



# **INTERNSHIP REPORT**

**ON**

**TOT**

## **BRAC INTERNATIONAL**

SUBMITTED TO

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SUBMITTED BY

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**BRAC UNIVERSITY**

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## LETTER OF TRANSMITTAL

13<sup>th</sup> December, 2015

### **Md. Tamzidul Islam**

Assistant Professor | BRAC Business School | BRAC University

66, Mohakhali, Dhaka - 1212, Bangladesh

### **Subject - Submission of Internship Report**

Dear Sir,

It is a great honor to submit my internship report on “**The Training of the Trainers (TOT) of BRAC International**” to you. This is a final outcome of three months long internship program conducted in BRAC International which was a partial requirement for the fulfillment of my degree of Bachelors of Business Administration in BRAC University. This report will try to provide you with the information of how the training of the trainers (TOT) are generally conducted, along with which there will be an overview of the responsibilities related to the selection and recruitment process of BRAC International, some findings, analysis, and recommendations to improve their current process. It has been a wonderful journey and experience to work with such a great and successful organization and prepare my report on it. I am thankful to you for your guidance, suggestions, and constructive criticisms during the preparation of this report that only impelled me further into excelling. I sincerely hope that this project will live up to your expectation.

Thanks,

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Sayed Nazmun Nahar

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## Executive Summary

BRAC International started its global journey in 2002 in Afghanistan, and since then it expanded its activities in nine other developing countries in Asia and Africa, making it a global leader in providing opportunities for the world's poor on a non-profit basis. BRAC believes to eradicate poverty from not only its parent country but also from the whole world. The number of workforce of BRAC International is above 8000 staff meaning there is an enormous involvement of human resource activity. Except Philippines, all other BRAC International countries have their own small department of Human Resource and Training and an HR Team with very few members in it. This particular department is responsible in handling all the operations, managing employees' performances and their capacity building. Although I worked as an intern and I could not get much of a holistic view of the company yet the responsibilities I was assigned with was enough for me to at least anticipate their ways of operation the organization's culture and most importantly the organizational behavior. I have done a brief SWOT analysis to find out BRAC's strengths and weaknesses based on which I prepared some of my recommendations. Their topmost strength is that they have a tremendous HR and Training department who actually knows their work and can recognize talent while hiring and also gives their best during training the employees for the capacity expansion. However one of their major drawbacks is that BRAC works behind the scene. Although some say that BRAC does not believe in publicity and the work they are doing it is not for being good in the public's eye. On the other hand there are people saying that being an NGO it becomes difficult for the organization to gather money and prepare a huge budget for the advertisement of their work. Before having any final remarks about this report, it is requested to keep in mind that it was prepared in a very short time's notice, and because of confidentiality, data could not be collected properly to do the analysis. Yet it would reflect an in depth knowledge upon the HR processes and the Training and Development Programs activities of the world's largest NGO with over 40 years of experience of working with humans.

## CHAPTER 01 | INTRODUCTION

### ORIGIN OF THE REPORT

The famous philosopher Aristotle once said, “For the things we have to learn before we can do them, we learn by doing them.” (*The Nicomachean Ethics, 350 BC*). Knowledge is never complete unless we have implemented our information in a real life situation. Therefore the BRAC Business School has made it compulsory to complete a three months of internship from a recognized company as per the program’s requirement and this way they make sure that the knowledge we gathered since four years, that has a deeper meaning to us after the completion of the BBA Program and we leave BRAC as true business graduates. After the completion of my four years of theoretical education, I applied for my internship and got lucky to work with the largest developmental NGO of the world – BRAC; in its present international operational division which they call –‘Stitching BRAC International’, operating in nine different countries mostly across Asia and Africa.

I started my internship program from August 23rd, 2015 under the supervision of Ms. Mahya Binte Karim **Rima**, Senior Manager - Talent Management, HRD, BRAC International, and ended on November 11<sup>th</sup>, 2015. As my internship topic TOT was approved by my academic supervisor, Mr. **Md. Tamzidul Islam**, Assistant Professor - BRAC University. Although I worked in a wide range of area in the HR department of BRAC International, in this report, I focused mainly on the TOT (Training of the Trainers) of a non-governmental organization which is known to be a bit different from any other MNC’s, and besides, I have described some of the HR responsibilities that I had in general and also put some critical analysis and recommendation based on both the trainees’ feedback and my theoretical knowledge.

## **1.1 OBJECTIVES OF THE STUDY**

The main objective of this study is to learn the application and implementation of knowledge and ideas respectively which I have gathered theoretically for all these years. Although Human Resource management is not my major, it's my minor concentration. Yet to enter into an organization like BRAC I decided to pursue with HRM since they don't have any marketing department. I tried to understand the training and development program that BRAC International offers for their employees and to determine the efficiency and effectiveness of the overall process and its impact on the organization's mission and vision. In the end I tried to find out some scopes for improvement since there is always a ground for improvement and gave some feasible recommendations to overcome those lacking and make the whole process much more effective and proficient.

