

**MEASURING THE DYNAMICS OF BRAC'S  
CONTRIBUTION TO EMPLOYMENT GENERATION**

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## ABSTRACT

This study explores the areas of employment /types of job created through BRAC activities and estimates the actual achievements of BRAC in terms of numbers and/or person-years of employment generated. BRAC-paid full-time and part-time employment and the non-paid self-employment are considered in the analysis.

The study has two parts. The first part gives a picture about the dynamics of BRAC's overall achievements in number of jobs created. The second part focused the changes that have occurred in the last five years in one specific RDP area. For both, the Head office MIS data and the case study results were used.

Results show that in 1999 BRAC employed 40,756 full-time and 46,420 part-time workers. To carry out certain other work on temporary basis it employed a large number of individuals which created 1,463 person-years of employment. Annual growth rate for both full and part-time employment in the last five years was around 11%.

Regarding self employment, in 1999 BRAC created 2.96 million jobs (either full-time or part-time), of them 2.85 millions are direct RDP beneficiaries. Annual growth rate of RDP beneficiaries was found to be 25.5%. Extension of programme activities to new geographical locations and inclusion of new activities are the major contributing factors explaining the high growth rate.

In 1999 the total RDP beneficiaries generated 627,621 person-years of additional employment, i.e., 0.19 person-years per beneficiary. The case study results show that the MELA loan that has been introduced in Jhikargacha in 1999 created, on average, 0.56 person-years of additional employment per enterprise.

A more detailed analysis of the employment dynamics based on field-based data representing various regions will be covered through the Third Impact Assessment Study.

## Introduction

Poverty is pervasive in Bangladesh. As poverty is inextricably linked to unemployment, reducing unemployment is almost synonymous with reduction of poverty. The prevalence of unemployment and underemployment in the country is quite high<sup>1</sup> that aggravates poverty and landlessness in the country.

The unemployed population increased from 8 million person years in 1973/74 to 11.3 million person-years in 1989-90 (Ahmed, 1994). This number remains unchanged in the year 2000 (World bank, 1998). It is currently estimated that the labour force is growing at almost twice the rate of the population growth, and this relationship is likely to remain unchanged for the next two decades or more. To reduce unemployment from the current 26% to 10 percent by the year 2020 and to absorb the new entrants, the job market will have to create two million new jobs per year. For a substantial reduction of underemployment, Bangladesh needs to create over 50 million jobs during the next 25 years. Services and industry rather than agriculture are the most promising generators of this needed expansion (*ibid.*).

## Objectives of the study

Since poverty reduction by generating employment is one major objective of BRAC, this study tries to find out the actual areas of employment created by BRAC activities and estimate the actual achievements of BRAC in numbers and or person years of employment generated. The specific objectives were to:

1. estimate total employment created by BRAC and
2. quantify direct, indirect (hired) and self-employment as a result of BRAC's development activities.

## Research Questions

With a view to achieve the above objectives, the present study has attempted to answer the following specific research questions:

1. How many people are being employed by BRAC?
- How many are paid employees?

- How many non-paid self-employed people are benefited by BRAC programmes?
  - How many indirect employment (hired by individuals) have been created by BRAC with its multi-sectoral activities?
2. Did BRAC's programmes help the rural poor to find a job?
    - If so:
      - a. Is it a permanent, a temporary, or a seasonal job?
      - b. Is it a full-time or part-time job?
  3. How many person-years of employment did the programmes create (to determine the grand total person years of employment)?

## Methodology

The study has two parts. In the first part an analysis has been made on overall BRAC's achievements in number of jobs created. For this study the Head office MIS data of different programmes/departments were used. In the second part, results of a case study on a specific RDP area (Jhikargacha RDP AO) are presented to get a clear idea about real achievements in terms of number of new jobs created, net gain in the total number of person-years of employment generated through income and employment generation (EIG) programme in the last five years.

In early 1995, a pilot study was carried out on 'BRAC's achievement in generating employment in Jhikargacha', a BRAC RDP area. In carrying out the study, data were collected from a random sample of 350 programme participants all of whom were partially or fully engaged in BRAC supported economic activities for at least one year prior to the interview. Results were then extrapolated to the whole study population of 6,402 programme participants to calculate the overall contribution in this specific programme location (Halder, 1995).

In this study, the ILO's definition of employment (Labour Force Survey, 1989) was used, where employed persons were considered as those who 1) had worked at least one hour per day for pay or profit or at least 15 hours without pay in a family farm or enterprise 2) were not working but had a job or business from which they were temporarily absent. It included all kinds of wage/salaried jobs and productive homestead work but excluded all non-productive household

tasks. Self-employed persons were those who operated in an enterprise or business on his/her own or operated it jointly with others.

In the analysis, types of employment were broadly divided into two groups: 1) BRAC paid and 2) non-paid employment. Each of these two groups may include other types of employment, like full-time or part-time, self or wage. A person has been treated as a full-time employee if s/he worked eight hours daily and has been involved for at least 300 days a year. The structure of BRAC's employment generation is given in Figure 1.

