

Report On

Social marketing overview of BRAC Communications: A focus on BRAC Humanitarian Crisis Management Programme.

By

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17304162**

An internship report submitted to Brac Business School in partial fulfilment of the requirements for the degree of Bachelor in Business Administration

**Brac Business School
Brac University
6th October, 2022**

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A Report on Social marketing overview of BRAC
Communications: A focus on BRAC Humanitarian Crisis
Management Programme



Declaration

The following is declared:

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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Ms. Tanzin Khan
Lecturer

Letter of Transmittal

6th October 2022

To
Ms. Tanzin Khan
Lecturer
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Social marketing overview of BRAC Communications: A focus on BRAC Humanitarian Crisis Management Programme”.

Dear Ma’am,

It is my great pleasure and honour to submit my Internship Report on “Social marketing overview of BRAC Communications: A focus on BRAC Humanitarian Crisis Management Programme” to you. I have put in sincere effort to study and have worked hard to obtain the necessary books, papers, and BRAC-equipped equipment. For the purpose of writing my internship report, I read numerous articles and journals about BRAC. To the best of my ability and within the allotted time, I have attempted to make this internship report comprehensive, educational, and informative. I apologise for any errors that may have occurred due to a number of restrictions.

In a nutshell, working on my final report has been a wonderful adventure and experience due to this wonderful and excellent organisation. Your advice, suggestions, and constructive criticism helped me improve my work when I was putting this report together, and I am grateful for them. Sincerely, I hope this project will meet your expectations for me.

Sincerely yours,

Fatema Zinat Sultana
17304162
BRAC Business School
BRAC University

Acknowledgment

Academic supervisor, Ms. Tanzin Khan, Lecturer, BRAC Business School, for her unwavering support and for mentoring me during the internship time so that I could produce a high-quality report. Second, I want to express my gratitude to Sonali Chakma, a communications specialist with the BRAC Communications Department, without whose assistance I could not have finished the report. She helped me comprehend the program and all of its elements extremely clearly. She gave me the field scenario and assisted me in doing the survey, for which I am incredibly grateful. Without their assistance, I would not have been able to finish the report because the Data Analysis section requires data, which cannot be completed without it. Finally, I want to thank everyone at BRAC Business School for helping me learn a lot of things that will be helpful in the future. I want to use the knowledge I've gained from my undergraduate studies to better my country and establish myself as a deserving BRAC Business School alumnus.

My fellow interns, especially my floor coworkers, who helped and counselled me while I was there, made my time at BRAC even better. I'm thrilled that in addition to advancing professionally, I've made some amazing friends that have made taking my first step in a career so much more exciting.

I'm grateful to my parents, who I owe my existence to. I am thankful to the Most Gracious and Merciful Almighty for all the opportunities he has given me. He is worthy of all praise and honour.

Executive Summary

BRAC, a globally leading non-governmental organisation, has been working for the betterment of people since its inception. BRAC with their simple, holistic and human-centric approach was effective and resilient enough to provide sustainable solutions and create opportunities for people to realise their full potential. BRAC with their robust social marketing approach understands the root issue of their target audience. BRAC with its unique strategies and resources such as ultra-poor graduation approach and integration of volunteers for door-to-door visits have been effective enough to understand the perception and attitude towards one another. In terms of designing, implementing and promoting the interventions BRAC Humanitarian Crisis management Programme fulfils all the criteria of Social marketing benchmark proving the effectiveness of their social marketing approach. The social marketing approach of BRAC does not only ensure the perception change of their target audience, but with the support from BRAC Communications ensure national and international visibility, through this BRAC uses the traditional marketing tool to empower and change the perception of their global audience regarding the Rohingya issue. Through this report, I have reflected the effectiveness of the social marketing approach of BRAC in terms of stabilising the relationship between the Rohingya people and the host community.

Keywords: BRAC; Communications Department; Humanitarian and Crisis Management Programme; Rohingya; social marketing; interventions; social cohesion.

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Acronyms

NGO	Non-governmental Organisation
HCMP	Humanitarian Crisis Management Programme
UPG	Ultra Pro Graduation
IDP	Integrated Development Programme
SDP	Skill Development Programme
SM	Social Marketing
WASH	Water, Sanitation and Hygiene
ASA	Association for Social Advancement
MF	Microfinance
DBH	Delta BRAC Housing
LLD	Learning and Leadership Development

Chapter 1: Internship Overview

1.1 Student information

Name: Fatema Zinat Sultana

ID: 17304162

Program: Bachelor of Business Administration

Major: Marketing and Finance

1.2 Internship Information

1.2.1 Period of the internship

6 Months (From 29th March, 2022 to 30th September, 2022)

Organisation Name: BRAC

Department: BRAC Communications Department.

Address of the Organisation: 75 Mohakhali, BRAC Centre, Dhaka-1212

1.2.2 Supervisor Info:

Sonali Chakma (Communications Specialist, BRAC Communications Department)

1.2.3 Job Description

Being an intern at the BRAC Communications Department, Programme and Enterprise Communications Unit, my responsibility was to address all the requirements of the team, be a team player and engage in all the team activities. I assisted the team with the communications visibility planning of different programmes, helped my supervisor in writing captions, human story, blogs, subtitle for AV, factsheet, gather and write information for infographic contents for digital channel and media communications, supporting the team with campaign contents. Inclusion of these activities helped understand and get a hands-on-experience on the NGO approach to their stakeholders, insights about NGO formalities, branding tone and strategies of

building and retaining the brand image in the market. Also, I helped my supervisor with supporting activities by efficiently writing Terms of Reference (ToR) of vendor agreement for Procurement purpose, collecting stories and information through interview, transcription, and taking meeting minutes. These activities profoundly helped me to get an insight into both internal and external NGO culture and formalities within the organisation, as well as on the strategization in aspect to clientele, donors and government.

1.3 Internship Outcome

1.3.1 The benefit to the organisation

The organisational culture of BRAC is undoubtedly productive, motivating and impactful. Working at BRAC I have developed this strong sense of work ethic. During my internship, I proactively participated in content and strategy development procedures to advance and strengthen the brand image and serve their target audience. Thanks to the knowledge full, engaging and practical courses I have done in my undergraduate years enabled me to actively participate in these tasks. Through this the organisation received my maximum time and effort in-exchange for working only part-time.

1.3.2 The benefit of the student

- An opportunity to get a hands-on-experience of the corporate culture
- Gained knowledge and experience on developing branding and communications strategies for the stakeholders and the target audience.
- Obtained opportunities to attend professional meetings and learned the methods of planning and evaluating a project or event.
- Gained insight, knowledge and experience on launching events and campaigns and maintaining a chain of communication both internal and externally.
- Being on a crucial supporting team such as communications helped to gain insights almost on the entire organisation rather than a part of it.
- Gained knowledge on the whole chain of communications and differentiated the tone and methods of communities depending on the target group of audience.

1.3.3 Challenges

Thanks to my team's generosity and consideration, I was extremely fortunate. So, not even for a moment my team made me feel like an intern; rather, they made me feel like one of them. Adapting was challenging for me given that this is my first professional experience. I began my journey during the 50 th anniversary of BRAC, thus immediately after my joining I got many events and campaigns. So, identifying and memorising the role of every staff and the units was challenging in the beginning; especially in times of emergency. Also, BRAC has a variety of programmes and being in the communications department it was required of me to gather knowledge on almost every programme, which I found a bit overwhelming at first. Moreover, due to the organisation's confidentiality, obtaining information was difficult.

1.3.4 Recommendations

- Increase and ensure proper learning scope for the interns
- Ensuring proper circulation and allocations of training programme for the interns
- Increase remunerations

Chapter 2: Organisation profile

2.1 BRAC

Bangladesh Rural Advancement Committee (BRAC), was founded in 1972 by Sir Fazle Hasan Abed to support the tormented, ignored and devastated people of the newly formed Bangladesh. A brand new country curving its edges in the world map, had an unbroken spirit and thousands of dreams that were yet to become true. However, that unbroken spirit faced a lot of obstacles in its way and was in dire need of help.

At first, BRAC initially started as a small project aiming to assist the procedure of rehabilitation and reformation of the newly born Bangladesh. Within a short span of time BRAC became a significant part of Bangladesh's development endeavour. While BRAC was functioning up to their name and was invested in creating better living opportunities for impoverished people of rural areas, it came to the organisation's notice the unplanned and unstructured form of urbanisation that was present indicating an upsurging poverty rate in urban areas. BRAC immediately took initiative by reaching out, identifying the organisation not just as an abbreviation but establishing an identity named just BRAC.

Over the years BRAC has played an exponentially significant role in the sector of development. They were successful in terms of addressing every aspect of socio-economic dynamics. Like: education, healthcare, agriculture, microfinance, skill development and many more. Each of these interventions are designed to empower people and communities to ensure a standard living opportunity, mitigating inequality and assisting people to realise their potential.

2.1.1 Vision:

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

2.1.2 Mission:

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential.

2.1.3 BRAC Values

Sir Fazle Hasan Abed- the founder of BRAC has always motivated and encouraged his employees to create an innovative, inclusive and effective learning culture within the organisations. BRAC successfully has been working for the greater good adhering to the values that are mentioned below:

- Integrity
- Innovation
- Inclusiveness
- Effectiveness

2.2 Company overview

At present, BRAC has become one of the leading organisations globally spreading its footprints all over the world. BRAC is currently operating in 11 countries and steadfastly working to empower people to realise their potential. Their vision is to achieve a world where people are free of all forms of oppression and prejudice and have equal access to opportunities to realise their potential. Therefore, the organisation from its inception tirelessly working on a single goal that is- empower people to realise their potential. BRAC believes that all people, irrespective of their socioeconomic background, have the ability to build a sustainable future for themselves. All they need is a chance. The organisation strives to empower individuals and communities in areas affected by deprivation, illiteracy, malnourishment and most importantly social injustice. Their simple yet effective human-centric design addresses layers of socio-economic aspects aiding people living in marginalised condition. The interventions aspire to achieve wide-ranging improvements through social and economic initiatives enabling individuals to realise their potential. BRAC follows a sustainable approach where they equip their clients with knowledge and skills to keep pace with this ever-evolving world and refrain them from falling into the same trap of poverty all over again. Currently, 17 social development programs focus on various areas of creating a sustainable socioeconomic living environment in order to ensure the path of empowerment for those who live in disparity.