## **1.2 METHODOLOGY**

For making this report reliable and significant I have used both the primary and the secondary research base. The sources are as follows:

### **Primary Data Sources**

- Practical experience in the work place
- My observation and informal interview with the trainers
- The TOT feedback questionnaire

### **Secondary Data Sources**

- Both the Official websites of BRAC and BRAC International
- Few relevant journals and reports found on internet
- BRAC's annual reports

### 1.3 DATA COLLECTION METHOD

The whole data collection process involved the former documents, archival records, and mostly from my own experience and observation and understanding. Interview taken of the trainees and their direct participation helped a lot in this process. Being an intern I did go through a number of hurdles while collecting data since all information were very confidential and sometimes they denied disclosing even the simplest information I needed to know. However, I understand that everything related to Human Resource Department is confidential, so I was not allowed to dig deep into any information. In order to find out the structural loopholes and limitations, I had to keep my eyes open while working on behalf of them.

## CHAPTER 02 | ORGANIZATION PROFILE

### 2.1 OVERVIEW

BRAC International started its journey globally in 2002 through extending its operation in Afghanistan. Since then operations spread across Asia, Africa and Americas and as of now it has operations in 11 countries with an annual budget of \$ 109.56 million. Currently, BRAC International has programmes in Asia (Afghanistan, Pakistan, Philippines, and Myanmar) and Africa (Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda).

### 2.2 MAIN PROGRAMMES

**1. Reducing Poverty and Improving Livelihoods:** To eradicate poverty and take livelihoods into a different height BRAC has came up with several innovative initiative since past years.

Some of the initiatives are:

- Microfinance (funds to support generation of self-employment)
- Agriculture, Agriculture and Food Security Programme (endow with services to minute and insignificant farmers to boost productivity)
- Challenging the boundary of poverty elimination -Aiming the ultra-poor (graduating households from intense poverty to fair poverty)

## **2. Breaking the Cycle of Poverty:**

BRAC has realized the key factors that influence poverty in almost every country. Therefore the organization decided to focus on these factors and work on it taking necessary steps. The factors they are emphasizing on are:

- Education Programme, Scholarship Programme
- Health, Nutrition and Population Programme (HNPP), Food Security and Nutrition
- FSN), Essential Health Care (EHC), Malaria Programme, Nutrition Programme
- Poultry and Livestock, Small Enterprise Programme
- Water, Sanitation and Hygiene
- Disaster Management, Environment and Climate Change

## **3. Empowerment of Marginalized and Vulnerable People:**

The people in the deprived community who don't have any idea on the legal procedures and the protection they can have needs to be legally educated and thus they can be empowered. The programmes that have been designed to empower the underprivileged community are:

- Community Empowerment Programme, Integrated Development Programme,
- Migration Programme
- Human Rights and Legal Aid Services (HRLS), Human Rights and Legal
- Empowerment (HRLE), Capacity Development Programme (CDP)
- Gender Justice and Diversity
- Youth Lead Programme
- Empowerment and Livelihood for Adolescent (ELA), Adolescent Girls Initiative
- (AGI), Adolescent Reading Centers (ARCs)

## **2.2 VISION**

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential

## 2.3 MISSION

Their mission is to give power to people and communities in situations of poverty, illiteracy, disease and social injustice. Their interventions aspire to attain large scale, constructive changes through economic and social programmes that facilitate men and women to apprehend their potential.

## 2.4 VALUES

**Innovation-** BRAC has been a modernizer in the formation of opportunities for the deprived to raise themselves out of scarcity. They value inventiveness in programme design and endeavor to display inclusive leadership in revolutionary enlargement initiatives.

**Integrity-** They value lucidity and answerability in all their practiced work, with clear policies and measures, while displaying the supreme level of truthfulness in their monetary dealings. They embrace these to be the most vital fundamentals of their work ethic.

**Inclusiveness-** They are dedicated to involving, sustaining and recognizing the value of all members of society, beyond race, religious conviction, sex, nationality, ethnicity, age, physical or intellectual ability, socioeconomic condition and natural features.

**Effectiveness-** They value competence and brilliance in their entire job, constantly demanding themselves to carry out enhanced performance, to meet and go beyond programme goals, and to develop and intensify the impact of their interventions.

## 2.5 PRIORITIES

**Focus on Women** - BRAC put special emphasis on the social and fiscal empowerment of women. The enormous bulk of its microloans go to women, while a gender justice programme addresses inequity and abuse.

**Grassroots Empowerment** - To organize the deprived at the grassroots level, with 'barefoot lawyers' delivering legal services to the doorsteps of the underprivileged population, BRAC has the legal rights, society empowerment and advocacy programmes.

**Health and Education** - BRAC provides healthcare and education to millions. BRAC's 97,000m community health workers offer doorstep deliveries of essential medicines and health services to their neighbors. BRAC also runs the world's largest private, inclusive education system, with 38,000 schools all-inclusive.

**Empowering Farmers** - BRAC's agriculture programmes operating in eight countries and it works with the governments to achieve and sustain food security. This is ensured by producing, distributing and marketing quality seeds at fair prices, conducting studies to build up better varieties, presenting credit hold up to poor farmers and using environmentally sustainable practices.