### Limitations of the study

In this study only the Head office MIS data were used that do not allow to do a gender-specific analysis at beneficiaries level. It was impossible for the researcher to check the data set and see whether it excludes the dropouts or whether there was a scope for multiple counting. Secondly, new employment generated by RDP were calculated based on field results of one specific RDP area which however may differ in other areas. Finally, a long time has passed since 1995 when the case study was conducted. During this period many things might have changed that could influence the results. All limitations of this study will be addressed in the third impact assessment study to be conducted shortly.

### BRAC PAID EMPLOYMENT

BRAC paid employed persons were those who received direct benefits in the form of cash or kind for their services to BRAC. There are mainly three broad types of paid employees: 1) full-time employees – those who work eight hours daily and for a minimum of 300 days yearly; 2) part-time employees –those who work seasonally or work less than eight hours daily, and 3) hired labour –those who are hired occasionally to perform certain physical work. Among the full-time employees, BRAC staff constitute the major proportion. BRAC staff are of three types – regular, project and service. Besides, there are also contract staff who are recruited for a certain period of time to carry out specific tasks. They are not included in the broad types mentioned above. They include resource teachers of BRAC Education Programme (BEP), project staff for seed processing and marketing, contract security in dairy and in central services, TARCs, cook's helpers, cleaners and so on. BRAC's full-time employees include a significant number of workers employed in different sub-

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centres of its' sister organization the Aysha Abed Foundation (AAF). Table 1 presents detailed information on the number of BRAC's paid full-time employment/jobs in 1994 and 1999. According to the table, in 1994 BRAC employed 26,705 persons as full-time employees. The number increased to 40,756 in 1999 implying that within the last five years BRAC has created an additional 14,024 persons years of employment. The net increase in this period was 52.9%, i.e., 10.6% annually. Maximum addition was due to recruitment of a large number of management staff. Among the total BRAC paid full-time employees, 62% were permanent staff, 31% were the workers of Ayesha Abed Foundation (AAF), 3.8% were casual labourers and 3.5% were the other project staff. In 1999, a total of 1,550 person years of casual labour were hired to carry out daily routine activities in dairy processing plant, cold storage and other programme support enterprises. During this year, AAF as an independent Trust Fund within BRAC, employed 12,577 underprivileged rural women in its 8 production centres and 242 sub-centres. This number increased by 18.6% in the last five years, i.e. 3.7% annually. In all respects except casual labour, a positive trend was observed. Reduction of casual labour was caused by the reduction of roadside plantation extension work where in 1994 maximum casual workers were employed as roadside tree care takers.

Table 1. BRAC paid full-time employment (Person/years)

Sl. No.	Job description	1994		1999		Change (+/-)	
		Total	%	Total	%	No.	%
1.	Total staff (RS+PS+SS)*	13286	49.8	25210	61.9	+11924	89.8
2.	Other staff**	234	0.9	1419	3.5	+1158	1867.7
3.	Casual labour***	2583	10.3	1550	3.8	-1033	-40.0
4.	AAF workers	10602	39.7	12577	30.9	+1975	18.6
5.	Total	26705	100	40756	100	14024	52.9

\* RS – regular staff, PS – project staff, SS – service staff

\*\* include maintenance staff hired on a contract basis in head office, Aarong building and in TARCs, resource teachers of BEP and locally recruited contract staff in PSE

\*\*\* include number of workers hired on a continuous basis in different projects such as dairy processing plant, cold storage, care takers for roadside plantation, brick field, carpentry workshops, etc

Table 2 describes programme-wise number of staff by gender and the female ratios. In 1999, 72% of the total staff were employed in RDP, 14% in BEP, 5.4% in HNPP, 7.9% in support services and only 0.5% in RED. Number of staff, i.e. number of employment has increased

over the last five years in all programmes except for support services. Gender ratio has also been changed in favour of female for all programmes except for support services and RED.

Table 2. Distribution of BRAC permanent staff by programme and gender for 1994 and 1999

Program	1994					1999				
	M	F	% F	Total		M	F	% F	Total	
				No.	%				No.	%
RDP*	6544	737	10.1	7281	54.8	12935	5251	28.9	18186	72.1
BEP	2660	262	10.0	2922	22.0	2633	924	26.0	3557	14.1
HNPP	396	236	37.3	632	4.8	710	646	47.6	1356	5.4
RED	63	49	43.8	112	0.8	91	41	31.1	132	0.5
Support services	1150	1189	50.8	2339	17.6	1333	646	32.6	1979	7.9
Total	10827	2496	18.8	13286	100	17702	7508	29.9	25210	100

*includes IGVGD, PLDP (SLDP), RCP, RDP, Tissue culture & Urban*  
*Source: MIS data of Human Resource Department, BRAC, 1999*

Table 3 presents trends in staff growth rate in the last ten years. Annual growth rate in the last ten years was found to be about 20%. During this period, significantly higher female compared to male growth rates were observed, reflecting BRAC's changing policy to recruit more females although retention of female staff is a permanent concern in BRAC. Relatively higher growth rates of staff observed during 1990-1993 compared to the rates in 1994-99 were due to a rapid growth of programme activities during this period in terms of numbers and area coverage. Although total number of male staff recruited in the last ten years has increased with programme expansion, rate of growth in the number of female staff was significantly higher, especially in the last five years making significant impact in changing gender ratio towards the female.