2.3 Services

BRAC, since its inception, believes that piloting, perfecting and scaling are the elements that would enable them to build functional and practical solutions. It is in their DNA to build. BRAC believes in people and challenges itself to take on the impossible like: mitigating extreme poverty, establishing inclusion, fighting against violence, ensuring a sustainable living condition for individuals living in extreme deprivation. To achieve their goals and objectives BRAC has categorised their services into eight key segments.

2.3.1 Eliminating extreme poverty

Eliminating extreme poverty is one of BRAC's significant social development aspects. This segment of BRAC includes two remarkable programmes of BRAC: the Ultra-Poor Graduation Programme and the Integrated Development Programme. The main objective of these two programmes is to fight extreme poverty and assisting individuals to a sustainable living opportunity.

- **Ultra-Poor Graduation Programme (UPG):**

The programme addresses people who are living in extreme deprivation due to their limited yielding assets and lackings in inclusion with existing social services. UPG, have defined the ultra-poor- people who have an income generation of less than \$1.90 a day, suffer from frequent food insecurity, are ignored and lack community acceptance and are extremely vulnerable to health shocks and natural disasters. BRAC's Graduation approach is a unique, time-bound and chronological set of interventions to empower people living in deprivation and create opportunities for sustainable livelihoods. This year UPG is celebrating their 20 of serving people in need and ensuring a pathway to socio-economic resilience for them.



Figure 01

- **Integrated Development Programme (IDP):**

In general, growth is concentrated in the city while neglecting remote areas like wetlands and riverine islands like *haors*, which lack access to essential amenities and socioeconomic prospects. With a need-based, comprehensive strategy, BRAC's Integrated Development Programme seeks to improve the socioeconomic circumstances of those living in poverty in hard-to-reach areas. The interventions of IDP incorporates: advocacy, building bridges between community and the mainstream services like: education, healthcare, legal etc., women empowerment, creating opportunities for sustainable livelihoods etc.



Figure 02

2.3.2 Expanding financial choices

The objective of this segment is to assist the underprivileged in becoming self-sufficient by educating and providing individuals with opportunities to invest in small enterprises that can be formed with the aid of simplified, low-interest loans.

- **Microfinance (MF):**

One of the major reasons behind poverty- disproportionate exclusion from the formal financial system. A significant number of people from this segment rely on shady methods, which are expensive, hazardous, and unpredictable to manage their finances like: daily expenses, borrows and save money. To address these gaps BRAC has introduced a dynamic set of interventions including- small enterprise loans, agricultural loans, women loans, loans for job holders and many more. Also, BRAC provides advocacy, knowledge management and skill development for the maximum benefit from these interventions while building better living conditions for people living in poverty.

2.3.3 Employable skill for decent work

BRAC has above and beyond when it comes to empowered women and young people by developing their skills. Two programs have been working tirelessly to help with this aim. They are-

- **Skill development programme (SDP):**

Despite having one of the economies with the fastest growth rates, Bangladesh's youth and women face the prospect of uncertainty in their future. Even though a large portion of women and youth remain unemployed; however, the organisations still complain that the companies lack skilled employees. This scenario ultimately leads to the core problem- that is, people lacking proper knowledge and skills. The skill development program at BRAC offers practical skill instruction, encourages entrepreneurship, and offers consulting services for growing enterprises.



Figure 03

- **Migration:**

The high cost of migration and the low wages offered to Bangladeshi migrant labour are a substantial barrier for migrants. Due to lack of knowledge about immigration chances leads potential migrants to seek help through unofficial channels, increasing their risk of being exploited, defrauded, or unfairly treated. Every step of the migration process is monitored by BRAC to make sure migrant workers are aware of their rights and know how to exercise them. The organisation provides potential migrant workers with financial aid, training in skill development to permit employment, and assistance with their reconciliation after returning.



Figure 04

2.3.4 Climate change and emergencies

- **Climate Change:**

One of the worst impacts of climate change is experienced by those living in poverty in Bangladesh. There is an increase in the severity and frequency of heat waves, salinity, floods, droughts, and cyclones. As a result, there is a significant rise in poverty and evictions. This also affects livelihoods, nutrition, health, and water accessibility. BRAC's integrated strategy emphasises adaptation and mitigation measures by utilising natural solutions to address climate change.



Figure 05

- **Disaster Risk Management:**

Being a river-surrounded nation Bangladeshis are habituated to witnessing natural disasters like floods, earthquakes, and droughts. 80% of Bangladeshis may be at risk for floods and other natural disasters because of the country's geographic location. BRAC started out on its mission by providing humanitarian relief. The BRAC Disaster Risk Management Programme now strives to aid people most affected by catastrophes and improve communities in the most perilous circumstances. Within 72 hours after a disaster strikes, the program responds anywhere in the country.



Figure 06

2.3.5 Gender Equality

BRAC has been supporting gender justice and diversity initiatives within the nation's minority communities from its foundation.

- **Gender justice and diversity:**

In order to abolish all forms of gender discrimination and stop violence, BRAC's comprehensive gender transformational strategy enhances the voice, space, and options accessible to women and girls. Through gender mainstreaming, BRAC seeks to advance gender justice and equality at all levels while also changing socio-cultural gender norms, advancing the abilities of employees and stakeholders, and creating a supportive workplace.



Figure 07

- **Community empowerment:**

Women in poverty are the main beneficiaries of this initiative. In order for people to exercise their rights, develop as leaders, and take part in collective action through community organisations, the community empowerment program provides them with the tools they need. Concurrently, enhancing local government transparency and responsiveness, increasing access to information and services, and reducing violence against women by assisting victims in realizing their full potential.



Figure 08

- **Human rights and legal aid:**

It is crucial to preserve the quality of justice services through legal aid and legal awareness, to strengthen civil society, to apply the law equally and fairly, to promote judicial transparency, and to maintain professionalism in service delivery in order to guarantee easy access to justice. Legal assistance and protection for human rights ensure that individuals are motivated and aware of the need to improve Bangladesh.

- **Strengthening Bangladesh's RMG Sector :**

BRAC always collaborates with and works for the people. The RMG industry in Bangladesh is one of the biggest economic sectors. Women make up the majority of the workforce in this field. Discrimination persists despite the fact that women make up the majority of the workforce. In order to promote gender equality, BRAC offers health insurance, nutrition, health services, and financial support.

2.3.6 Universal access to health care

- **Health, nutrition, and population:**

To support the healthcare sector, Bangladesh's access to resources is insufficient. BRAC closely monitors this issue and seeks to help and connect with those who are unable to access quality treatment because of their financial position. The "BRAC quick response squad" was just launched by BRAC. Furthermore, all healthcare professionals are female in order to encourage Bangladeshi women in their efforts to achieve financial independence.



Figure 09

- **Water, sanitation, and hygiene (WASH):**

With the goal of ensuring that everyone, everywhere has access to safe drinking water, a hygienic toilet, and practices good hygiene, BRAC offers services to individuals living in hard-to-reach and underserved metropolitan areas, including secondary schools.



Figure 10

2.3.7 Pro-poor urban development

- **Urban development:**

With up to 2,000 new inhabitants moving into Dhaka, the capital of Bangladesh, each day, it is the megacity with the greatest population growth worldwide. Many of these people end up living in unofficial communities because they lack access to basic necessities including housing, infrastructure, clean water to drink, sanitary facilities, healthcare, and education. Due to BRAC's community-led development concept, people in urban marginalisation situations can access essential services and opportunities for work. BRAC collaborates with local leaders to advance inclusive, gender-responsive, and resilient urban development.

2.3.8 Investing in the next generation

- **Education:**

The largest supplier of private secular education in the world, BRAC provides accessible, top-notch instruction. Governments and BRAC Education work together to support each other in achieving their mutual goals of reaching the unreached and enacting systemic change on a national level.



Figure 11

- **Youth platform:**

The BRAC youth platform seeks to open doors for young people to develop into tomorrow's leaders. BRAC is creating an ecosystem of paths to give young people in Bangladesh options at significant life transitional junctures. As a result, they are preparing kids, teens, and young adults for the twenty-first century's dynamic nature of life, citizenship, and job.



Figure 12

2.2.9 BRAC Humanitarian Crisis Management Programme (HCMP)

Global population witnessed the world's largest influx of refugees when approximately a million Rohingya people escaped from Myanmar due to a brutal targeted violence. BRAC Humanitarian Crisis Management Programme working with this humanitarian crisis issue from the very beginning. The Humanitarian Crisis Management Programme of BRAC

The initial focus of BRAC's Humanitarian Crisis Management Programme (HCMP) was on proactive emergency services with a focus on water, sanitation, hygiene and shelter availability. HCMP introduced new intervention approaches as the situation changed in order to support people distressed by the crisis, including both the Rohingya and host communities. The goal of HCMP's activities is to provide sustainable humanitarian assistance to prevent further loss of life, to minimise hardship, to uphold human dignity during and even after the disaster, and to improve disaster response. At present, over 1.3 million disadvantaged individuals living in camps and host communities are addressed by HCMP in order to secure their basic necessities, safety, and socioeconomic prospects.

2.4 Social Enterprises

Under BRAC there are numerous dynamic and impactful social enterprises that offer sustainable solutions to current societal problems. The enterprises run with the motive to address a social challenge by reinvesting profits to preserve and expand their influence.

2.4.1 Aarong

The origin of the name Aarong is "village fair." In 1978, Aarong set out on its quest. Aarong's main goal is to assist rural craftspeople in emerging from poverty. Today, it ranks among Bangladesh's best known retail establishments. It supports thousands of artisans through its 25 retail locations across the nation and uses fair trade practices. It offers more than 100 fashion and product lines that never cease to astound its clients, both domestically and internationally. Aarong is a symbol of excellence and creativity.



Figure 13

2.4.2 BRAC Sanitary Napkin and Delivery Kit

BRAC offers a secure, sanitary, and hygienic environment for health in the poor area. They give first aid and safe delivery kits to persons who cannot afford the costs of the hospital or clinic.

