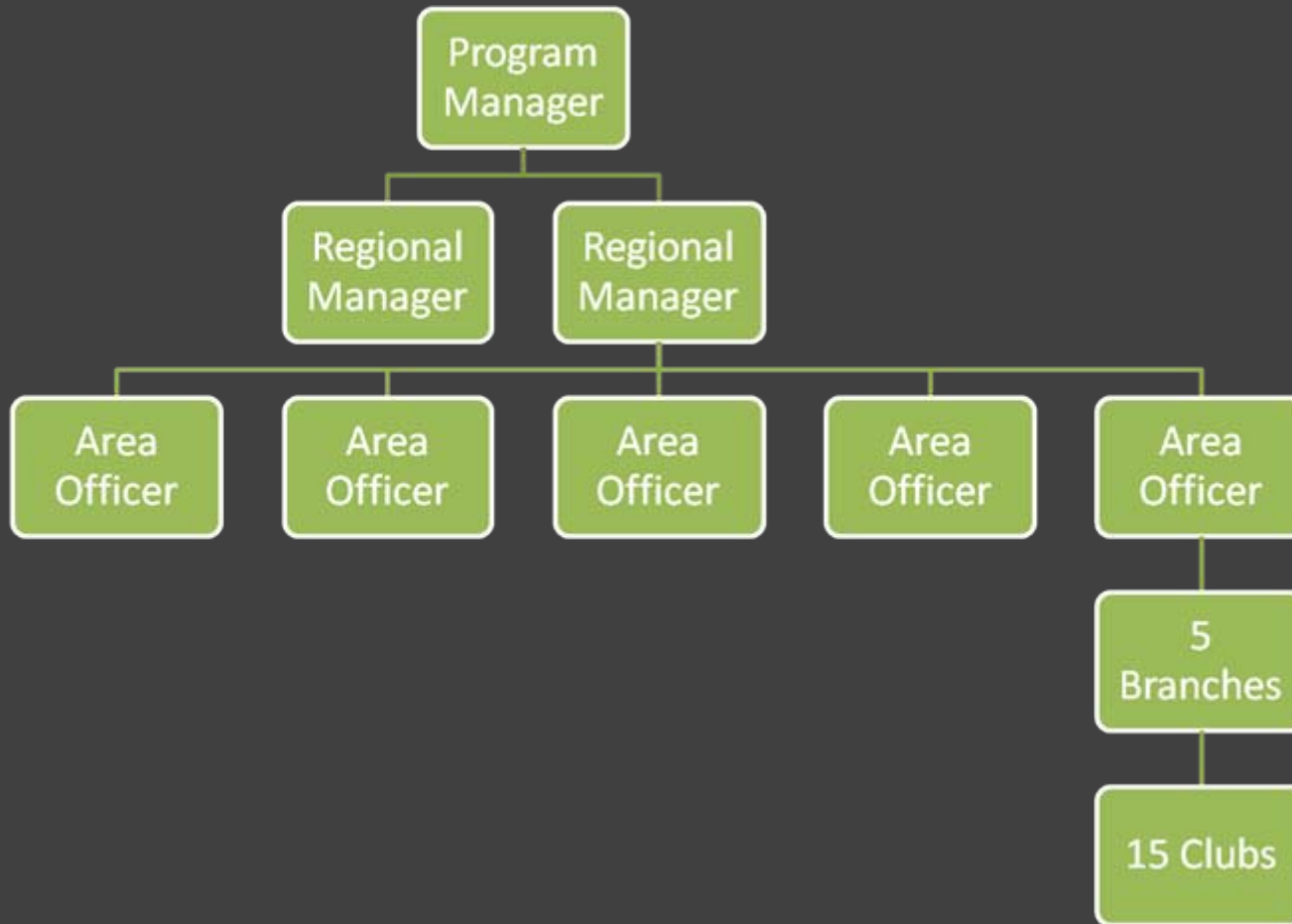
- Staff are the biggest asset for scaling up
- Continuously focus on training
- How do we build capacity
 - Dedicated training facility in Uganda
 - Month-long training sessions for program staff and club mentors
 - Regular refreshers



5. Continuous focus on Implementation

- **Laser-like focus on Implementation is critical for achieving scale**
- **Ensure ALL staff have implementation skills. Promote staff from within**
- **BRAC implementation strategy:**
 - **Emphasis on field-supervision: Program Head spends >60% time in the field offices**
 - **Program monitoring & Operational research**