Within the staff, higher growth rates of regular staff and negative growth of project staff were observed. It was because in 1998 BRAC regularized most of its project staff. Frequent and high rates of turnover of project staff, the main actors in the field, were identified as major impediments in achieving the programme goals. Feelings of insecurity at work and relatively lower remuneration were identified as the two major reasons of staff turnover<sup>2</sup>. Although regularization of project staff added some extra cost for BRAC, it was assumed that it would enhance the working efficiency of its staff and ultimately increase the quality of their work, leading to better programme performance.

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Table 3. Trend in staff growth rate in 1990-1999 (%)

Designation	Male	Female	Total
Growth trend for 1990-99	18.1	25.8	19.7
RS	20.4	27.4	37.0
PS	-3.0	16.8	2.4
SS	11.3	49.1	13.6
Growth trend for 1990-93	34.6	23.6	32.7
Growth trend for 1994-99	10.9	29.5	14.8
Growth trend in gender ratio	-1.65	6.0	

*Trend growth rates have been calculated by fitting semi-log functions:  $\ln y = a + bt + e$*

*Source: MIS data on BRAC staff for 1990-99, Human Resource Department, BRAC, 1999*

Table 4 presents BRAC/project paid part-time employment/number of part-time jobs created over the last five years by specific programmes. It was estimated that in 1999 a total of 46,420 persons were employed in different programme activities as part-time BRAC employees, that was 55% higher than the number of similar kind of employees in 1994. Among the part-time employees, 73% were NFPE teachers.

BRAC's directly paid employment also includes hired labour. Six specific programmes/divisions where a huge number of person days were employed on a temporary basis have been identified (Table 6). It was estimated that in 1999 BRAC's construction division hired a large number of day labourers for construction works in 83 different sites. If we convert these into person years it comes to 1,305 person-years. Similarly under the fishery programme in 1999, a total of 22 person-years of daily labourers were hired for re-excavation of derelict ponds supported by WFP funds and for other works. In BRAC owned nurseries, 87 person-years (mainly the NFPE graduates) were hired who were involved in land preparation, soil collection, soil mixing preparation, polythene bag fillings, weeding, fertilizing, root cutting, fence making, seed sowing and seed planting activities. Starting from 1997 BRAC started exporting vegetables to different countries. In 1999, 16 person-years were hired for processing of vegetables. In 1994 under the sericulture programme, 1.75 million mulberry trees were planted along roadsides with own cost and 110 person-years were spent in carrying out mulberry trees from sapling plot to planting spot, preparation of bamboo stick and other works. In 1999, no such extension work was done. In RED a large number of field enumerators were recruited for conducting 20 field surveys and 23 person-years of employment were created. By hiring a large number of workers on a temporary basis



in 1999, BRAC has created a total of 1,463 person-years of employment which was 15% higher than the number of the same type of employment created in 1994.

Table 4. BRAC/project paid part-time employment

Sl. No.	Job description	1994	1999	Net change (No.)	Net change (%)
1	NFPE teachers	27350	33859	6509	23.8
2	Other part-time employees in BEP*	na	3935	-	100
3	Paralegal shebikas <sup>3</sup>	620	2411	1791	288.9
4	Part-time workers in HNPP**	158	4231	4073	2577.8.
5	Part-time workers in sericulture***	1383	1310	-73	-5.3
6	Part-time workers in RDP/HNPP/IGVGD offices****	463	674	211	45.6
7	Total	29974	46420	16446	54.9

\*include teachers in adult centres, community schools, primary schools, kindergarten schools, librarians in union library

\*\*include shasthyo kammi, community nutrition organizers and community nutrition promoters<sup>4</sup>

\*\*\* include extension workers, reeders and spinners

\*\*\*\* include cook assistants

Table 6. BRAC/project paid other employment (hired labour)- person years

Sl. No.	Programme/project	1994	1999	Changes (+/-)	
				Number	%
1	Construction	1,109	1,305	196	17.7
2	Fisheries	28	22	-6	-21.4
3	Agora-forestry	10	97	87	870.0
4	Vegetable processing for export	na	16	16	100
5	Roadside plantation	110	-	-	-100.0
6	RED's field survey	15	23	8	53.3
7	Total	1,272	1,463	191	15.0

#### BRAC paid indirect employment

Through its three major programmes BRAC has covered a large number of population and created a big infrastructure. For the maintenance of existing infrastructure and for supporting smooth running of different programme activities, it has already established some backward and forward linkages with a number of organizations/companies. For example, in 1999 the construction division of BRAC spent Tk. 14.3 crore by purchasing different