2.4.3 BRAC Dairy

Bangladesh's largest milk producer is BRAC dairy. They control a quarter of the national market. For thousands of dairy farmers who are committed to providing a broad selection of high-quality dairy products through their substantial enterprises, BRAC dairy offers fair rates. To satisfy the demands of consumers for premium, fresh goods, they launched a variety of products.

2.4.4 BRAC Seed and Agro

Since its inception, BRAC has been involved in the agricultural sector; with the goal to achieve nutritional and food security for all by achieving sustainable production techniques, guaranteeing a steady supply of high-quality agriculture products, including robust cultivars, and using proper and adequate technology to decrease harvest loss. At present, BRAC with their 22 manufacturing sites and around 7,000 contractual farmers holds the majority of the agricultural market shares.

2.5 Investments:

BRAC is able to empower people and help communities that are plagued by poverty, disease, illiteracy, and general injustice reach their full potential with the use of the various investments. They are-

2.5.1 BRAC Bank

The largest SME bank in Bangladesh is called BRAC Bank (SME). For the purpose of helping hundreds of thousands of people reach their full potential, they have disbursed millions in loans. Additionally, they introduced Bkash, the first electronic money transfer service. Bkash also guarantees safe electronic money transactions across Bangladesh. They also introduced the first mobile banking service in the nation, which enables people from low-income backgrounds to open their own bank accounts and start saving money.



Figure 14

2.5.2 Delta BRAC Housing (DBH) Finance Corporation Limited

Providing financial support to homeowners through highly individualised and flexible lending schemes, DBH or Delta BRAC Housing, the largest organisation in terms of real estate financing, is a pioneer and market leader in the housing finance sector.

2.5.3 BRAC Net

An efficient network for networking both inside and outside of organisations is provided by BRAC Net. In order to ensure constant connectivity across the nation's wireless networks and give employees access to the internet at a low cost, the organisation is working on these projects.

2.5.4 University

One of Bangladesh's best universities is BRAC University. The goal of BRAC University is to build a strong international reputation for the institution and offer outstanding services to students in order to produce future leaders in all spheres of endeavour and advance humankind. Brac University provides a variety of subject options and encourages students to participate in a range of extracurricular activities.



Figure 15

2.6 Leadership and Human Resource practice

By observing the positioning of Governing body, Managing directors of enterprises and executive body of BRAC it can be said that the organisation maintains hybrid leadership style of both democratic and authoritative, however, emphasising on the democratic leadership style.

BRAC ORGANOGRAM

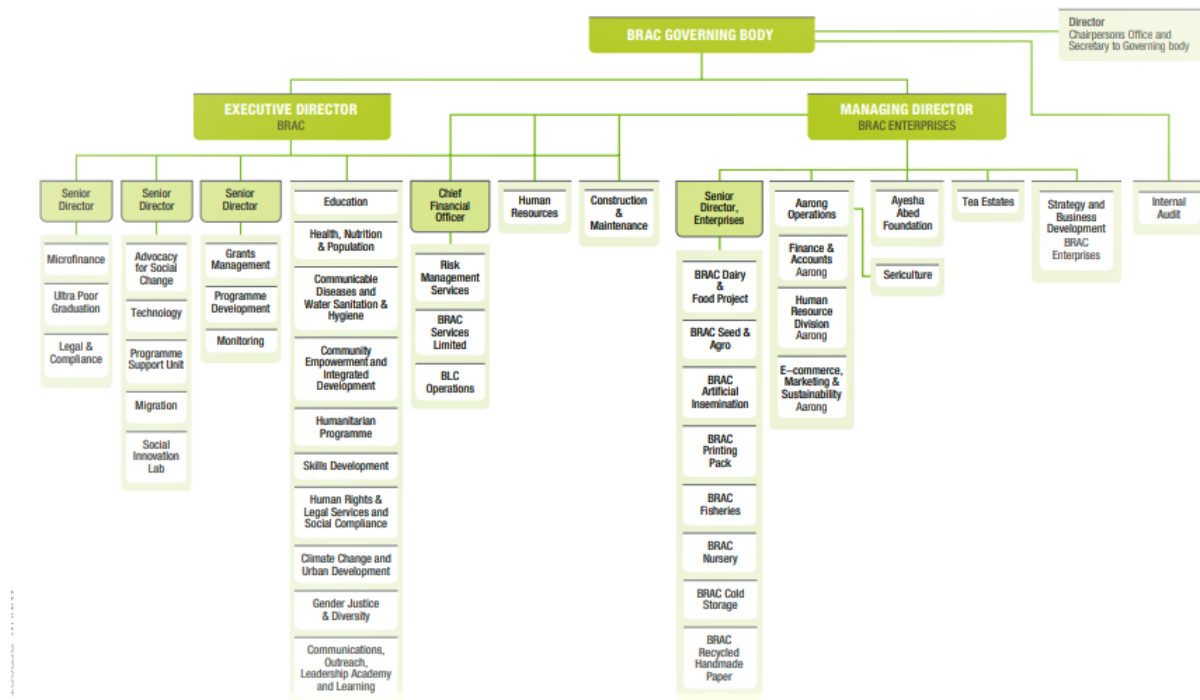


Figure 16

2.6.1 Learning and leadership Development Department (LLD)

The department of learning and leadership development at Brac primarily focuses on providing staff with the necessary training and developing successors. There are some supporting structures for this expansive idea. The Learning and leadership Development Department combines a soft skill unit, an onboarding unit, etc. that make up the leadership academy as a whole. The creation of learning modules within the organisation has up to now only been the responsibility of the learning academy for the employees and the employers as well. However, the department recently made the decision to concentrate on developing future leaders outside of the organisation.

2.6.2 Human Resources Department

The Human Resources Division of BRAC is responsible to address a dynamic set of workforce. The department's one of the key functions is to train and monitor all the personnels while according to the aims and objectives of the organisation. For this BRAC uses the software

Electronic Document Management System through which they keep the employee database as well as monitor and evaluate their performance. Through employee performance evaluation the Human Resources Department of BRAC effectively and efficiently measures the potential of personnel and thus determines the future leader of the organisation.

2.7 BRAC Communications Department

The BRAC Communications Department is one of the most crucial departments of the organisation to maintain PR initiatives and project the brand image. The communications department acts as the communications supporting unit to the programmes and enterprises while assuring capacity development. The department came up with communications strategies for all the programmes and enterprises of BRAC. The department aids in the exposure of the development activities of the programmes while strategising the approaches towards the stakeholders and fine-tuning the contents. The contents usually includes- Reports, Captions for social media posts, Audio visuals, creative storytelling, campaigns, material developments like leaflet, brochure etc. Communication also supports in terms of conducting campaigns and events and creates a communication bridge with the donors and the government. It is one the major responsibilities of the department to design contents adhering to the branding policy of BRAC while disseminating the information through all layers of BRAC staff for transparency and consistency. BRAC Communications Department consists of nine departments-

- Programme and Enterprise Communications unit
- Audio visual Communications
- Digital Channel Management
- Campaign and Content unit
- Design unit
- Brand and Network unit
- Media unit
- Leadership Communications and Employee Engagement
- Material Development unit

These units work in a holistic manner and carefully produce carefully crafted communications tools that aids in the visibility of the programme activities to the shareholders.

2.7.1 Marketing Strategies

BRAC had to progressively implement the new ideas it had prepared for the impoverished areas since 1973 when the war-torn country was emerging from its worst horror. The organisation had to walk door to door to spread the objectives and results of its activities because there was no internet marketing presence at the time, which presented significant challenges. BRAC currently relies more than ever significantly on its digital strategy in its marketing communications because it has modified its marketing tactics to match the transition from the widespread industrialization to the modern era of digitalization. BRAC systematically uses Above the Line (ATL), Below the Line (BTL), and Through the Line (TTL) marketing strategies in its current marketing plan.

- **Above-the-line marketing(ATL)**

For promotion of programmes, above-the-line marketing is the primary and initial source of marketing. Most marketing advertising, which are articles, essays and stories, produced by the media division of communication. They spread the word to a majority audience by printing it in the newspaper. Newspapers and internet news portals serve as the main sources for BRAC's above-the-line marketing operations. The Dhaka Tribune is one of the most essential news advertising platforms for BRAC to spread the message of its campaign to a large audience.

- **Below the line marketing(BTL)**

Below-the-line marketing is a type of marketing technique that allows the marketer to reach out to a specific set of people. BTL marketing is used by BRAC to directly address its target demographic through various programs. This type of marketing for BRAC's communications department included campaign posters, leaflets, posters, and mic announcements in the communities they are providing services, to name a few examples. For this line of marketing strategy the BRAC communications department came up with easy to understand messages and visuals for their target audience. In addition, as BRAC provides service to the grassroot people mostly without access to the robust promotional platforms, so to reach them in a focused manner BTL is an effective and efficient form of marketing strategy adapted by BRAC Communications.

- **Through the line (TTL)**

Through the line (TTL) marketing allows an organisation to reach a mass audience to promote activities, information and raise brand awareness. BRAC to reach and engage its huge stakeholders does digital marketing. For digital marketing BRAC uses social media marketing channels such as Facebook, Instagram, Youtube and many more. In addition to that, BRAC has their own website describing their programme information and blog site name 'Good Feed' to raise awareness and provide information regarding different issues of their programmes. To TTL marketing BRAC ensures visibility to both national and international audiences and stakeholders.