**Inclusive Financial Services** - BRAC aims to lessen poverty by providing the services of its community empowerment programme and targeting the ultra-poor programme.

BRAC's cumulative annual payout is of almost 10 billion dollars in microloans, augmenting microfinance with additional services like livelihood and financial literacy training. Farmers get right of entry to regular loans, high class seeds and procedural support.

**Self-Sustaining Solutions** - BRAC's enterprises and investments generate a monetary surplus that is reinvested in various expansion programmes aimed to poverty elimination.

## 2.6 BRAND PROFILE | BRAC

BRAC Bangladesh is the worlds' largest Non-Governmental Development Organizations. This organization was founded by Sir Fazle Hasan Abed as a short-term relief and rehabilitation project following the liberation war in 1972. To tackle the major complications like poverty and lack of organized effort to reduce the problems of war-scarred economy, BRAC subsequently had to scale-up its direct projects towards long-term issue of poverty mitigation and empowerment of the underprivileged people. The core of all BRAC's activities is poor rural women and children.

Now it has become a development organization committed to lighten poverty by empowering the poor, and supporting them to bring about optimistic changes in their lives by creating opportunities for the poor. From the beginning in 1972, BRAC has steadily become the largest and leading non-governmental organization. The BRAC family includes – 97,000 community health volunteers who are providing necessary healthcare globally, with maternal, neonatal and child health services covering 24.5 million in Bangladesh alone 1.14 million Children who are

presently enrolled in BRAC's 38,000 primary and pre-primary schools and 9.51 million have graduated. BRAC's youth empowerment clubs provide life skills training to more than 260,000 teens from deprived backgrounds 5.54 million microloan takers with a cumulative loan payout of USD 9.73 billion 25 million people who have right of entry to clean toilets thanks to BRAC's hygiene entrepreneurs. More than 600,000 rural poor women being organized through 11,234 Polli Shomaj and 1,217 Union Shomaj; BRAC's 376 popular theatre teams – in Bangladesh only – have reached nearly 4.3 million people.

## CHAPTER 03 | SWOT ANALYSIS

Fundamentally, SWOT analysis is an instrument for recognizing the Strength, Weakness, Opportunity and Threat of an organization. The method of SWOT analysis is to take the information from the surroundings and split it into internal (strengths and weaknesses) and external issues (opportunities and threats). After this process is completed, SWOT analysis determines what supplementary the company can do to assist the organization attain its definitive goals and what complications they must triumph over to reach that purpose.

### 3.1 STRENGTHS

**Thinking Local, Acting Global** – Above and beyond Bangladesh, BRAC communicates antipoverty solutions to 9 other emergent countries, which are Afghanistan, Pakistan, Philippines, Myanmar, Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda.

**Unprecedented Scale and Reach** - Today, BRAC stretched out an anticipated 135 million people with over 100,000 workforces globally. They have one of the leading pools of human resource.

**Tax Exemption** – One of the major strengths of any NGO's is that they are generally tax exempt. BRAC also doesn't have to give tax on momentary limited assets (assets that are subject to donor-imposed restrictions).

**Experience** – Unlike any recently appeared NGO's, BRAC has massive know-how of operating at grass root level both home and abroad. They have reached even the isolated regions of our nation with the sight to eradicate exploitation and inequity in opposition to the deprived. They are quite competent of managing a large scale of catastrophe appropriately.

**Strong Human Resource Department** – Beyond everything, BRAC has one of the powerful HR departments where the employees work really hard to find the correct personnel for the right employment, to instruct people to carry out their task appropriately and to appraise people as it should be. There is no political inclination contained by the organization.

### 3.2 WEAKNESSES

**Finding Donor and Fund** – The prevalent drawback is that as an NGO, they have to rely greatly on third party endowment organizations and individual contributions & grants. Though BRAC operates inside the lawful structure of the country, in most cases they are answerable to the contributor agencies relatively the Government of Bangladesh. Even though BRAC has their endorsement of receiving funds from the returns of their own enterprises and investments on bank accounts and fixed deposits, still if they cannot collect their target of donation, they will be at a loss to some extent. Finding sponsors is an immense dispute.

**Weak Remuneration Package** – Professionals of this nonprofit organization usually get much less remuneration package than any other MNC's or financial organizations. While BRAC tends to give them more job satisfaction, motivation, and good environment rather than a good scale of compensation and that usually has a negative impression on people who are not aid oriented.

**Government Rules and Regulations** – Not a single work can be done without government's supervision and permission. According to the recent laws, the non-government organizations will have to get endorsement from the NGO Affairs Bureau of Bangladesh to embark on any project and put into practice with foreign donations after the means of access of a proposed law on foreign grants to ensure clearness, accountability and suitable use of foreign resources. Also, in the application for registration, an organization must evidently mention the sources of the funds and areas of expenses. The registration will be given for ten years, but the government can cancel

the registration anytime in case of any infringement of the law. This limits the scope of any sort of NGO including BRAC itself.

### **3.3 OPPORTUNITIES**

**Support from Donors** – BRAC gets back up from almost all donor agencies and other sectorial organizations as it has already gained vast reputation as a non-profit, citizen-based group that functions autonomously of government. BRAC has a positive image both nationally and internationally so public can have reliance on them.