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construction materials. For the maintenance of central air conditioning system, power substation and lift at BRAC Centre and Aarong Bhaban, BRAC has made an official contract with Aziz & Co. Ltd. and Wave Associates and pays Tk. 1.5 lakh per month. BRAC Dairy has made contracts with 4-5 small factories and they supply all packing materials. BRAC has also appointed 24 milk distributors who in turn appointed 140 rickshaw/van pullers to supply milk directly to 5,000 shops. In the last six months, BRAC procurement division has spent, on average Tk. 1.5 crore per month purchasing machinery, equipment, stationery and other logistic materials. It is assumed that a certain percentage of the amount paid by BRAC for purchasing a huge amount of goods and services goes for payment of salaries and wages of staff of the respective companies-suppliers which means that BRAC has also contributed indirectly in the employment creation of other organizations. Although it is difficult to measure BRAC's contribution, it should certainly be acknowledged.

#### **BRAC NON-PAID SELF EMPLOYMENT**

Increasing human productivity and generation of new employment are the two major ways of increasing income, which can help in reducing poverty. BRAC through the EIG programme of RDP provides the landless poor, mainly women, with credit, skills training, inputs and other business development services. Since majority of the rural women are housewives, it is assumed that the support provided by BRAC to these women would help them to get involved in income earning activities, thus creating some sort of employment for them. As shown in Table 6 (details in Annex 2), more than 1.88 million RDP village organization (VO) members were involved in different EIG programme activities in 1999. Net addition in the last five years was more than one million. Annual growth rate was found to be 22.9%. The highest annual growth rate was for agro-forestry (206.72%), followed by agriculture (101.83%), different non-traditional activities tested under the rural enterprise project (REP), and fisheries. The lowest rates of annual growth were found in poultry (14.47%) and sericulture (4.9%).

Micro-finance as one of the major activities of RDP covered a total of 1.33 million borrowers who received, on average Tk. 4,874 in 1999. Results of the second impact assessment study show that 73% of the loans are being used for different productive purposes (Husain, 1998). Considering only the productive use of loan, the number of

beneficiaries comes down to 973,006. Annual growth rates of EIG and micro-finance beneficiaries were 22.9% and 31.8% respectively.

Micro-enterprise Lending Assistance (MELA) programme is one of the new initiatives of BRAC, that is targeted to small business owners and entrepreneurs. It provides loans ranging from Tk. 20,000 to Tk. 200,000 with a flat interest rate of 15%. It is assumed that provision of credit and technical assistance to the new and existing small businesses would create new jobs that may help indirectly the poorest to be employed in these enterprises. In 1999, through the MELA project, financial support was provided to 4,552 enterprises where 13,681 persons were employed. According to MELA MIS data, after receiving the loan, the enterprises expanded their activities and created 5,532 new jobs, i.e., 1.22 per enterprise.

Aarong is one of the support enterprises of BRAC. It was established in 1978 to revitalize traditional Bengali crafts and to link rural producers with national and international markets. By the end of 1999 Aarong has established seven outlets within the country. Ayesha Abed Foundation (AAF), where more than 12.5 thousand workers are employed, is the main supplier of products marketed in these outlets. In addition Aarong has made direct contract with 737 producer groups where 17,386 persons are involved in producing different items. It was not possible to calculate changes in AAF-related employment over time due to lack of data for 1994.

Through the urban development programme of BRAC, 1,556 persons have been involved in different income generating activities including home servicing, restaurant business, garbage/polythene collection, and provision of health services (*Shasthyo Shebikas*).

Although employment generation is not the objective of Health, Nutrition and Population Programme (HNPP) or the Essential Health Care (EHC) of RDP of BRAC, nevertheless to make services available for all in a cheaper way, certain professional cadres are being developed. By providing door to door services in the village, the Shebikas (Health Workers) earn a lump sum from service recipients as service charge. In addition, they also get a mark-up by selling drugs prescribed for common illnesses, contraceptives, sanitary latrines, sanitary napkins, tube-wells, iodized salt, soap, vegetable seeds, etc.

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According to Table 6, in 1999 a total of 66,087 community health volunteers (including the shasthyo shebikas, TBA, Depotholders and the women group members of BINP project) were engaged in their given activities implying that HNPP and EHC of RDP have created some income earning opportunities for this population. The number of health volunteers was 29,971 in 1994. Annual growth rate was found to be 24%.