2.8 Finance & Accounts

The day to day activities of the finance and accounting department of BRAC includes keeping track record of cash flows, budgeting, accessing financial transactions of investments, asset and liability managements, loan management, developing and monitoring budgets for their development projects and interventions. The finance and accounting department also contributes in the management of employee salary, incentives and provident funds, taxes. Under the guidance and surveillance of the department BRAC publishes consolidated financial statements , following all necessary protocols on a yearly basis. Some of the financial statements of the organisation are given below:

Financial statement:

BRAC				
Statement of Financial Position Converted to USD				
As at 31 December 2020				
(Not part of audited financial statements)				
Particulars	2020		2019	
	BDT	USD	BDT	USD
Assets				
Cash and bank balances	31,723,785,710	377,889,050	24,032,522,474	286,271,858
Advance, deposits and prepayments	12,042,695,631	143,450,812	10,720,793,501	127,704,509
Inventories	6,254,983,552	74,508,440	6,099,099,677	72,651,574
Grants and accounts receivable	2,821,240,342	33,606,198	3,334,745,791	39,722,999
Microfinance loans	286,777,136,804	3,416,046,895	243,987,950,556	2,906,348,428
Motor cycle loans	64,433,780	767,526	85,192,350	1,014,799
Investments in securities and others	867,600,000	10,334,723	2,207,430,874	26,294,591
Investments in related undertakings	33,805,655,505	402,687,975	31,297,956,474	372,816,635
Property, plant and equipment	20,092,511,943	239,339,034	19,274,246,460	229,591,977
Intangible assets	153,518,231	1,828,686	112,407,916	1,338,966
Total assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356
Liabilities and net assets				
Liabilities				
Liabilities for expenses and materials	18,460,033,518	219,893,193	13,897,568,153	166,545,779
Bank overdrafts	31,262,811,054	372,397,988	27,893,463,383	332,262,816
Term loans	48,211,122,990	574,283,776	44,532,426,404	530,463,686
Members' savings deposits	128,895,985,387	1,535,389,939	97,006,031,994	1,155,521,525
Grants received in advance	2,931,581,039	34,920,560	2,112,020,638	25,158,078
Deferred grant income	1,348,868,871	16,067,527	694,027,199	8,267,149
Other long term liabilities	17,208,622,473	204,986,569	17,070,707,618	203,343,748
Provision for taxation	5,551,898,106	66,133,390	4,560,746,075	54,326,934
Total Liabilities	253,870,923,438	3,024,072,941	207,766,991,465	2,474,889,714
Net assets				
Unrestricted	140,251,056,318	1,670,649,867	132,903,772,867	1,583,130,112
Temporarily restricted	481,581,742	5,736,531	481,581,742	5,736,531
	140,732,638,060	1,676,386,397	133,385,354,609	1,588,866,642
Total liabilities and net assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356

Figure 17

Income statement:

BRAC				
Statement of Income and Expenditure Converted to USD				
For the year ended 31 December 2020				
(Not part of audited financial statements)				
Particulars	2020		2019	
	BDT	USD	BDT	USD
Income				
Donor grants	14,583,363,308	173,714,870	13,855,431,903	165,043,858
Social enterprises	12,003,491,553	142,983,818	16,727,388,949	199,254,186
Microfinance programme	57,851,316,797	686,733,970	56,868,222,004	677,382,037
Self-financing social development programme	1,312,981,108	15,640,037	1,111,125,520	13,235,563
Investment income	1,778,027,416	21,179,800	200,683,637	2,390,514
Community contribution	564,598,015	6,725,408	1,000,167,382	11,913,846
House property	90,285,239	1,075,464	92,593,668	1,102,962
Total income	87,984,063,435	1,048,053,168	89,853,613,043	1,070,322,967
Expenditure				
Social enterprises	11,459,448,196	136,503,254	14,751,216,995	175,714,318
Micro finance programme	51,016,336,051	607,609,060	39,909,043,349	475,390,630
House property	46,491,510	553,800	46,169,419	549,963
Agriculture and food security	1,931,795	23,011	16,385,453	195,181
Community empowerment programme	273,287,107	3,255,356	279,518,943	3,329,588
Education programme	2,283,887,739	27,205,333	2,126,223,583	25,327,261
Gender, justice and diversity	117,769,034	1,402,847	118,242,230	1,408,484
Health programme	5,342,436,892	63,638,319	4,225,917,877	50,338,510
Human rights and legal aids services	288,965,657	3,442,116	341,577,024	4,068,815
Policy advocacy	47,000,250	569,860	53,531,885	637,664
Water, sanitation and hygiene programme	503,134,039	5,993,258	341,772,203	4,071,140
Ultra poor programme	1,535,199,285	18,287,067	2,008,360,909	23,923,298
Forcibly-displaced Myanmar nationals	4,337,992,383	51,673,525	4,568,977,441	54,424,984
Disaster management and climate change	383,671,746	4,570,241	217,965,788	2,596,376
Skills development programme	649,627,314	7,738,265	754,954,897	8,992,911
Migration programme	288,443,423	3,435,895	265,545,874	3,163,143
Social development programme	735,567,987	8,773,889	227,182,085	2,706,159
Other development projects	1,395,889,588	16,627,631	1,280,816,247	15,256,894
Grants	91,952,726	1,095,327	236,338,397	2,815,228
Total expenditure	80,800,032,722	962,478,055	71,769,740,599	854,910,549
Surplus/(deficit) of income over expenditure	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Surplus of income over expenditure before taxation	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Taxation	(991,152,028)	(11,806,457)	(729,000,000)	(8,683,740)
Net surplus for the year	6,192,878,685	73,768,656	17,354,872,444	206,728,677

Figure 18

2.9 Industry Analysis

Due to the rapid socioeconomic development of the population over the past ten years as well as numerous other NGO sector factors, including the confidence of the target audience, ongoing political stability, and the capacity to assist the very poor in finding work that matches their skill set, our country's development sector is thriving. As a result of the country's growing digitization, the poor population has begun to reconstruct their status by improving, getting more inventive with their money management, and working harder. People's ability to see their

potential and realise that the skills they learn will be well-paid has been greatly aided by development organisations. Numerous organisations, including BRAC, Jaago, BASA, and Red Crescent, are focused on the development sector.

2.9.1 SWOT Analysis



BRAC is a global organisation with operations in roughly 11 nations. It has a significant consumer base and many ardent supporters. The company is known for its effective techniques and works with the underprivileged. The best is currently being provided to their audience by BRAC, one of the top NGOs.

Strengths:

- **Domestic to international:**

BRAC has created solid strategic plans over time with the use of knowledge and study to assist those in need. BRAC's initiatives were so distinctive and successful that many people and communities benefited. Their strategic strategies later proved to be successful in reaching a worldwide audience while operating on a global scale.

- **Tax:** Due to an NGO, they are not required by law to pay taxes. As a non-profitable organisation all they have to do is make payments to the government.

- **Exposure on a global scale:**

The success rate of BRAC in addressing issues that could help marginalised people's conditions was very high. They eventually started operating internationally and designated their territory, which aided in their ability to get more funds from abroad.

- **Large workforce:**

A large level of manpower has been attained by collaboration with individuals from practically every social standing. Currently, BRAC has over 110,000 employees working for it worldwide.

- **Link to the grassroots level:**

BRAC has always been praised for its connection to the grassroots. They always care for the marginalised and demonstrate the necessity of basic human needs according to the people.

Weakness:

- **Funds and benefactors are difficult to attract:**

As a non-profit, it is dependent heavily on external funding, which can often be challenging to procure.

- **Insufficient Salary:**

The salary of a professional NGO employee is lower than that of the average employee of any other employee of the country which might lead to decrease of job satisfaction and commitment.

- **Lack of technological incorporation:**

BRAC is the biggest NGO in the world. The present COVID dilemma is causing them problems, despite being the largest organisation in the world and working for health and safety. They must develop their technological skills to keep up with the times, which will improve the organisation's efficiency.

- **Government Rules and Regulations:**

In order to ensure transparency, accountability, and the proper use of foreign resources, non-governmental organisations in Bangladesh will need permission from the NGO Affairs Bureau before starting any project and putting it into practice with foreign donations. This is based on the means of access of a proposed law on foreign grants. A thorough explanation of an organisation's financing sources and significant spending categories must also be included in the registration application.

Opportunity:

- **Partnering with several organisations:**

Various organisations are willing to collaborate in many business organisations in order to develop organizationally favourable cultures. BRAC recently worked with the IBA at Dhaka University, for instance, to give their employees a better understanding of financial terms. As a result, many other for-profit organisations are prepared to support and collaborate with BRAC, or the other way around.

- **Establishing connections with the business sector:**

For NGOs, making business contacts would be quite advantageous. It would be helpful in a number of circumstances, such as fundraising, technology assistance, branding, and legal issues.

- **Quick response team:**

Every NGO has the chance to prove their main objective during a natural disaster, pandemic, or other catastrophe. In these situations, it is more important than ever to have a quick response team on hand to speak with and support the victims.

Threats:

- **Entry of a new organisation:**

Due to the improvement in socioeconomic situations in many nations, numerous foreign NGOs are launching campaigns and initiatives here to assist the people that BRAC also serves. Additionally, a rising number of multinational firms are investing heavily in development activities and creating strong, driven CSR projects.

- **Vulnerable to major changes:** BRAC, instead of having a well-incorporated planning of all aspects, during the COVID-19 scenario BRAC hit a rough patch since the majority of their work is field based. Therefore, BRAC must consider all possible aspects while coming up with their strategy and framework designs.

- **Diverse target audience:**

The sociopolitical scenario in Bangladesh is changing day by day. Because of this, a lot of people's lifestyles are changing frequently, thus people are coming across new sets of complexities, thus their old framework of development must be updated accordingly.

2.9.2 Competitor Analysis

BRAC, in 2020, for the fifth consecutive year has been ranked as the number one non-governmental organisation (The Daily Star, 2020); due to the organisations' sustainable evidence driven development plans and effective human-centric design ensuring a better socio-economic development. BRAC despite its robust and evidence driven approach still faces intense rivalry due to other international organisations working in the development industry.

Action Aid

An international non-governmental organisation called Action Aid works with local communities in 11 districts all throughout Bangladesh to address development issues, fight poverty, and promote human rights. Along with eliminating poverty and helping those in need, another objective is to promote children's literacy. Due to this Action Aid remains a strong rival of BRAC in the development industry of Bangladesh. It is a multinational NGO that focuses on humanitarian causes like providing relief and aid for those affected by natural disasters

Association for Social Advancement (ASA)

The non-profit microfinance organisation ASA has a well-established brand image in Bangladesh. As the microfinance organisation with the best track record, they became well-known throughout the world. With the intention of enhancing the conditions of the poor and building a country free from poverty, they started their adventure in Bangladesh in 1978. A sizable chunk of the population in Bangladesh is made up of those who fall at the bottom of the socioeconomic pyramid. A non-profit organisation that is not for profit is contributing to the effort to address this economic imbalance, thus the organisation establishes itself as a strong competitor in the industry.