**Up to Date** – BRAC is aware of every latest trend and news of this division and they are enthusiastic to work further than their area. For example, recently BRAC sent their charitable team to Nepal earthquake fatalities to build up cheap yet stable accommodation, and for this they have raised money from taking away one day’s salary from each and every employee.

The amount is almost BDT 20 billion.

**Popularity** - BRAC is the world’s largest non-governmental organization. After being founded in Bangladesh in 1972 and over the course of the development, it has established themselves as a pioneer in recognizing and managing the many different realities of poverty.

Now they have a strong reputation worldwide, and have good relationship with multiple foreign countries counting USA and UK. This helps them to gain conviction easily.

**Support from Media** – BRAC gets a lot of help from the media and other advocacy organizations because a lot of media personnel supports and also works in the organization. To add to it Sir Fazle Hasan Abed was chosen to be among the top 50 leaders of the world in the year 2014.

**Diverse Workforce & Diversity Campaign** – This organization believes in gender equality and zero tolerance on discrimination. For example, people all over the country with any religion, race, and gender can apply for any position in the organization. They even believe having physically challenged people. After hiring, each and every employee gets to have Gender Sensitization Training (GST) and Gender Awareness and Analysis Course (GAAC) which teaches them to be impartial towards the staff manually.

### 3.4 THREATS

**Vulnerability** – Any charitable organization is very susceptible to economic crisis. Regrettably, charity giving is one of the first cash outflows that people cut back then money is tight. Since BRAC partly depends on donations and contributions, in times of economic collapse it becomes hard for them to elevate money from potential contributors.

**Fake NGO's** – Many fake NGO's like Jaago and others took billions of money from the needy people and flew away with it. This is why the poor people as well as the donors are losing faith on NGO's.

**Emerge of New NGO's** – There are more than two thousand registered NGO's working in this country and the number of competitors is much towering. More NGOs are budding in this country and this undoubtedly is a threat to BRAC because more NGOs mean smaller quantity donations per organization. As a result, sustainability problem arises due to lack of financial support.

**Lack of Coordination** - NGOs are working with the government yet having poor coordination among them. It creates doubling-up of ideas and activities and promotes the wastage of money. Also, "Territorial possessiveness" of an area or project lessens cooperation between agencies, which is seen as intimidating or competitive for BRAC.

**Poverty is Still Increasing** - The most serious allegation against all the large NGOs is that, despite hundreds of NGOs working in Bangladesh and abroad for many years, yet the reduction of poverty is not that much noticeable. Rather poverty is increasing steadily. Though BRAC is working really hard yet it is not possible to handle everything and change everything on its own drastically.

## Chapter- 4|Responsibilities in BRAC international as an Intern

I have joined BRAC International at the BRAC Head Office as an intern on 23<sup>rd</sup> August 2015 and continued till 11<sup>th</sup> November 2015. Throughout this internship Program I demonstrated team

work and analytical skills over a variety of activities. I worked predominantly with all processes regarding recruitment and boarding. My responsibilities in brief include the following:

- ✓ Supporting the HR Team with all HR activities
- ✓ Manipulating the entire recruitment and selection procedure
- ✓ Assisting Staff joining, handling interviews, preparing long lists, required documents
- ✓ Updating different databases, editing and posting job advertisements
- ✓ Managing event of two weeks long TOT session with diversified participants from other parts of the world
- ✓ Preparing feedback questionnaire for the participants and giving all the logistic support to the facilitators
- ✓ Assisting the participants in the field trips

Although my core responsibility was to assist the HR Team with the recruitment process, I got a great opportunity to participate actively in a TOT that was held from 26<sup>th</sup> to 11<sup>th</sup> of November. And for my internship experience report, I would like to make this TOT my subject of focus. My role in the TOT was to give all the logistic support to the facilitators and along with which I could also gather huge knowledge from the training that was being held.

## **Chapter -5 Training of the Trainers (TOT)**

Training the trainers is a very challenging issue since they all are professionals and they need to be convinced by the trainers' approach which is very difficult. Knowing a subject is not enough to train on it. It requires a lot of skills and competencies to act train adults. The training must be designed in a way that ensures effective learning and capacity building of the participants. This course provides methods and tools to ensure efficient learning process.

Training must have the following criterion:

- Assessment of the participants
- Use of appropriate methods, techniques and tools to properly design and deliver a training course
- Training must have follow-up for proper implementation of the knowledge.

The Training benefitted the participants, trainers, the heads of training units, human resources managers and other managers involved in training in particular.

### **How the participants as well as the organization will be benefitted – Learning Objectives**

By the end of the training, participants would understand the basics of the organization's culture and would also be able to train a group in their respective countries in full respect of the methods, techniques and tools for the trainees' training. Participants would be able to identify the loopholes they had and work on that specific area.