Table 6. Growth in BRAC beneficiaries by programmes\*

Programme /project	Starting year	1994	1999	Net addition in last 5 years	Annual growth rate (%)
Agriculture	1990	39,135	269,694	230,559	101.83
Poultry	1983	704,174	1,213,664	509,490	14.47
Livestock	1983	68,102	200,392	132,290	38.85
Fisheries	1976	44,243	134,077	89,864	40.61
Sericulture	1978	14,708	18,314	3,606	4.90
Agro-forestry	1990	2,662	30,177	27,515	206.72
REP	1985	4,841	15,102	10,261	42.39
Total EIG		877,865	1,881,420	1,003,555	22.9
Micro-credit		375,808	973,006	597,198	31.8
Total RDP		1,253,673	2,854,426	1,600,753	25.5
MELA	1997	-	19,052	5,371	-
Urban	1997	-	1,556	1,556	-
HNPP & EHC	1972	29,971	66,087	36,116	24.1
Dairy	1998	-	3,000	3,000	-
BRAC inn	1998	-	52	52	-
Total excluding Aarong		1,283,644	2944173	1,880,529	25.9
Aarong	1978	na	17,386	-	-
Grand Total			2,961,559	-	-

\*Detail information in Annex 3

Source: Programme specific MIS data

BRAC Dairy is also a support enterprise of BRAC that links rural milk producers with the urban markets, then helping rural producers with higher and fair prices. Presently, the dairy plant receives milk from about 10,000 milk producers. Out of them about 70% are RDP members, the rest 30% are non-members. To avoid double counting in terms of number of total beneficiaries only the 3,000 non-RDP milk producers are being considered as in respect of employment creation.

BRAC Centre Inn is a BRAC establishment but operates independently. Since BRAC Centre Inn is a BRAC enterprise, number of jobs created here is a direct contribution of BRAC that has also been included in the analysis.

When the totals taken together, the total number of jobs generated in 1999 was around 2.96 million. The average yearly growth rate, excluding Aarong, in the last five years was found to be 25.9%.

#### **New employment generated by RDP**

Although the growth trend presented in Table 6 gives a broader picture about the coverage of BRAC's different programme activities, it does not give a true picture about how many of the member households are being benefited from BRAC activities. It also does not show how many of additional/new employments are generated by BRAC through different BRAC promoted income generating activities. The BRAC beneficiaries can be divided into three groups. The first group includes those who were unemployed or were full-time housewives before joining BRAC. The second group includes those who continued their pre-BRAC involvement and the third group includes those who have changed their involvement/occupation. For the first group, the volume of their present involvement is considered as BRAC's direct contribution. For the rest, the net addition after deducting their pre-BRAC involvement is treated as BRAC's contribution. Table 7 presents net contribution of RDP in new employment generation. Coefficients used in the calculations are based on field survey data carried out in Jhikargacha in 1994. In the estimation there may be some underestimation considering the changes that may have taken place since 1994. Before 1994 emphasis was given on scaling up of activities by recruiting new members. During RDP IV, the focus shifted towards participants' viability, therefore, size of the enterprises. Average loan size also increased from Tk. 3,022 to Tk. 4,874 during the period.

According to Table 7 the RDP inputs received by the individual involved in any agricultural activity creates 0.13 person years of employment. Rearing of poultry and livestock creates 0.095 and 0.62 person-years of employment per beneficiary respectively. Results of the second impact assessment study of RDP show that 73% of the loan were used for different productive purposes (Husain, 1998). The case study found that the productive use of loan creates 0.31 person years of additional employment. Considering all of those mentioned

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above, results show that in 1994 RDP provided services to 1.25 million individuals who altogether generated 247,334 person-years of additional employment. In 1999 RDP programme benefits reached 2.85 million individuals and they generated 627,621 person-years of new employment.

Table 7. Dynamics of employment generation by RDP\*

Programme /project	1994			1999	
	No. of beneficiaries	New employment per beneficiaries (p/y)*	New employment (p/y)	No. of beneficiaries	New employment (p/y)
Agriculture	39,135	.129497	5068	269,694	34925
Poultry	704,174	.0952119	67046	1,213,664	115,555
Livestock	68,102	.62096	42289	200,392	124,435
Fisheries	44,243	.098190	4344	134,077	13,165
Sericulture	14,708	.049315	725	18,314	903
Agro-forestry	2,662	.1125	299	30,177	3,395
REP	4,841	1.94	9396	15,102	29,298
<b>Total EIG</b>	<b>877,865</b>	<b>.147138</b>	<b>129,167</b>	<b>1,881,420</b>	<b>321,676</b>
Micro-credit**	375,808	.314433	118,167	973,006	305,945
<b>Total RDP</b>	<b>1,253,673</b>	<b>.197287</b>	<b>247,334</b>	<b>2,854,426</b>	<b>627,621</b>

\* based on field survey carried out in Jhikargacha in 1994

\*\* only the productive parts of loan (73% of the total) are being considered

#### Generation of self-employment in Jhikargacha RDP: results of the case study

Jhikargacha RDP area office, located in Jessore region, was started in 1982. It works in six unions of Jhikargacha Thana covering 75 villages (Annex 3). Upto December 1999, a total of Tk. 15.39 crore was disbursed among the VO members. In 1999 alone, Tk. 2.23 crore was disbursed among its 4,604 borrowers, i.e., Tk. 4,851 per member-borrower. Of the 4,604 loans 26% were disbursed under different sector programmes. The rest were allotted as general loan under two broad heads namely, rural transport and rural trading. Although the number of current loanees increased in 1999 (compared to 1994), the total number of VO members over the last five years reduced from 6,402 to 6,256. Reduction of VO members occurred due to a change in the organizational policy whereby single membership instead of multiple within a household was enforced. Reshuffling of VOs by reducing the total number of members per VO was perhaps another reason.