BRAC's Hub and Spoke Model of Implementation



In Summary

- Set a bold **Vision** and listen of people's **Voices**
- **Pilot**: Reduce Costs
- Focus on **staff capacity**
- **Implementation**: Standardized Management and Operational System

Other factors that helped BRAC

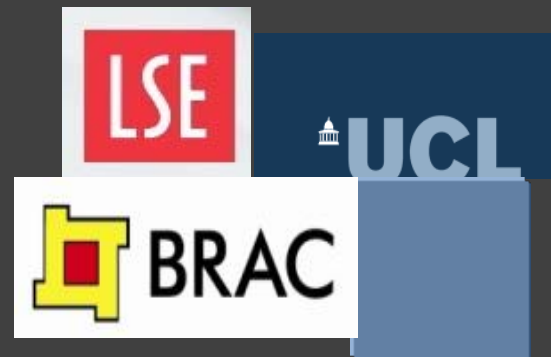
- Donor's Support
 - Hiring Experienced staffs from Bangladesh
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Adapting to the Ugandan Context

- Fewer clubs per branch for better supervision
- Changing the content of Life Skill Training module based on Ugandan context
- Community Participation
- Sustainability

6. Research & Evaluation

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Evaluation Design

- Randomization into treatment and control at the village level
- Two treatments: ADC with phased-in microfinance
- 150 villages, two thirds of villages randomly assigned to be treated, one third assigned to be controls
- Pre-randomization, a full list of potential beneficiaries (girls aged 14 to 20) in each village identified by BRAC field officers
- 40 girls randomly sampled in each village , irrespective of village size. Total sample: 6000 girls
- A full list of potential beneficiaries (girls aged 13 to 19) in each village identified by BRAC field officers
- BRAC advertises the program, girls choose to participate or not – expected take-up rate %25-30 of the total population of eligible girls in each village

Evaluation Timing

Timing	T1	T2	Control
Baseline Survey: May 08	X	X	X
ADCs established: May-Sept 08	X	X	
Microfinance offered: Sept 09	X		
1 st Repeat Survey: May 10	X	X	X
Microfinance offered: June 10	X	X	
2 nd Repeat Survey: Dec 10	X	X	X

Descriptive Evidence

- Similar Adolescent level characteristics [\[Table 1, Part A\]](#)
- Total cash and in kind income from small businesses around \$2 per day on average
- Many girls **simultaneously** engaged in full-time schooling and labor market work
- Under 18s are also engaged in saving, lending [\[Table 1, Part B\]](#)
- Similar household level characteristics [\[Table 2\]](#)
- For average household, school fees are approximately .2% of total earnings

Outcomes

- Related to specific components of the ADP:
 - livelihood training
 - life skills training
 - Empowerment [\[Table 3A\]](#)
- Inter-generational transmission of attitudes
 - Adolescent girl and household modules both ask questions on suitable age of marriage, first child, allocation of household chores, allocation of child care etc.



Thank You!

BACK-UP SLIDES

Table 1 Part A: Descriptive Statistics on Adolescent Girls, By Treatment and Control Status
Means, standard errors in parentheses, p-value on tests of difference in brackets

	Control	Treatment	Test of Equality [p-value]	Normalized Difference
<u>Demographics</u>				
Age (years)	16.3 (.069)	16.3 (.047)	[.688]	-.016
Never married [yes=1]	.897 (.007)	.885 (.006)	[.440]	-.023
Has children [yes=1]	.094 (.007)	.104 (.005)	[.557]	.017
<u>Education</u>				
Enrolled in school [yes=1]	.752 (.010)	.719 (.008)	[.236]	-.047
Never enrolled in school [yes=1]	.005 (.002)	.007 (.001)	[.419]	.019
For drop-outs, years of completed schooling	8.46 (.127)	8.03 (.088)	[.044]	-.117
For drop-outs, dropped out because could not afford [yes=1]	.691 (.023)	.643 (.016)	[.710]	-.054
For drop-outs, dropped out because of pregnancy [yes=1]	.059 (.011)	.089 (.009)	[.034]	.070
For drop-outs, plans to return to schooling [yes=1]	.067 (.012)	.085 (.009)	[.370]	.040

Table 1 Part B: Descriptive Statistics on Adolescent Girls, By Treatment and Control Status
Means, standard errors in parentheses, p-value on tests of difference in brackets