### **Training programme**

The training lessons are based on a series of modules, which can be modified to the necessities of the participants. The emphasis is put on put into practice and exercises relatively than on presentations:

- Group-work
- Brainstorming
- Questions and answers
- Role play
- Simulation
- Short presentations

## **5.1 TOT in BRAC International**

Since BRAC believes in “ONE BRAC” concept as a result they arranged a TOT which is Training of the Trainers in BRAC Learning Centre located at Niketan, Gulashan inviting 17 participants from all parts of the world BRAC is operating with a motive to spread BRAC's culture to all over the BRAC offices operating in different parts of the world. There were at least one representative from each of the countries where BRAC operates were invited to participate in this TOT session. However we got 16 participants as one participant from Pakistan could not get the visa for visiting Bangladesh. This TOT covered four modules. They are: Diversity and Inclusion, Leadership and Gender Diversity Module. The main motive of this TOT was to make the employees of BRAC aware of its policies and the culture that the organization has. As a result it would be easier to implement the one BRAC concept, meaning wherever BRAC

operates it has one soul and one culture. The trainers who have been trained in this two weeks session they are expected to deliver the same training on the exact modules to the employees working in their respective countries. In this whole training period the facilitators ensured that the quality of the training does not fall or gets diluted while delivering into each of their countries individually. The facilitators were Mr. Mamun and Mr. Miftah Zaman for leadership module, Mr. Sohel and Mr. Khalid for BRAC Values module, Mr. Sabbir and Mr. Mohammad Khalid for Diversity and Inclusion module and Mrs. Sheepa and her young team facilitated on the Gender Justice and Diversity module. Although it was a lengthy training program which lasted for three weeks, the participants enjoyed a lot. This is because the facilitators were experienced in handling and managing human psychology and delivered their materials accordingly. They designed the training in such a manner that attracted the participants towards the content. Moreover there were a lot of activities in between the trainings which engaged the participants even better. After completing each and every module they used to have a demonstration session that included the selective portion of the modules and the participants had to give a demonstration in front of the facilitators the way they are going to conduct the training in their respective countries.

All the participants gave brilliant presentations, sometimes even better than the facilitators. They included role plays in some of the contents; they arranged relevant activities in between the training to avoid boredom which we all enjoyed a lot. Their ideas were very unique and innovative. They all proved themselves to be brilliant trainers through their presentations.

Initially the facilitators were worried about the delivery of the content according to the needs of the diversified participants. But gradually through discussions about the different ambiguities of the participants they got cleared about how to deliver these contents in their countries. After getting trained on different modules, the participants realized that there were so many issues related to the culture and beliefs of BRAC that was unknown to them and they were not aware whereas now they are much informed and they feel unified.

## **5.2 The four Modules of TOT**

### **BRAC Values:**

The very first module that has been covered was on BRAC Values. The facilitators talked about the BRAC ethics, morals, beliefs and their code of conduct as well. Even though the module consists of all the theoretical and monotonous content they still tried to make it interesting by engaging them in group works and instructed them to make anything they wanted to represent the BRAC values, provided all the stationeries like pencils, colorful markers, scissors, tape and waste papers as well as colorful board pins. They all proved themselves to be innovators who came up with new shapes and forms to represent BRAC values. The participants were found to be really enthusiastic and showed positive attitude in knowing about BRAC and its values.

### **Diversity and Inclusion:**

In the diversity and inclusion module the facilitators explained what diversity and inclusion individually mean in a broader sense and then they tried to identify the diversities each and everyone has through some activities and role plays. The participants could successfully identify the diversities among themselves and then they were taught how to think inclusively and act in an inclusive manner. Since the participants themselves were from extremely diversified backgrounds, they had a great training of learning how to think in an inclusive manner. They could identify their flaws practically and could learn by facing the situation where they acted exclusively and then they corrected their behavior very proactively. The total process of indentifying mistakes and then correcting them were wonderful.

### **People Leadership Programme:**

This module was designed very heavily. Since the topic itself is very heavy therefore, it became very challenging for the facilitators to make it light and interesting at the same time. Through this training the trainers aimed to incorporate leadership quality among each of the participants. They talked about how the leader should behave in a team and what they should never do. They also discussed about the behavior of the leader and how a leader manages everything in a team and that the leader should not be taking all the responsibilities on him, rather he should understand each of the members' potential and assign the work which is the most suitable for

that particular member. This is how a team does well and comes up with the best performance. A leader is only successful when his entire team gets a role to prove oneself.

To identify who has the leadership quality the trainers of this module designed some activities. The participants enjoyed the activity a lot and even proved their competencies in particular areas. This shows that the trainers were really eligible to conduct the training and they were truly successful in designing the module. The participants also had a personality test in this module. In the test they had to answer some questions based on different situations. Then based on the participants' answers the trainers came to a conclusion and declared their personality types. Basically the types were somewhat like being professional, emotional, heart driven, and brain driven. So, basically the people who had results like heart driven got feedback to improve on their professionalism. On the other hand the ones who were brain driven were perfect for being leaders.