Regarding generation of employment, Table 8 presents changes in the number of RDP programme beneficiaries over the last five years. In 1999 the total number of involvement including MELA was found to be 7,940, which is 23.7% higher than that in 1994. Major addition has taken place in poultry, fisheries and agro-forestry. In poultry the number of current beneficiaries during the reporting year was increased by 32%. For fisheries and agro-forestry it was 51% and 2400% respectively. On the other hand, a reduction in the number of beneficiaries involved in livestock and silkworm rearing, and REP activities was observed.

In agriculture annual growth rate was found to be 1.3%. Despite the growing importance of agriculture in BRAC this low growth rate do not show the clear picture due to the fact that in 1994 about 61% were the deep tube-well (DTW) programme beneficiaries in the agricultural sector. In 1994 eight DTWs were in operation. We do not have any information about how many of those eight DTWs are in operation in the locality after their sale to the private sector. The present study does not consider the effect/impact of DTWs which may undervalue the results.

Table 8. Growth in RDP-EIG programme beneficiaries by programmes activities in Jhikargacha RDP area

Programme /project	1994 <sup>a</sup>	1999 <sup>b</sup>	Net addition in the last 5 years	Annual growth rate (%)	New employment (p/y) <sup>*</sup>	
					1994	1999
Agriculture	587	624	37	1.3	76	81
Poultry	1889	2488	599	6.3	180	237
Livestock	604	506	-98	-3.2	375	314
Fisheries	219	550	331	30.2	22	54
Sericulture	98	37	-61	-12.5	5	2
Agro-forestry	8	192	184	460.0	1	22
REP	19	9	-10	-10.5	37	17
Total EIG	3,427	4,406	979	5.7	696	727
Micro-finance	2,993	3,410	417	2.8	687	783
RDP Total	6,420	7,816	1396	4.3	1,383	1,510
MELA	109 <sup>c</sup>	124 <sup>d</sup>	15	13.8	-	15

<sup>a</sup> For 1994, data from different programme records in area office were used

<sup>b</sup> For 1999, the Head office MIS data were used

<sup>c</sup> Number of total employees in 27 MELA funded enterprises before getting fund

<sup>d</sup> Number of total employees in 27 MELA funded enterprises after getting fund

<sup>\*</sup> similar calculations were made as in Table 7

employment

The MELA loan was introduced in the area in 1999. During this year, a total of 27 enterprises were financed where 109 individuals were employed, i.e., 4.04 workers per enterprise. In July-August 2000 all the 27 enterprises were visited. It was found that after borrowing many of the entrepreneurs expanded their businesses and employed new individuals. Additional employment per enterprise was found to be 0.56 persons, which is smaller than what was reported in the RDP-MIS data (1.22 persons).

Regarding generation of new/additional employment it was found that in 1994 by providing services to 6,420 individuals RDP generated 1,387 person-years of additional employment. In 1999 RDP services reached to 7,816 individuals who created 1,510 additional employment.

### Conclusions

Considering the country's unemployment situation, especially among college/university graduates, it is evident from the first part of the report that for management of its activities BRAC employed a large number of people that made significant contribution in the labour market. To find a job without any previous work experience is always problematic, especially in a competitive situation. Since capacity development is part of the policy of BRAC, every year it recruits thousands of fresh graduates without any previous job experience. Although staff turnover is a big concern at BRAC, experience shows that with BRAC experience the dropouts easily find jobs, quite often better positions in other organizations. It means that if any one loses his or her job in BRAC s/he can be fed into other organizations or the capacity developed in BRAC help them to be employed elsewhere.

In this study an attempt was made to get some macro picture on the dynamics of BRAC's overall contribution to employment generation. The employment has broadly divided into two groups: 1) BRAC paid and 2) non-paid employment. The first group includes mainly the full-time and part-time BRAC employees and the hired labour directly paid by BRAC. BRAC's non-paid self-employment considers all the programme beneficiaries who received BRAC inputs.

It was found that in 1999 BRAC created 40,756 person-years of full-time employment and employed 46,420 persons on part-time basis. Annual growth rate in the last five years for



these two types of employment was around 11%. Six specific programme divisions namely construction, fisheries, agro-forestry, vegetable processing for export, roadside plantation and RED's field survey were identified where in 1999 a large number of individuals were employed on a temporary basis to carry out certain activities and they created 1,463 person-years of employment. This number is 15% higher than the number of the same in 1994.