<u>F. Finances</u>	(1) Control	(2) Treatment	Test of Equality [p-value]	Normalized Difference
Have any savings [yes=1]	.233 (.010)	.259 (.008)	[.446]	.042
Have any lendings [yes=1]	.060 (.006)	.084 (.005)	[.071]	.063
Have any loans outstanding [yes=1]	.004 (.001)	.011 (.002)	[.002]	.057
Log total monthly expenditures	7.11 (.088)	7.37 (.061)	[.288]	.052
Share of monthly expenditures on clothes, shoes, and cosmetics	.662 (.010)	.642 (.007)	[.343]	-.039
Share of monthly expenditures on hairdressing	.237 (.009)	.236 (.006)	[.992]	-.000
Share of monthly expenditures on mobile phone pre-payments	.041 (.004)	.048 (.003)	[.414]	.035

Table 2: Descriptive Statistics on Households, By Treatment and Control Status
Means, standard errors in parentheses, p-value on tests of difference in brackets

	(1) Control	(2) Treatment	Test of Equality [p-value]
Number of households	1539	2956	
Household size	6.13 (.066)	5.88 (.047)	[.363]
<u>Basic Characteristics</u>			
Number of household members with no NGO experience	5.72 (.065)	5.44 (.047)	[.179]
Number of household members with experience with BRAC	1.04 (.015)	1.07 (.017)	[.826]
Number of household members with experience with other NGO	1.19 (.038)	1.15 (.031)	[.493]
<u>Education</u>			
Number of household members that are literate	5.09 (.061)	4.83 (.043)	[.231]
Number of household members that are numerate	4.46 (.058)	4.13 (.042)	[.089]
Highest years of education of any household member	11.7 (.072)	11.6 (.057)	[.556]
Primary school enrolment rate, boys	.926 (.011)	.927 (.008)	[.944]
Primary school enrolment rate, girls	.929 (.010)	.933 (.007)	[.417]
Secondary school enrolment rate, boys	.910 (.012)	.907 (.009)	[.974]
<u>C. Earnings</u>			
Household's log annual earnings	14.2 (.089)	14.2 (.068)	[.875]

Table 3 Part B: Outcomes Related to Adolescent Girl and Parental Views

Means, standard errors in parentheses, p-value on tests of difference in brackets

	(1) Control, Adolescent	(2) Treatment, Adolescent	Test of Equality [p-value]	(3) Control, Parent	(4) Treatment, Test of Equality Parent [p-value]
Ideally wants to go to college or more [yes=1]	.935 (.007)	.924 (.005)	[.427]	.975 (.005)	.960 (.004) [.141]
For non-enrolled, log maximum monthly wage in two years time	9.50 (.314)	10.2 (.177)	[.232]	10.5 (.270)	10.9 (.163) [.451]
For non-enrolled, log minimum monthly wage in two years time	8.90 (.298)	9.48 (.160)	[.286]	9.67 (.251)	9.98 (.141) [.442]
For non-enrolled, probability wage above midpoint [0-100]	40.3 (14.3)	42.3 (1.33)	[.665]	44.7 (2.37)	46.4 (1.49) [.656]
For enrolled, log maximum monthly wage in two years time	2.07 (.307)	3.69 (.273)	[.105]	5.48 (.621)	5.65 (.414) [.899]
For enrolled, log minimum monthly wage in two years time	2.06 (.297)	3.75 (.270)	[.090]	5.74 (.628)	6.07 (.409) [.821]
For enrolled, probability wage above midpoint [0-100]	7.62 (1.36)	15.0 (1.34)	[.090]	23.0 (3.26)	27.2 (2.33) [.543]
Can run his/her own business? [1-10]	7.58 (.064)	7.46 (.046)	[.515]	6.39 (.080)	6.22 (.056) [.488]
Can save in order to invest in future business opportunities [1-10]	7.08 (.069)	6.93 (.049)	[.436]	6.22 (.082)	6.16 (.058) [.767]

ITT Estimates

	T1	T2	Control	ITT Estimate
Baseline Survey	X	X	X	
ADCs established	X	X		
Microfinance offered	X			
1 st Repeat Survey	X	X	X	T2-C: training T1-T2: training + microfinance, short run effects
Microfinance offered	X	X		
2 nd Repeat Survey	X	X	X	T2-C: training + microfinance, short run effects T1-T2: training + microfinance, medium run effects

- Follow Kling, Liebman, and Katz [2007] approach for estimating ITT effects on multiple correlated outcomes