### **Gender Justice and diversity**

This module was conducted very frostily since the content was very theoretical. Yet they tried to add some stories regarding gender discrimination and the gender diversity. The facilitator began with defining gender and the perception we have about gender. Then she got into the gender discrimination issues. The trainer explained how we unintentionally we become gender biased at times and act accordingly. At times we are aware of the gender issues but we donot take any actions against it and at times we are truly gender sensitive, meaning that we know what is right and what is wrong and we are even ready to act against the wrong actions. Then the trainer explained that being an employee of BRAC they should all be in gender sensitive stage whereas through some activities and role play they identified that some of the participants were in gender aware situation and some of them were even in the gender bias situation. As a result, the trainers advised them to make it into a practice to raise their voices whenever they are in a wrong situation as they see gender discrimination is taking place and to change their way of thinking. We all know that the kind of behavior we have has been acquired since years and if that needs to be changed then it would again take years. However, we should never give up rather act on it consistently try and make ourselves a better person.

### 5.3 My roles in TOT and BRAC visits

Among all these activities the roles I had to play was that I kind of managed the whole event and took care of the logistic section that is whether the cameras are ready or not, the laptop is prepared or not, I used to conduct a learning reflection test after every module being completed and the questions for the test which was prepared by me based on the content of the module. During these two weeks we had several field trips inside and outside Dhaka and we visited many of the social enterprises of BRAC. The field visits were very effective for the participants. This is because, before they only had a vague idea about BRAC and how it operates in its parent country but now even though BRAC is a huge organization and just visiting some of the small enterprises would not be enough to understand BRAC wholly, still the participants realized BRAC's work by seeing the actual picture of how it operates in different levels. They visited BRAC enterprises in Rupganj, Gazipur. They also visited BRAC schools in Mirpur and Korail slums. They visited BRAC's street children programme that works with the street children and rehabilitate them with proper shelters and one meal per day. In this programme I got the chance to visit the street children along with all the participants. We got to know about BRAC's challenges in doing this. We had a talk to the manager of this programme and got to know that initially the programme was not working out well since the street children loved their way of life they have been leading all these years. They find it to be more liberal than the kind of life they are having in this rehabilitation. Initially the children used to fly away. However the BRAC employees have learnt to deal with the children now. They accepted the fact that they are different from any other children and deal with them accordingly. Now the children are allowed to stay as much time as they want in their Mirpur rehabilitation and usually at nights they cannot be stayed back they go to the streets. Many girls are involved in prostitution and the Boys are involved in illegal drug dealings. Although BRAC understands it yet this is something beyond their control. BRAC is hoping that educating these children might open up their minds one day and this is how they would involuntarily come out of this dark world.

Some of the participants got really emotional to interact with the street children over there. There were kids, children of adolescent's age too. They sang songs for our participants; they all danced together and took many pictures together.

We also went to visit Bhashantek slums where there are twenty schools for more than fifty families. There they have the day care facilities for the children who's both the parents are working. There are several teachers and volunteers engaged by BRAC. They love to spend time with the kids and working dedicatedly.

According to the Participants these visits were really helpful for them to understand the organization they are working for. Now they feel more attached to their work and organization. They feel more motivated towards their job and feel proud to be a member of BRAC family.

After the participants went back to their respective countries and already started conducting training on the same modules, I have again tried to take their feedback on the TOT they had in Bangladesh. And although not all of them replied. Yet with some of the feedback I drew a conclusion about which we will be talking in the feedback analysis chapter.

## **Chapter 6 | Feedback Analysis and limitations**

To get the direct feedback on the TOT I designed a short questionnaire having only three questions to save the participants' valuable time and sent it to them through e-mail. Although all of them did not reply but I am glad that I have received 6 feedback questionnaires and I am putting my analysis on that basis.

As per the feedback all the participants were really enthusiastic to attend the TOT. They had positive feelings about meeting their colleagues working from their organization from different parts of the world. They were all excited since they all somehow communicated with each other for different purpose but never got the chance to meet each other in person. When they saw the facilitators their expectations raised even higher. They were all ready to grab the knowledge they would be provided with.

All the participants felt that the training was tremendously useful and they should be getting this kind of training at least once a year. Almost in all their feedbacks they mentioned that after

attending this training they felt that “One BRAC” feeling in them by being able to communicate with their colleagues coming from diversified backgrounds.

Through all the training modules all the participants felt that they got a vast knowledge on the BRAC values, how they are working with different programmes to attain their ultimate goals that is to eradicate poverty from the community. They also got to learn a lot about BRAC culture and how to accept the different culture from different parts of the world and work together with one single goal. According to them they all enjoyed the experience they had in Bangladesh and they would forever cherish these memories. Many of them got to meet Sir Fazle Abed for the first time in their BRAC life so they felt accomplished by meeting the honorable founder and Chairperson of the very organization they work for.

As per their recommendation many of them told that the accommodation for the participants need to be better as the participants had to stay here for quite a long time and it is important to keep them happy by providing the accommodation facilities in a better way. Some of them talked about the facilitators’ way of delivery as some of them felt that at some points it became monotonous. Especially in the Gender Diversity Module they felt that there were too many facilitators and that distracted them and they could not understand the content of the module clearly and found the module to be very heavy and wide. So they think that they need more elaborate discussion on this module. All of them found the People Leadership Programme Module to be very effective as they think that it helped them a lot to build their capacity and use that in training their local staff. They were all found to be more confident and optimistic by the end of this training.