2.9.3 Porter's Five Forces:



The threat of new entrants:

NGOs frequently operate as non-profit organisations, therefore financing is a necessary requirement to function. Actually, funding funds are used to complete the majority of the work. For this, NGOs need to have a strong network and brand value. The most well-known and significant NGO in this field globally is BRAC. They have a rather high brand value both domestically and globally as compared to other NGOs in Bangladesh. The threat posed by new entrants is minimal because it is challenging for them to develop such brand value.

Bargaining power of suppliers:

BRAC heavily rely on their supplier to provide for their client. The donors are their principal source of support. BRAC has a huge global donor or supply base due to its size as the largest organisation. As a result, when working on any project, they are held heavily accountable by their donor. Accordingly, depending on a variety of factors, the bargaining strength of suppliers for BRAC ranges from medium to high.

Bargaining power of buyers/ customers:

Being an NGO, BRAC's clients are the individuals or families they help. Thus, the people to whom they are giving support, resources, and assistance are their clients. Being an NGO, BARC's sole objective is to create a sustainable living solution for the underprivileged. Customers to whom they provide the services can choose to change their service provider. Since

in this scenario consumers are not entitled to pay for their service therefore the bargaining power of the consumers are low.

The threat of substitution:

Currently, BRAC collaborates with a vast number of NGOs on a national and international level. Customers are looking for more profitable businesses than brand identity. In Bangladesh, there are many NGOs that are considered as alternatives to Brac. Despite the fact that there are other alternative NGOs, BRAC is the only organisation in Bangladesh that works with the majority of the population. The quality of service also sets BRAC apart from competing organisations. Therefore, the threat of BRAC replacements is moderate to high.

Rivalry among competitors:

According to the Asian Development Bank, 26,000 NGOs have formal registrations as of right now in Bangladesh. One of such is BRAC. The main competitors of BRAC are a few non-governmental organisations (NGOs), such as Action Aid, ASA, BASA, Caritas Bangladesh, and others. Therefore, competition within the domestic market is moderate. However, organisations like ActionAid International, Grameen Foundation, Oxfam America, and others are well-known and actively compete with BRAC. BRAC must contend with fierce competition on a worldwide scale as a result.

Chapter 3: Project analysis

3.1 Introduction

The long lasting political stand between the Myanmar government and the muslims of Rakhine community state took a dark turn and a brutal crackdown took place in 2017, forcing millions of Rohingya people to flee and take shelter in the southern coastal regions of Bangladesh as refugees. This was the world's latest influx of people that happened in a very short period of time. The Rohingya issue being an international concern numerous international and national non-governmental organisations took actions.

BRAC, being a world-leading non-governmental organisation founded in Bangladesh, was one of the first humanitarian response teams to address the devastated populations of the forcibly displaced Rohingyas of Myanmar nationals. BRAC's Humanitarian Crisis Management Programme (HCMP) started their humanitarian support with an emphasis on the potential life saving interventions. The interventions of HCMP are focused on ensuring sustainable humanitarian assistance to the crisis affected population, alleviating afflictions while upholding the survivors human dignity and enhancing social cohesion.

From the inception of HCMP, with BRAC Communications has been addressing such sensitive, complex and diverse humanitarian needs of the crisis affected population of the Rohingya crisis. BRAC Communications serves as a support unit to the HCMP when projects, events, or campaigns are first launched by offering the program communications strategy support for the stakeholders. The Communications department ensures the visibility of programme activities in creative ways. They also create strategies, contents, visuals for the target audience for their ease of understanding and dissemination.

Therefore, BRAC's HCMP with the support of BRAC Communications has been successfully implementing their social interventions for their targeted stakeholders.

Problem Statement:

In 2017, due to the Myanmar sectarian violence, millions of Rohingya were forced to evict from the Rakhine state. Desperate to save their lives many were fleeing to Bangladesh for shelter. Even though the Bangladesh government showed an altruistic gesture by providing shelter to the refugees, a sudden influx of people created an adverse effect on the local community of Cox's

Bazar, resulting in the surge of a negative attitude towards the refugees. Given this situation, BRAC, a non-governmental organisation, has taken several initiatives to support and create better living conditions for both refugee and hosting communities. By analysing the social marketing approach of BRAC this report aims to understand the effectiveness of BRAC activities in stabilising the relationship between the refugees and host communities.

3.2 Broad objective:

Analysing the social marketing effectiveness of BRAC Communications as a supporting unit to BRAC Humanitarian Crisis Management Programme in stabilising the relationship between the refugee and host communities.

3.2.1 Specific objectives:

- To gather information about the social marketing activities of BRAC communications
- To gather information about the history of Rohingya refugees in Bangladesh
- To analyse the procedure of the BRAC Humanitarian crisis management programme in terms of addressing this crisis situation.
- To understand the relationship between the refugee and host communities and the effectiveness of BRAC social marketing activities in maintaining them.

3.2.2 Significance of the report

This report aims to understand the aspects of the Rohingya refugee influx in the southern coastal regions of Bangladesh by analysing the behaviour and attitudes between the Rohingya and host community. In addition, the paper attempts to comprehend the effectiveness social marketing practices in terms of mitigating a complex humanitarian social crisis such as the Rohingya issue. Finally, the paper analyses the social marketing strategies of BRAC Communications Department acting as a supporting unit to BRAC HCMP for implementing effective interventions, building social cohesion among the crisis affected populations, raising awareness and funds to address the Rohingya crisis.

3.3 Literature review

Rohingya refugee crisis

In the past Myanmar several times has been depicted as a Buddhist nation of egalitarianism. However, Myanmar has a long history of being dominated by authoritarian rulers, British colonists, and military, which has ingrained issues including oppression, isolation from the rest of the world, a progressive convergence of military authority, and religious and minority crises that the country is currently facing (Alam, 2019).

One of the major challenges was the ethnic conflict between the Buddhist and Muslims communities of Rakhine state, Myanmar goes way back to the late 1970s (Parnini, 2013). This long-standing clash between the two ethnic groups took a dark turn when in 1982 the Rohingya muslims were stripped of their identity (1982 Citizenship Law) as a citizen of the country and were identified as the illegal immigrants of Bangladesh (Khatun, 2017). This denial of the deep-rooted identity of Rohingya muslims was a portrayal of the extremity of violations of their basic human rights. Expectantly, Rohingyas were restricted from the choice of livelihood options, travel, and even were denied from marriage without permission (Khatun, 2017). Over the years this scenario of repression, violence and brutal killing of the Rohingya muslims continued, however, at a minimal level.

Unfortunately, In 2017, a sudden brutal crackdown of the Myanmar military forced millions of Muslims from the Rohingya ethnic group to flee into Bangladesh (BBC, 2020) to escape mass murder and indiscriminate rape in the name of “clearance operation”(Alam, 2019). At present, there are 890,000 Rohingya residing in the refugee camp of Cox’s Bazar (UNICEF, n.d.). This sudden influx of people created an adverse effect on the pre-poverty stricken area of Cox’s Bazar creating a tension between the refugee and host community.

Rohingya refugee crisis and its impact

The Rohingya crisis, the largest refugee influx of history (UNOCHA, n.d.), happened at the south at the south coastal area of Bangladesh. To allocate this massive number of refugees, many makeshift settlements were built overnight on the land of the host community. Among the regions, Ukhiya was most affected, experiencing a surge in population that was over four times what it had been previously. Since Rohingya refugees make up an estimated 76% of the local

population, the host community of Ukhiya has thus become a minority among them (Jerin & Mozumder, 2019). Like Ukhiya this was the reality of many southern coastal areas of Bangladesh. When a significant number of refugees are hosted, the host community suffers as well, but receives less attention. Also a large-scale population inflow can cause major environmental impacts, such as deforestation, soil depletion, water pollution and scarcity, and environmental pollution, creating a direct consequence on the host community (Ullah et al., 2021).

At first, humanity and kindness got the utmost importance, however, within the following year, noticeable compassion and acceptance for the refugees had vanished, and bitterness toward refugees and humanitarian relief organisations was evident, especially amongst the destitute host community of Cox's Bazar (Ansar, 2021). Due to negligence, the natives held a firm belief that the Bangladesh government and many NGOs have overlooked the negative effects on the underprivileged local community (Ansar, 2021). The key elements in interpreting the shifting behaviours between refugee and hosts happened due to inflated costs for basic necessities, declining earnings for low-skilled employees, conflict over finite natural resources, uncertain livelihood, and conflicts connected to security (Ansar, 2021). In 2019, around 75,000 people stepped into a vulnerable socio-economic condition due to the refugee crisis as expenditure of daily necessities have increased by almost 50%, salaries for day labourers have reduced due to competition, around 5,500 acres of forests have been removed for makeshift camps destroying almost 1,500 acres of wildlife habitat (Hashim, 2019).

It is concerning that even though previous refugee cases have shown that one in five refugee crises seems to last longer than 30 years, eight out of ten crises last at least 10 years (Ullah et al., 2021). It has been almost five years since the Rohingya refugee crisis, and still no steps have been taken to ensure their safe return to their country, which creates layers of threats and uncertainty to the natives of southern coastal regions of Bangladesh.

Social marketing

Social Marketing (SM), a form of marketing where through the application of conventional marketing technologies, approaches are designed to influence the behaviour pattern of a target audience for the welfare of individuals and the society (Andreasen, 1994). SM is a catalyst that is used by many social marketers to influence the social behaviours in a long-lasting and

cost-efficient manner. Like other forms of marketing, it also only influences the behaviour of individuals through the application of different interventions and strategies, however on a magnified level. Through social marketing, marketers try to trigger or influence the voluntary behaviour of the target audience, but not necessarily change the behaviour (Andreasen 1994). Also, while SM marketers try to establish or bring focus on the principle of exchange there must be a benefit for the target audience or society if the change must occur (Houston and Gassenheimer, 1987). In addition with the benefit of exchange, to successfully implement the cause of social marketing, marketers must do market research, segmentation and application of proper marketing mix. (Stead et al., 2007). And finally, the purpose of the SM must be clear to the marketer that the marketing goals and objectives are not to achieve organisation's profit or establish brand value but to achieve a positive behavioural change of the society (Stead et al., 2007).

Social advertising is more interchangeable with the concept of campaigns, and all campaigns have a termination point. However, programmes, especially social marketing programmes that can run for a longer period and have long term effects on the society. Thus, social marketing has an interchangeable connection with programmes and creates a long run effect on the target audience or the society (Andreasen 1994).