Regarding BRAC's non-paid self employment, in 1999 BRAC has created 2.96 million jobs (either full-time or part-time). Annual growth rate of RDP beneficiaries was found to be around 25.5%. In 1999 the total of 2.85 million RDP beneficiaries generated 627,621 person-years of additional employment. The high growth rate was explained by massive expansion of programme activities in new geographical locations and inclusion of new components within the programme.

Finally, this analysis is a preliminary work on the basis of mostly secondary data. A more elaborate analysis will be done in the next impact assessment study in which field data from a representative sample of RDP will be used

## Note

<sup>1</sup>The prevalence of unemployment and underemployment in the country is quite high. Several studies have shown that male wage workers are underemployed for a substantial part of the year, at least during the slack period (Islam, 1986) and that female wage workers are underemployed throughout the year (Rahman, 1986). The World Bank (1994) documented rural underemployment rate in Bangladesh as 26%.

During 1995-96 a series of workshops were conducted with the field level staff by the Gender and Resource Center (GRC) at BRAC to understand reasons for frequent staff turnover. Feeling of insecurity in job was reported by the maximum of participants as the main reason for that.

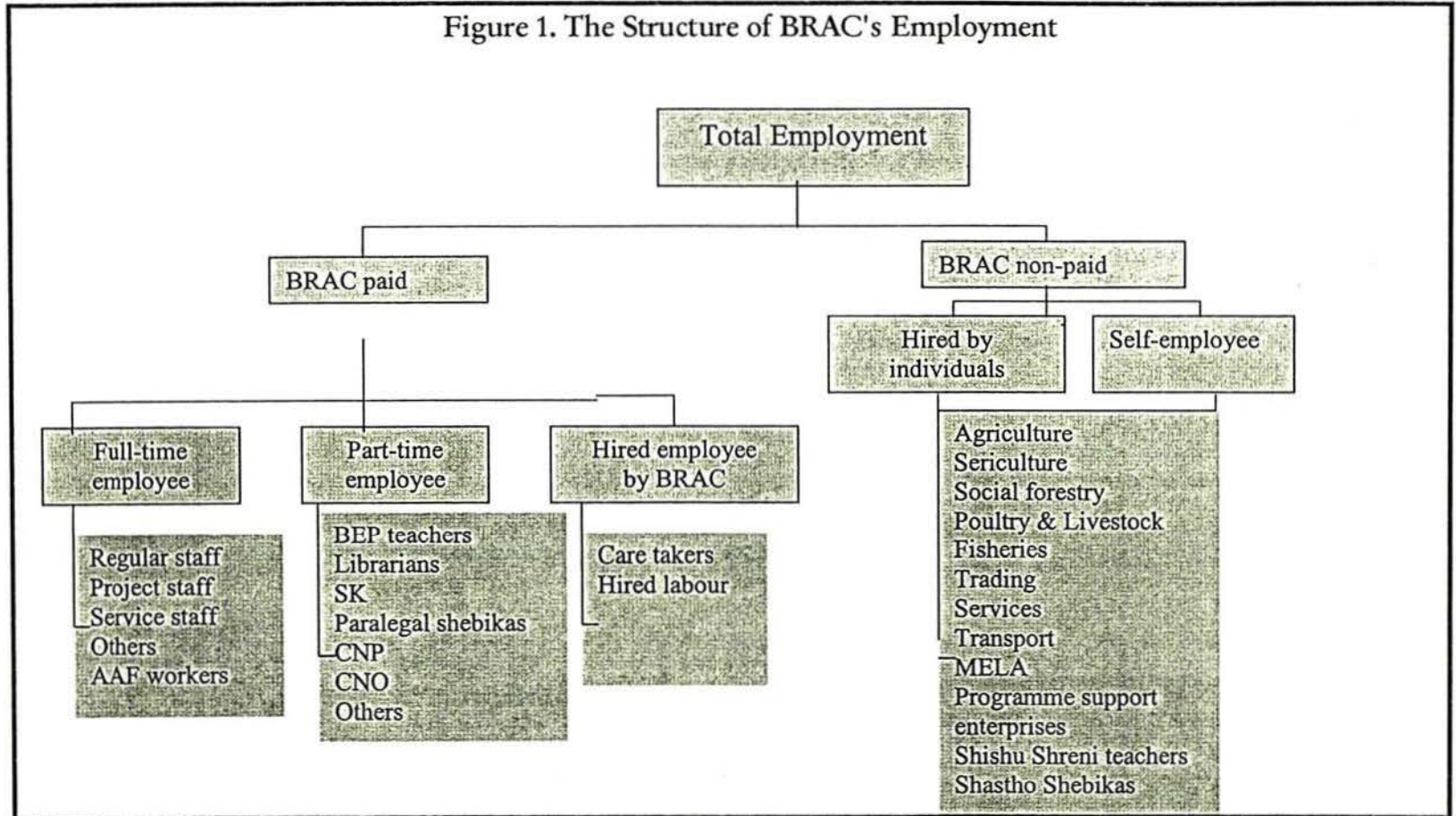
<sup>3</sup>Paralegal Shebikas- train the newly selected VO members on four basic laws, namely citizen's right protection law, Muslim family law, Muslim inheritance law and Hindu law. This is a 28 day course divided into one to two hours a day. Shebikas, receive Tk. 10 from each member plus the fixed amount of Tk. 175 paid by BRAC per course (Total = Tk 475 per course). At the very beginning they were involved in more than one course. But when the AO becomes older there is a little scope to arrange new courses. But results show that in the mean time Shebikas find some kind of new jobs in other sectors (Akter & Stevanovic, 2000).