## Chapter 7 | Recommendation and Conclusion

### 7.1 Recommendation

BRAC international have come a long way to support under developed or developing countries to overcome their problems and scarcity. Recently Sir Fazle Abed has achieved World Food Prize Award for serving with food to the world's poor. It is a great achievement within the organization itself. However there are always some scopes that remain to improve the services. Although the facilitators were good yet there remained some gap in delivering the content in such a manner that could be absorbed wholly by the participants. This is because among all the facilitators, there were some who were not experienced enough to conduct a training session like TOT. BRAC has to understand that the people who came to take the training are trainers themselves. Therefore the facilitators must be innovative and creative enough to make the participants engaged throughout the whole sessions. There could be some more breaks in between the training to make the trainees freshened up. The facilitators could bring some more real life examples related to the discussed issues. This would make the participants even more interested and they can understand the issues better.

## 7.2 Conclusion:

However this was a great initiative taken by BRAC International to gather 17 participants from 11 countries BRAC is operating in and educate them with BRAC culture and values. To make them aware of the ways BRAC operates in its parent country, Bangladesh. BRAC began its activities in a small village called Sullah in 1972 and now has reached more than 11 countries worldwide with an extensive dream to change people's lives. It is very obvious that the way BRAC has reached so far would not have been possible without the strongest determination and willpower of the workforces who have been with BRAC for so long and are strongly motivated to take BRAC to an even greater height. It is definitely the people associated with BRAC and the administration of BRAC that has taken the organization to this height it is today. The Human Resource Department of BRAC International has ensured a competent inflow of employees making their international programmes an accomplishment, so of course they have a very efficient way of operation. It was undoubtedly an honor to work with such an efficient and meticulous team where I could learn new areas of work and build up my curiosity for work from different horizon. After getting concerned in the processes and the people in BRAC, I got the opportunity to experience lots of realistic things which the theoretical knowledge couldn't build up in me over the last four years. BRAC International will go a long way ahead if they continue following their excellent strategies in training and developing their employees to cope them up with the organization's culture. Through these training they can take BRAC to a much higher level.



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BRAC University

66, Mohakhali, Dhaka - 1212, Bangladesh

## Appendix

I have the feedback questionnaires filled up by the participants which I want to put over here.

### Edward (Myanmar)

1. Was the TOT that has been conducted in Bangladesh useful for you?

- Yes
- No

2. What are the things you found interesting and useful?

The things that I found useful are,

Firstly it's the most appropriate training to me compared to other former three times in Bangladesh for different purposes. Since the very first day in class, I felt very pleased for the things that I was going to learn and very keen to see the trainers from different countries with same interest with mine in facilitating.

Not only the modules that we learned,

- I'm really grateful to the amazing facilitators that shared their knowledge and experience with us, which is useful for us to conduct the same training to the local staff.
- Each program that we visited is unique for the beneficiaries and I was encouraged and motivated by the BRAC staff who are working for them.
- Everyone from HO who we met seemed to be pleased meeting us and I feel like the essence of ONE BRAC during the time I was in HO.

3. According to you what are the areas in TOT that needs improvement?

Overall it has all its efficiency and effectiveness in all the components that we were provided. Among them all the activities are fun and still remember the lessons and message that's given us.

- Though Gulshan is a quiet residential area, I felt a bit unhappy in accommodation as we had to share one washroom with four people.

- Food were ok. However after having a week, the repetition of the same curry and recipe lose my appetite.

Apart from that I can say, it was one of the very nice Trainings ever in my life.

Thanks.

### **Janifa Bangcola (Philippines)**

#### **4. Was the TOT that has been conducted in Bangladesh useful for you?**

- **Yes**
- No

#### **5. What are the things you found interesting and useful?**

Below are the list of the interesting things from the TOT.

- The 4 module course and its content that will enable BRAC staff to be effective managers and administrators.
- The training strategies and techniques. Facilitators demonstrated different strategies that are engaging, interesting and very relevant to the topics. Some of these effective strategies are group activities, video clips showing, role plays, songs, case stories, and games.
- The participants; who came from different parts of the world. That helps me understood more about their culture and beliefs.

#### **6. According to you what are the areas in TOT that needs improvement?**

- I think there's a need to have some proper photo documentation, where in actions during group works must be captures, and photos must be clearly captured.
- Need to have some written documentation, aside from video documentation.
- Need to have more energizer or ice breakers, before the session starts in the morning, after tea breaks and after lunch, to avoid boredom.

## Raymond (Myanmar)

1. Was the TOT that has been conducted in Bangladesh useful for you?

- **Yes**
- No

2. What are the things you found interesting and useful?

The activities that used in every training module, it is very interesting to me and I had better understanding on the focus topic. That might very useful to me when I give the training here in Myanmar. I really appreciate on the learning of PLP.

3. According to you what are the areas in TOT that needs improvement?

It is already quite good but one thing from my side is too many facilitators made me uninteresting, I'd found it in gender awareness section. If only two to three person can give it will be better for me.