BRAC Communications Tone

BRAC Communication Department aids HCMP and other programmes in building communication strategies incorporating the BRAC branding tone. Analysing the tone of BRAC, it is evident that the organisation has always emphasised on the empowerment of the target audience and focuses on the cause, changing an unaccepted behaviour over the course of time and creating an impact on the people. In terms of depicting the picture of BRAC's brand identity, their communications follow three basic attributes- upholding the dignity of their clients, emphasis on clarity for better understanding and creating a positive impact on their stakeholders. The uniqueness of BRAC's branding is maintaining humility, keeping people at forefront which generates a positive perception on their audience. BRAC has always believed that all individuals have the ability to improve their condition; all they need is the opportunity to realise their potential.

Social marketing of BRAC

The implementation procedure of social marketing usually differs from one organisation to another depending on its goals and objectives. BRAC HCMP is one of the major portfolios taking a holistic approach to support people that were affected by the Rohingya crisis while addressing the root cause of the tension between the rohingya and the targeted host community to improve the inter and intra relations of both communities (BRAC Response, n.d.).

To achieve the social marketing behaviour that HCMP aims to achieve requires the applications of numerous marketing tools. In terms of direct application of SM on the target audience various contents and materials like banners with project information, one pager, brochure and leaflets with signs for ease of understanding, vests with BRAC logo and colour for the staffs and volunteers with empowering message for ease of understanding and approachability of clients.

However, for national and international visibility the organisation tends to opt for media and social media channels like- Facebook, Instagram, LinkedIn, Twitter etc. The Communications Department provides strategic support to the programme while aligning the languages and branding with the tone of BRAC to influence the behavioural aspect of the society over a course of time. For example: while influencing behaviours of their target audience BRAC does not state the facts how BRAC changed the participants's life, otherwise they state that their clients had the potential to change their state all along, all they required is an opportunity. Through their unique approach BRAC empowered their audience to realise their potential which initiates confidence in the clients thus results in positive behavioural change. Also, BRAC has their own website which is to promote different programmes under BRAC. The organisation also has their own blog site, 'The Good Feed' and another Facebook page, '*Prithibi Bodle Jak*' publishes blogs and videos on different topics like humanitarian response, health, climate change, education, financial inclusion, equality, women empowerment, crisis, skills development and many more.

Social marketing benchmark criterias of BRAC

Social marketing, a dynamic marketing approach that could vary from organisations to organisations depending on its vision, mission and objectives. The adaptation or application of social marketing varies from governmental organisations, for-profit organisations and non-profit organisations according to their tone and addressed problem lens (Andreasen, 2002). The purpose of the benchmark is to distinguish whether the marketing approach could be termed as

social marketing indifference of the organisation and the addressed problem lens (Andreasen,2002). The benchmark criteria are a useful tool for designing new or categorising current Social Marketing interventions. They serve as a framework for Social Marketing because they are useful tools for intervention planning and evaluation, as well as for developing better and purposeful campaigns and interventions (Suggs & Speranza, 2022). The six SM benchmarks are described of BRAC are described below:

- 1. Behaviour change:** As we know, behaviour change is the ultimate goal of SM, thus interventions must be planned and assessed accordingly. BRAC has several intervention sectors such as wash, shelter, education etc under HCMP that are working to enable access to basic services, ensure development thus enhancing tolerance, changing perspective and establishing social cohesion.
- 2. Audience analysis:** In terms of application, before going to the implementation phase marketers must do audience research to comprehend their target audiences, also periodically test the intervention components and later monitor and evaluate the intervention progress. BRAC HCMP before implementation of interventions conducts a comprehensive and inclusive needs analysis method. Communities are contacted and help to identify and prioritise initiatives and activities that are tailored to meet their requirements. BRAC guarantees community engagement in all phases of projects including planning, implementation, monitoring, and assessment ensuring sustainable impact of the programme (BRAC Response, n.d.).
- 3. Segmentation:** In terms of resources, especially scarce resources, marketers must effectively and efficiently segment their target audience. BRAC HCMP understands that the requirements of Rohingya and host communities are not the same thus while planning their numerous interventions they have segmented their services accordingly. While the skill development is more focused on the rohingya community for employment on the other hand the shelter intervention focuses on ensuring shelter to the Rohingya community.
- 4. Exchange:** While the crucial point of SM is influence, thus for an effective influence there must be attractive and inspiring exchanges changes with the target audience, for the target audience. In terms of the Rohingya issue the clashes between the Rohingya and the host community started over access to resources. To mitigate this clash BRAC HCMP

initiated interventions for ensuring access to basic services like shelter, food security, health care, education etc. BRAC works as the catalyst ensuring attractive and inspiring exchange for both communities' social cohesion. Not only this but also BRAC HCMP does community based interventions and provides platforms like polli somaj for the communities to raise their issues for services and solutions.

5. **Marketing mix:** Like commercial marketing, a successful SM requires all four ps of marketing mix. In terms of BRAC, the interventions offer numerous attractive benefits of their services (product). BRAC with unique approaches like ultra-poor graduation provides a cost-efficient (price) and sustainable solution in regions of Cox's Bazar like Teknaf and Ukhiya (place). BRAC not only provides aid and services to their target market but also establishes the benefit and significance of the intervention through traditional and media channels (promotion) accessible by the target audience and stakeholders.
6. **Competition:** while designing the implementation strategy, marketers must aim to comprehend the factors that compete for the time, focus, and propensity of the audience, thus building strategies accordingly. due to the scarcity and time consuming access to resources people were more involved in crimes such as drug dealing, human trafficking etc. For these reasons BRAC always focuses on human-centric designs to address the root of the problems and provide sustainable solutions. However, since it is a major volitional choice, motivating people to choose time-consuming solutions can be difficult.

3.4 Methodology:

This report aims to provide an overview of the effectiveness of BRAC social marketing strategies through qualitative research by analysing the gathered information from primary and secondary sources. For primary sources I have interviewed five employees of BRAC from both BRAC HCMP and BRAC Communications Department by incorporating my internship experiences and learning. For secondary analysis I have used information from pertinent papers and journals.

- **Survey method: Personal Interviewing**

This report is a survey by conducting personal interviewing through in-office interviews where I personally meet the respondents to share their understanding and professional insights for the report.

- **Target population:**

The target population of this report is the employees of BRAC Humanitarian Crisis management Programme and BRAC Communications Department.

- **Sampling technique:**

To conduct the survey, since for the qualitative research method this report did not require any critical sampling technique I have opted for the sampling technique of **Judgement sampling** for creating the sample. Through the judgemental sampling technique I was able to choose respondents I found most suitable for my report.

- **Sample size:**

For this report, due to time constraints and other critical aspects such as confidentiality, I have created a sample size of five respondents for interview through judgemental sampling.

Data Collection:

Primary sources:

- The current employee of BRAC Humanitarian Crisis Management Programme
- The staff of BRAC Communications Department
- Previous record and materials for promotion
- My own professional experience and insight

Secondary sources:

- The official website of BRAC.
- Annual Reports of BRAC
- Published reports of policies
- Some other internet sources

3.5 Findings and analysis

For the report I have created eight open-ended questions for my qualitative analysis and conducted my interview among five respondents from both BRAC HCMP and BRAC Communications Department.

1. How do BRAC HCMP provide humanitarian support to their target clientele?

According to all five respondents, BRAC's HCMP was built to address the multi-layered complex Rohingya crisis issue. At present, BRAC with their evidence driven human-centric design has included nine sectors under HCMP providing various layers of aid and support. The Ultra-poor graduation lead of HCMP says that, *Even though HCMP's primary focus was humanitarian support. Later, many portfolios were incorporated to provide specific services to combat multi-layered crises, build resilience and social cohesion.*

2. What was the modality of work in the beginning and what it is like now after five years?

In the beginning BRAC took initiatives to focus on life saving humanitarian support like WASH and Shelter, says the Communications specialist of Communications. Also the Communications specialists adds, at first the modality was not evidence-driven nor rationalised. The focus was fulfilling basic needs with limited infrastructure, strategy and resources. However, over the time BRAC included many interventions to address layers of issues and audiences through evidence driven research. Now, BRAC strives to plan designs to achieve more with less resources. states Lead content strategist of Communications.

3. How was the attitude of people living in both host and Rohingya communities towards one another in the beginning of the crisis?

After the influx the economical situation of the native deteriorated hampering livelihoods and food security of the host community. Also, support was provided to the Rohingya people, ignoring the natives. This disproportionate access to resources created intolerance and animosity towards Rohingya people, says Lead content strategist of Communications. In argument of this the Communications specialists of Communications mentions that, the locals

were empathetic towards the Rohingya people, however, over time due to scarce resources and access to services created a conflict between them.

4. (If there were presence of any sort of clashes and violence between the communities) what was HCMP'S modality to stabilise the situation and create social cohesion between the two communities?

To this question all the respondents agree that there were presence of clashes between the community, especially due to disproportionate access to resources and service. To get to the root of the problems HCMP took an evidence-driven approach, where before initiation of an intervention BRAC collected information about varying demands, attitudes and expectations of the Rohingya and host community. To this the ultra-poor graduation lead added that, *To build a coping mechanism for the locals the government has instructed the NGOs and other supporting organisations to allocate 30% of their resources for the locals and provided services like: skill development, water plants, shelter, hospitals,charcoal for fuel etc. in order to build social cohesion.*

5. What is the role of BRAC Communications in terms of supporting HCMP?

The Communications department supports the Communications of HCMP team with tools, guidelines and policies of BRAC and makes sure that all sectors of HCMP are aligned with the structure and guidelines. So that the front facing materials like banners aligned with the tone, said the lead content strategist of Communications. Communications come up with strategies for ensuring visibility of the target audience voice and, depending on that , prepare and disseminate the advocacy papers ensuring promotion and protection of human dignity of their target audience. Also the education portfolio lead added that, *Communications through their creative contents and stories, attempts to create a positive impact through sharing empowerful messages for their stakeholders.*

6. How are the communities responding to the interventions? Was there any changes among the participants in terms socio-economic status and attitudes?