<sup>4</sup>CNO (community nutrition organizer) and CNP (community nutrition promoter) are the key players in BRAC's nutrition facilitation programme that covers 18 thanas with a total population of 4.5 million. The CNOs and CNPs were selected from the total community. CNP is responsible for a population of 1500. There is one CNO for every ten CNPs for supervising their work. There are also women group members who are responsible for procurement of raw materials, preparation and distribution of the food packets at the community nutrition centres. CNOs and CNPs are paid by BRAC (

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Figure 1. The Structure of BRAC's Employment



## BRAC non-paid self employment (No. of beneficiaries)

Programme/project	1994	1999	Net addition in the last 5 years	Yearly growth rate
<b>Agriculture</b>	39,135	269,694	230,559	101.83%
Vegetable growers	16,435	111,160		
Maize farmers	22,700	50,450		
Rice farmers	-	79,506		
Cotton farmers	-	2,138		
Wheat farmers	-	8,200		
Sunflower farmers	-	18,240		
<b>Poultry</b>	704,174	1,213,664	509,490	14.47%
Poultry worker	25,135	42,160		
Chick rearer	7,453	13,658		
Feed seller	1,852	2,544		
Key rearer	669,734	1,150,480		
Cage rearer	-	3,322		
Broiler rearer	-	1,500		
<b>Livestock</b>	68,102	200,392	132,290	38.85%
Model cow rearer	30,441	105,731		
Model goat rearer	35,764	90,852		
AI worker	68	164		
Paravet	1,829	3,645		
<b>Sericulture</b>	14,708	18,314	3,606	4.90%
Sapling grower	1,613	56		
Chawki rearer	1,474	1,547		
Late age rearer	10,511	15,578		
Weaver	60	83		
Spinner	1,050	1,050		
Twister	-	16		
<b>Agro-forestry</b>	2,662	30,177	27,515	206.72%
Horticulture nursery	1,799	7,392		
Grafting nursery	-	683		
Agroforestry	863	22,102		
<b>Fisheries</b>	44,243	134,077	89,834	40.61%
Fish farmer	40,468	122,052		
Fish extension worker	1,018	7,904		
Low cost hatchery	136	170		
Baor farmers	2,621	3,951		

employment

Programme/project	1,994	1999	Net addition in the last 5 years	Yearly growth rate
<b>Enterprise development</b>	<b>4,841</b>	<b>15,102</b>	<b>10,261</b>	<b>42.39%<sup>c</sup></b>
Model suruchi		19		
Suruchi	861	2,048		
Supannya	3,980	8,135		
Sucharu	na	851		
Subesh	na	3,274		
MED business	na	375		
Net making within REP	na	400		
<b>EIG total</b>	<b>877,865</b>	<b>1,881,420</b>	<b>1,003,555</b>	<b>22.9</b>
<b>MELA beneficiaries</b>	<b>-</b>			
No of enterprises		4,552	4,552	
No of employees before loan		13,681		
No of employees after loan		19,052	5,371	
<b>Aarong</b>		<b>17,386</b>		
No. of producers excluding AAF workers	na	17,386		
<b>Dairy</b>		<b>10,000</b>	<b>3,050</b>	
Milk supplier		10,000		
RDP members		70%		
Non-RDP members		30%		
Raw material supplier		5x10		
<b>Urban</b>	<b>-</b>	<b>1,556</b>	<b>1,556</b>	
Home service worker		59		
Restaurant		93		
Garbage collector		240		
Polithene collector		959		
Shastho Shebikas		205		
<b>HNPP</b>	<b>29,971</b>	<b>66,087</b>	<b>36,116</b>	<b>24.1</b>
Shastho Shebikas including EHC		19,419		
TBA		140		
Depotholder		5,784		
Women's group members		40,744		
<b>BRAC inn</b>	<b>-</b>			
Staff		52	52	

## Jhikargacha area profile as of December 1994 and December 1999

	1994	1999
Date of formation -	mid 1982	
No. of union covered	5	6
No. of village covered	54	75
Village organizations	140	161
Male	21	8
Female	119	153
VO members	6402	6256
Active VO members	70%	84%
Total savings	2,237,611	7,223,238
Cumulative disbursement	50,400,000	153,921,600
Disbursement in the current year		22,333,500
No of loan disbursed in the year	3,277	4,604
Total outstanding at the end of the year	7,005,993	15,141,407
No. of NFPE on-going schools	100	93
No. of school teachers	90	91
No. of school students	3,212	3,000