## **Thomas Amule (Uganda)**

1. Was the TOT that has been conducted in Bangladesh useful for you?

- Yes
- No

It was very useful to me.

2. What are the things you found interesting and useful?

- Leaders need to consider both the relationship and task management while working with the team members for better performance.
- Knowing your employees cultural difference enable leaders to manage their team members efficiently

3. According to you what are the areas in TOT that needs improvement?

The only module in the TOT that needed more clarification/discussion is the gender awareness workshop because it is a very wide area.

**Aisha (Pakistan)**

## **Knowledge Enhancing Experience with BRAC (TOT)**

### **1. Expectation from the Training:**

I was very much excited to attend this training as I have never been attended such type of training before. The Module comprises of Leadership, BRAC Values, Gender and Diversity. I expect that this training will be of great help to me personally as well as professionally .I also expects that this will be a very good venue for sharing ideas, collaborations and up liftment of leadership skills.

This training exceed my expectation, at first I thought that it will be just a simple TOT but it gives me so much learning that help me boost of self confidence as individual and as a BRAC employee.

### **2. First reaction when Landed Bangladesh:**

I was excited to visit and explore Bangladesh and after landing, I was amazed to see BRAC name on different boards and counters everywhere in the airport. That showed me the magnitude of BRAC Presence and influence in Bangladesh.

### **Envisioned BRAC in Bangladesh and in reality:**

Previously I have heard a lot about BRAC ,that BRAC is the world largest NGO and doing a lot for social and economic development across the world ,in short I have a theoretical knowledge about BRAC but after visiting Bangladesh and seen BRAC contribution in Bangladesh, I was surprised I have seen that BRAC has changed people's lives dramatically, particularly It will guide the underprivileged world that seeks freedom from the vicious cycle of poverty, illiteracy, ill health ,education and man maid disaster like war. BRAC has been working for building resources across communities since last four decades giving birth to millions of happy stories. In reality I saw BRAC Presence in the community and at the grass root level which is the real success of BRAC which is also replicated in other Countries where BRAC operates.

## **Training:**

Though this TOT we are able to learn that

- how BRAC Values Training being rolled with demonstration and activities
- BRAC as a family needs a transition from task management to relationship-task management
- For a Leadership how much important it is to know yourself and others.
- How Diversity influences performance
- Better understanding of the Bangladeshi culture
- Gender Roles
- Gender Needs

## **Your experience working with people from so many different nationalities**

In this TOT I get a chance to meet with people of 8 different Countries .Though this platform we get a chance to know each other Culture, work place habits, Problems also In teamwork, *Participants* diverse skills are harnessed to contribute and add value to the team efforts. We learn from each other different Training Methods, different ideas and also it help us to build a strong professional relationship with each other.

## **Talk about the field visits**

We have visited some of BRAC Programs like URBAN Street Children Program,Snaya Loyi. BRAC Seed and Feed Mills and EEP in Ghazipur ,Rajandarpur and Dhaka.

Among other Program which we have seen through our field visit the Program which impressed me a lot was USCP that how BRAC understands the multifaceted complexities that surround street children and the way BRAC works with the street children with the aim to build their hope and confidence; along with primary education and life skills, the programme creates safe employment for children at risk through apprenticeships, vocational training and suitable job replacement.

The BRAC Dairy also impressed me a lot, to provide the proper price to that poor people having Cows , Goats etc BRAC started buying the milk with and proper storage system made the

product to be competent enough to the local market with other Milk products. This will help them to get a better price from the Market and through this BRAC included the underprivileged people in their Programs.

Through EEP Program

Through EEP Program I have seen that how BRAC is working to increase young women's participation in youth employment programs. These include: targeting young women's effective participation in programs, offering non-traditional skills training, providing safe training/employment spaces for girls,

### **What things fascinated you most in the training:**

Following things fascinated me most in the training

1. The Training Content (Because it is very important and helpful for our professional and personal growth)
2. My Co Participants who came from different countries and I learned a lot of things from them (about their culture and beliefs) that is very important in understanding and accepting differences.

### **One thing you will carry back with you from the training?**

Training methods and strategies captured from the facilitators of the TOT.

### **How do you plan to implement these ideas from the training in BRAC Pakistan?**

I can implement same strategies and method from TOT but with some modification that is contextualized and applicable in our Country.

### **Talk about places you visited in Bangladesh**

**BRAC Communities:** Be able to be exposed with Bangladeshis culture and way of living that helps me understand my Bangladeshi colleagues.

Able to observe the different Programs of BRAC that brought changes and empowerment to the people in terms of raising awareness on basic health services, economic empowerment and social development.

**BRAC Enterprises:** learned on the different processes and ways how BRAC handles and operates their enterprises, amazed on the employment given to many people.

**Maybe a light or funny incident that happened with you in Bangladesh**

I experienced riding in a Rickshaw but that time it was the three of us. One of us is quite heavy weight and we had a hard time finding ways on how can we manage to sit in the Rickshaw until one of colleague decided to sit on my lap. We laughed a lot from the highway up to the BLC and the driver had his hardest time.