BRAC does door-to-door visits to collect information and conduct need based analysis and solutions. In terms of response, the lead content strategist mentioned that, *It has been actually a*

mixed feedback, especially if one takes into account the local media, some criticism and scrutiny is found. However, whenever we collected feedback they have always been positive. They have said that the intervention he/she currently in has been effective but it would be better if they had access to other projects as well. According to all respondents, BRAC took initiatives to balance resources and initiated community-driven interventions enabling discussion between communities, incorporating women and youth, and the religious sector hence ensuring development and social cohesion.

7. What impact do we see from this 5 years of work?

The basic needs of the crisis affected people were addressed effectively and balanced into a systematic pattern. HCMP has about 10,000 community volunteers, especially from the Rohingya community. According to the lead content strategist of Communications, *the volunteers are assigned with jobs like community learning leaders, counsellors etc. It is astounding that the people that were traumatised are now adapting and supporting their communities.* To this the UPG lead of HCMP added that, after the interventions there were positive socio-economic changes and the vulnerability level decreased, For example: *the person who was struggling to survive now has proper skill and support, he now runs a small business or farm.* Also to state impact, the education portfolio lead of HCMP said that, *with our intervention over the years around 70,000 children and adolescents received basic literacy, education and life skill training.*

8. How does BRAC evaluate if the interventions are effective to provide sustainable socio-economic changes? Please provide examples

The number shift of problems, improved knowledge, raised awareness and seeking legal protection is our indication to evaluate the impact of our interventions, said the lead content strategist of Communications. Similar answers were given by other three of the respondents as well that, expansion of interventions, increased number of people associated with the service are the pointers for HCMP to evaluate the effectiveness of the programme. However, in argument the communications specialists of HCMP said *in the field HCMP has their own monitoring team with several indicators for monitoring. I believe there should be more research to evaluate the exact effectiveness of the programme since this is not an emergency response anymore.*

3.5.1 Key findings

There are some aspects of the social marketing process of BRAC that we can clearly see after evaluating all the all over data collection. The key findings are:

- **Budget restrain**

BRAC, being a NGO, is highly dependent on the donors for funding and addressing such multi-layered and complex humanitarian responses requires an adequate amount of funding. Lack of funding and budget makes it difficult for HCMP to serve more people through their interventions and create a greater and sustainable impact.

- **Require improved engagement of media and stakeholders**

By analysing the interviews it came to knowledge that there has been some criticism regarding HCMP interventions in the local media. The criticism can have an adverse impact on the image and stand point of BRAC, therefore hampering their brand value in the market.

- **Lack of research and evaluation method**

After analysing primary and secondary resources it is evident that BRAC does not have adequate amount of research on the programme nor a proper evaluation method for analysing the actual impact of the programme. The number shift of service expansion and engagement is their primary indicator of evaluating the impact of the programme's intervention.

- **Need analysis intervention**

BRAC HCMP's evidence-driven human-centric approach before implementing a project is efficient to design need-based interventions. BRAC HCMP has a huge workforce inclusive of staff and volunteers from the communities. These people visit door-to-door of the communities and collect information to conduct a needs-based analysis of individuals and families. In this way the programme gets to the root of the issue which helps the organisation to come up with robust solutions.

- **Community engagement**

After the influx, due to many issues such as lack of access to resources, inflation and disrupted livelihood caused clashes and intolerance between the Rohingya and the host community. To mitigate this problem and build social cohesion BRAC HCMP includes

volunteers from communities to go to the root of the issue and initiate a holistic approach ultra-poor graduation, asset transfer and skill development intervention for sustainable socio-economic conditions, especially for the host community. provide solutions for social cohesion. Also, BRAC promotes a platform for discussion and conversations between the communities to raise their voice and come up with solutions to mitigate the clashes along with service providers.

- **Promoting empowerment**

The combined effort of both BRAC HCMP and BRAC Communications department create creative contents and materials for effective visibility, engagement and raising awareness. BRAC with their unique communication tone, message and creative contents empowers the voice of their participants by putting them in the primary focus. This unique approach of BRAC enables them to positively influence the perception of the stakeholders.

3.6 Conclusion

According to the findings and analysis, the report shows that social marketing plays a crucial role in terms of understanding and influencing the behaviour of a target audience. Through this the report shows that BRAC as one of the globally leading NGO fulfils all the criteria for understanding, designing, implementing and raising awareness through their social marketing interventions. Also, BRAC with their effective understanding of the norms and behaviour of the host and rohingya communities has built some robust social marketing strategies that successfully influence the behaviour of their target audience, therefore stabilising the relationship between the communities. The social marketing interventions of BRAC Humanitarian Crisis Management Programme is effective enough to address a complex social issue such as the Rohingya issue. BRAC HCMP with their strong social marketing strategies has been able to get to the root of the crisis and with their tactful planning and implementing was able to successfully mitigate and stabilise the relationship between the Rohingya and the host community.

3.8 Limitations

- Due to confidentiality I could not access to the internal information of the organisation
- Due to field visit restraints I could not collect insights of people from camps and the host community which could have enriched the report.
- Due to time constraints I could not approach more people for interviews.

3.9 Recommendations

- **Reaching more donor for fundraising**

Being a first mover in Bangladesh BRAC already has established a renfrom owned brand image both nationally and internationally. However, as a NGO the organisation is highly dependent on funding from donors for their operations. To reach and engage more donors and partners BRAC should promote and engage more potential donors.

- **Ensuring information clarity**

It is evident from the analysis that there is presence of criticism and scrutiny in the local media regarding the programme, to tackle this issue communications should reach both media and government to ensure engagement and clarity of information.

- **Improvement of evaluation method**

By analysing the interview and other sources I have understood that BRAC does not have any robust evaluation system to assess the impact of their social marketing interventions, which indicates that BRAC cannot pinpoint the accurate impact of their interventions. Therefore, to evaluate the accurate impact of their intervention BRAC HCMP should come up with an effective and efficient method for programme evaluation.

- **Ensuring greater impact**

To ensure a greater impact and establish social cohesion on a greater level BRAC should reach more people from both the Rohingya and host communities.

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Appendix:

Questions	Lead Content Strategist-Communications Department	Ultra-Poor Graduation portfolio lead- HCMP	Communications Specialists- HCMP	Education portfolio lead- HCMP	Communications Specialist-Communications Department
<p>How do BRAC HCMP provide humanitarian support to their target clientele?</p>	<p>-As Rohingya is such a complex issue and requires layers of attention so every portfolio of BRAC came together to build this issue</p>	<p>-For HCMP the target was to provide humanitarian support to the people for survival. Later on many programmes were incorporated to provide specific services.</p>	<p>- In the beginning our target was to provide humanitarian support.Over time BRAC incorporated other programmes of sector portfolios for aid and support.</p> <p>-At present, there are nine sectors providing support to the crisis affected people.</p>	<p>-BRAC is a crucial portfolio of BRAC since a huge chunk of the Rohingya people were children.However, our target audience age range is from 3-24.</p> <p>-There are many educational levels. Pre-primary, Primary and Secondary. For students over 18-24 we initiated some vocational education and hands-on training for them.</p>	<p>-BRAC with their evidence driven human-centric design has integrated nine programmes of BRAC; all integrated in the HCMP programme to address the crisis affected people.</p>
<p>What was the modality of work in the beginning and what it is like now after five years?</p>	<p>- At first BRAC provided humanitarian support to the Rohingya people.</p>	<p>-In the beginning, the project and patterns and volume were very high but over time the amount of</p>	<p>-At first, since it was an emergency response. So at first the modality was not that evidence</p>	<p>-At first we began to work with only children of pre-primary and primary students. Since these were the</p>	<p>-In the beginning BRAC took initiatives to focus on life saving humanitarian support</p>

	<p>-Over the time BRAC included many interventions to address layers of issues and audiences.</p>	<p>projects has decreased in number and became more well managed.</p> <p>-Also, at first there were no rules from the government providing service to the host community. Later, it was under government requirement for the NGOs to maintain a 70:30 ratio. Where the 70% resources of NGOs services should be allocated for the Rohingya people and 30% for the host community.</p> <p>-It took over a year to stabilise the traumatised refugees. After that, BRAC took several initiatives incorporating better structure and designs such as learning centres, homestead gardening, aquaculture for better living opportunities.</p>	<p>driven nor rationalised. That time the focus was on fulfilling the basic needs with limited infrastructure, strategy and resources.</p> <p>-After 5 years, the modality has changed since the crisis does not categorise under emergency response. Now the crisis entered the protracted mode so the focus is on what initiatives to build better living opportunities and skills</p> <p>-Since there are concerns about funds. So BRAC is being focused on integrating different programmes and ensuring designs to achieve more with less resources.</p>	<p>most vulnerable.</p> <p>-After a while to establish synergy among all the support providers there is a governing body at the camps lead by UNICEF.</p> <p>-With UNICEF all NGOs develop and follow learning competency framework and approach (LCFA) materials with a primary emphasis on early learning, fundamental literacy, numeracy, life-saving knowledge, psychological counselling, and basic practical skills.</p>	<p>like WASH and Shelter.</p> <p>-Around in 2018 BRAC included a human-centric design approach to collect information for further development and incorporation of projects to build capacity and assure quality of the services.</p> <p>- For this BRAC has involved a huge number of volunteers from both communities to represent their communities , establish positive interaction and establish social cohesion.</p>
How was the	-After the	- It was the host	-At the time of	-The host	-Even

<p>attitude of people living in both host and Rohingya communities towards one another in the beginning of the crisis?</p>	<p>influx the economical situation of the native deteriorated</p> <p>-Resulting in low wage and hampering food security of the host community</p> <p>-Many NGOs was providing support to the Rohingya people while ignoring the native</p> <p>-This disproportion access to the services, especially in their own land created intolerance and animosity towards Rohingya people</p>	<p>community who helped the Rohingya people in the beginning. The situation became worse when after a certain period of time the livelihood of them were threatened.</p>	<p>influx it was locals who showed altruistic gestures towards the Rohingya people. Also, there are in the norms and values of the both communities that also initiated empathy.</p>	<p>community provided support to the Rohingya people from the aspect of humanity. However, what we have observed in a training session taken place and conducted by someone from the host community, they show a bit of hesitance and vice versa. So, there is a bit of a gap regarding acceptance.</p> <p>-Also, they have shown resistance and superior complexity in terms of being trained from the other community.</p>	<p>though at the initiation of the crisis the locals were empathetic towards the Rohingya people, however, over the time due to scarce resources and access to services created a conflict between them.</p> <p>-There were several reasons behind the conflict:</p> <ol style="list-style-type: none"> 1. Disproportionate availability and hold over the limited resources. 2. Instead of being affected by the crisis; majority of the aids were provided to the Rohingya people 3. sudden increased the demand of products, therefore increased the price of the
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					<p>commodities</p> <ul style="list-style-type: none"> -due to all these the rate of crimes increased like: selling drugs, human trafficking etc.
<p>(If there were presence of any sort of clashes and violence between the communities) what was HCMP'S modality to stabilise the situation and create social cohesion between the two communities ?</p>	<p>-When BRAC realised the clashes were due to disproportionate access to the service.</p> <p>-BRAC addressed the root of the problems and incorporated many interventions, especially the Ultra-Poor Graduation portfolio</p>	<p>-Officially the Rohingya were not allowed to leave the camp. But from a realistic perspective, it was a common scenario that the Rohingya people used to leave their camp.</p> <p>-So, this affected the livelihood of the host community, especially the labour work. For example: a job that pays 400-500 taka to a local. The rohingyas were doing that for 100-150 taka, thus creating a negative impact on them.</p> <p>-To build a coping mechanism for the locals the government has</p>	<p>- There are several reasons behind the clashes and intolerance.</p> <p>-First, due to the camps in the regions. There were restrictions in the mobility of the locals. Majority of the areas were occupied by Rohingyas.</p> <p>-Due to the geographical setting a portion of people depended on the natural resources for livelihood that was hampered and resource scarcity took place.</p> <p>-Due to the major support and attention towards the Rohingya</p>	<p>-To mitigate these clashes and unacceptance in terms of receiving training and learning from one another BRAC raises these issues in the advocacy meetings and tries to make them understand each other's worth and capability.</p>	<p>-Due to the aforementioned reasons the rate of conflict and crimes increased.</p> <p>-To go to the root of these problems BRAC started evidence driven advocacy. Advocacy activities are centred on researching the varying demand, attitudes, and expectations of the Rohingya and host communities and communicating results to key both local and international stakeholders in order to</p>

		<p>instructed the NGOs and other supporting organisations to allocate 30% of their resources for the locals and provided services like: skill development, water plants, shelter, hospitals, charcoal for fuel etc. in order to build social cohesion.</p>	<p>shadowed the locals.</p> <p>-To mitigate these problems the government also showed concerns and it is mandatory for the NGOs to support and aid the host communities as well. Also HCMP designs their interventions to go to the root level of these problems and aid people according to their need.</p>		<p>build better solutions and provide financial assistance</p> <p>-BRCA took several initiatives like creating alternative opportunities through capacity building and skill development, quality access to healthcare, water and infrastructure. BRAC.</p>
<p>What is the role of BRAC Communications in terms of supporting HCMP?</p>	<p>- Structurally HCMP has their own communications directly supporting all the sectors of HCMP</p> <p>-The Communications department supports the Communications of HCMP team with tools, guidelines and policies of BRAC and makes sure that all sectors of HCMP are aligned with the structure</p>	<p>- to support the BRAC HCMP programme was challenging for communication since the programme with its numerous number of project, especially in the beginning of the crisis, became the major portfolio of BRAC.</p> <p>- It was very challenging for Communications to support HCMP. However, they did a good job</p>	<p>-In terms of supporting HCMP the Communications has 2 major roles; first supporting the communication objective of BRAC and second supporting the communications of every sector of HCMP.</p> <p>-The common grounds of these two is ensuring the visibility of HCMP's achievements and challenges,</p>	<p>- The Communications department supported us with circulating messages both internally and externally. Especially, communications helped to maintain a synergy with other education supporting organisations. Also, maintain a consistent stand among the strategic partners and organisational donors.</p>	<p>-The communications department provides guidance and creates contents to aid the communications and visibility purpose of both the programmes's target audience, government, strategic partners and donors.</p> <p>-Proactively come up with</p>

	<p>and guidelines. So that the front facing materials like banners aligned with the tone.</p> <p>-The communication department helps to strategically sync the messages of BRAC's stand to all layers of employees so that a strategic communication alignment is formed and therefore provides the same message and view to the media and strategic partners and donors.</p>	<p>in terms of maintaining a clear stand with the media and maintaining a good and informative relation with the donors maintaining the branding guideline of BRAC.</p> <p>-Communications through their creative contents and stories shared the positive impact and message for their stakeholders. And the department was proactive in presenting the updates to their stakeholders. They used present weekly updates of the situation of the camps.</p>	<p>helping in resource mobilisation, supporting in fundraising and finally establishing the brand of BRAC.</p>		<p>communications strategies in terms of ensuring visibility of the target audience voice, based on that disseminate the advocacy papers to ensure promotion and protection of human dignity of their target audience.</p>
<p>Out of over a million people from both Rohingya and host communities how does BRAC decide whom to provide support?</p>	<p>BRAC does door-to-door visits to collect information and based on that they do need based analysis and help the individual or family accordingly.</p>	<p>-camps were getting registered and through that registration the service became systematic and people were getting their allocated ration and access to service. Before this due to unsystematic</p>	<p>-All over Teknaf and Ukhiya after the crisis the proportion of Rohingya became the majority. So it is not something numbered. BRAC addresses people based</p>	<p>- Our staff does visits in the camps and the households and attempts to meet the unique educational requirements of boys and girls, including kids with disabilities.</p>	<p>-Since it was a humanitarian crisis, the majority of the people were affected by this. So, BRAC had to provide support to almost the whole</p>

		operation there was disproportionate access to service.	on their needs; people who were affected by the crisis. -Even though it was a challenge to allocate resources and balance it parallelly and accordingly. As there many experimental interventions happen. Which is risky for whether it will be able to address such complex problems and stakeholders.	BRAC uses a collaborative approach to the development of teaching and learning materials and lower socio-cultural barriers through education, community engagement.	population of the region. - However, to decide whom to provide connect with what intervention, that we decided through our volunteer incorporated evidenced-driven analysis.
How are the communities responding to the interventions? Was there any changes among the participants in terms socio-economic status and attitudes?	- It has been actually a mixed feedback, especially if one take into account the local media some criticise and scrutiny is found as it is their job for effectiveness - As for us, whenever we collected feedback they have always been positive. They have said that the intervention he/she currently in has	-The response from the communities was good. The UPG sector is primarily involved in providing service to the host community. For example: those who were involved with homestead gardening used to get back to us for entrepreneurial knowledge about how they sell the remaining crops in the market.	-After taking initiatives to balance the resources among the communities, there was a tolerance between them on a certain level. -Through raising awareness, community mobilisation and legal action the cases of clashes seemed to lessen.	-after involving the host communities with the interventions BRAC could create a rationalisation and commission building so that any further conflict does not rise among them.	- After connecting participants from both communities with the interventions according to their needs. The host community showed more tolerance towards the Rohingya people. Though only connecting the host community with the interventions were not enough.

	been effective but it would be better if they had access to other projects as well.				-for establishing social-cohesion BRACinitiated community-driven interventions through which BRAC enable discussion between communities incorporating women and youth, religious sector. Doing this BRAC goes to the root of the problem, ensures development and social cohesion.
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<p>What impact do we see from this 5 years of work?</p>	<p>-HCMP has about 10,000 workers and most of them are community volunteers, especially from the Rohingya community.</p> <p>- They are assigned with jobs like community learning leaders, counsellors etc. When one thinks that these are the same people who went through a traumatic violence and now adapting and most importantly supporting their own community to live a better life and well being. To me that is the best example of the impact of BRAC.</p>	<p>-for impact, it was evident that the host community was very supportive. After some there was a presence of intolerance. However, after the incorporation there were positive socio-economic changes and the vulnerability level decreased, especially for the host community. For example: the person who was struggling to survive now has proper skill and support, he now runs a small business or farm. This shows a positive impact.</p>	<p>- The basic needs of the crisis affected people were addressed effectively and balanced into a systematic pattern.</p> <p>-In Myanmar the Rohingya were mostly ignored and could not access basic services like health, knowledge and skills etc. So, after coming here they are being exposed to these services and skill development hence building awareness and resilience.</p> <p>-The Rohingya people mentally traumatised due to past experience of abuse. So, after being exposed to counselling and safe space they have started to heal.</p>	<p>- After BRAC intervention over the 5 years we can see that around 70,000 children and adolescents received basic literacy, education and life skill training.</p>	<p>-as for impact, I think the Rohingya crisis is not an emergency response anymore. Also, now at the camps many NGOs like BRAC are taking initiatives towards more development aspects like: women empowerment, ensuring collaborations from the communities and working towards resilience and sustainability.</p>
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<p>How does BRAC evaluate if the interventions are effective to provide sustainable socio-economic changes? Please provide examples</p>	<p>- The people from communities are signing up to work with BRAC.</p> <p>-If we take the example of health centres of BRAC. At first, gastrointestinal health had been a major issue due to the hampered and unstructured diet. For this BRAC introduced these patients to nutritional counselling. After that people were complaining less about this problem and shifting to some other problems.</p> <p>-The number shift of problems, improved knowledge, raised awareness and seeking legal protection is our indication to evaluate the impact of our interventions.</p>	<p>-As I have mentioned earlier, the effectiveness of the evaluation was on the basis of the participants' upgraded socio-economic change.</p>	<p>-From my perspective, evaluating such a complex issue like the Rohingya crisis is tough. But in the field HCMP has their own monitoring team with several indicators for monitoring.</p> <p>-After 5 years, BRAC HCMP believes that they are stepping towards sustainable socio-economic change; especially for the host community. So we are yet to evaluate this aspect.</p>	<p>- At present, BRAC is the largest service provider in the camps. There we have several teams such as the central monitoring team for monitoring and information collection and by evaluating both the quantitative and qualitative response from the respondents and our expanded schools and training services we evaluate the impact.</p> <p>-till now BRAC could provide at least one fourth of the whole population in the region, which is a good portion of the whole population.</p>	<p>-By comparing the number of interventions and the amount of people benefitted from the interventions successfully.</p>
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