

Report On

Implementing a customer relationship management framework to improve
BRAC's Global Resource Mobilisation efforts.

By

Sumaiya Zahan
Id:19104068

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of the Bachelor of Business Administration (BBA)

BRAC Business School
Brac University
May,2023

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Declaration

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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Sumaiya

Sumaiya Zahan

19104068

Supervisor's Full Name & Signature:

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Senior Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Shihab Shuvo
Lecturer, BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report - Implementing a CRM Framework for BRAC's Global Resource Mobilisation

I'm glad to provide the internship report titled "Implementing a CRM Framework for BRAC's Global Resource Mobilisation." Based on my internship experience at BRAC, this report offers observations and suggestions. The effectiveness of BRAC's worldwide resource mobilisation and the implementation of a CRM framework are compared in the study. It emphasises the value of user friendliness in boosting international resource mobilisation initiatives.

The paper also includes findings from a survey done among BRAC office workers regarding their knowledge with CRM frameworks. It emphasises the necessity of additional education and training to boost comprehension. The report advises using a CRM framework to improve donor engagement, communication, and fundraising based on the research. It emphasises the value of ongoing process evaluation and modification to meet changing stakeholder needs.

I want to thank Shihab Shuvo and the staff at GRP (Global Resource Mobilisation and Partnership) for their assistance and support during my internship. I feel privileged to have completed this important project with your guidance.

I appreciate your time and thought. I am confident that this study will support BRAC's ongoing initiatives to enhance global resource mobilisation.

Sincerely,

Sumaiya Zahan
Id:19104068
BRAC Business School

Non-Disclosure agreement

This agreement is made and entered into by and between BRAC and the undersigned student at Brac University

Acknowledgement

I want to sincerely thank Shihab Shuvo for their assistance and direction during my internship. I am happy to admit that my internship report on "Implementing a customer relationship management framework to improve BRAC's Global Resource Mobilisation efforts" has been completed.

I want to express my sincere gratitude to Shihab Shuvo for their amazing guidance and ongoing assistance. Your skills in resource mobilisation and customer relationship management have been crucial to the success of my project. Your openness to impart knowledge and offer helpful criticism has been absolutely priceless.

I additionally value the support and encouragement I've received from GRP (Global Resource Mobilisation and Partnership)'s complete staff. Working with experts who shared their expertise increased my learning process and helped my internship project be completed successfully. A dynamic and enriching learning environment was made possible by the support and participation of my fellow interns and professionals, for which I am also grateful.

Finally, I want to thank my family and friends for their constant support and inspiration during the course of my internship.

I appreciate the priceless chances and experiences you gave me.

Yours sincerely,
Sumaiya Zahan
Id:19104068
BRAC Business School

Executive Summary

This research looks at how BRAC improved its global resource mobilisation efforts by implementing a customer relationship management (CRM) framework. According to the study, a CRM framework's utilisation is positively correlated with BRAC's ability to mobilise resources from abroad. The results imply that enhancing user friendliness can considerably boost the mobilisation of resources around the world.

The results of the survey given to BRAC office employees show that there are different levels of knowledge and experience with CRM frameworks. Despite the fact that many responders exhibit some level of competence, it might be required to improve understanding overall with further education and training. The vast majority of respondents concur that a CRM framework is essential for enhancing the efficacy of international resource mobilisation initiatives. Some, on the other hand, show ambivalence, indicating the need for more debate and explanation regarding the advantages and difficulties of CRM deployment.

A CRM framework should be used by BRAC to improve resource mobilisation, according to the findings. Improved communication, fundraising efforts, and donor involvement may result from this. To respond to changing stakeholder needs, regular process evaluation and adaptation are crucial. The survey's limitations must be taken into account, especially the small sample size and any potential response bias. More representative samples and a focus on response bias should be the goals of future surveys.

Finally, implementing a CRM strategy can maximise BRAC's mobilisation of worldwide resources. BRAC may improve donor connections and be more effective in mobilising resources by putting a priority on user friendliness, utilising technology, and offering the necessary training.

Appreciation letter from BRAC

18th May, 2023

Subject: Letter of Appreciation

This is to certify that Sumaiya Zahan has completed an internship with the Global Resource Mobilisation and Partnerships (GRP) Department at BRAC during the period of 18th Decemebr, 2022 to 18th May 2023. During this period, she was reportable to me.

As a part of her internship, Sumaiya has assisted in preparing various fundraising reports of the development programmes of BRAC and coordinated with relevant stakeholders to understand the status quo of the developing grant proposals. She has also assisted in several donor mapping and creating an organisational repository for submitted proposals. In addition, she has also supported in the logistics of several meetings/workshops, updating the donor/partner contact list, note taking and had conducted desk research for fundraising opportunities.

Sumaiya Zahan is very passionate and a quick learner. She is also able to work independently with minimal supervision. She is a great & reliable team member and able to work in a multi-cultural team.

I wish her all the best in his future endeavors.

Sincerely,
Shahriar Khan Jahin
Deputy Manager
Global Resource Mobilisation and Partnerships (GRP), BRAC

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List of Acronyms

Acronyms	Explanation
BEP	BRAC Education Programme
BISD	BRAC Institute of Skills Development
FO	Field Organiser
HNPP	Health, Nutrition and Population Programme
NCD	Non Communicable Diseases Control Programme
OoSC	Out of School Children
PA	Programme Assistant
VO	Village Organisation
SK	Shastho Kormi
SS	Shastho Shebika

Chapter 1

Overview of Internship

1.1 Student Information

- Name: Sumaiya Zahan
- ID: 19104068
- Program: Bachelor of Business Administration
- Major/Specialization: Finance, Banking and Insurance & Computer Information Management

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- Period: 5 Months (18/12/2022 - 18/05/2023)
- Company Name: BRAC
- Department/Division: Data Department
- Position: Intern
- Address: Gulshan-01

1.2.2 Internship Company Supervisor's Information

- Name of Supervisor: Shariar Khan Jahin
- Position: Deputy Manager

1.2.3 Job Scope

Description of the Program/Entity

The Global Resource Mobilisation and Partnerships (GRP) department was initially founded in 2017 to collaborate with regional teams, country offices, and BRAC affiliates in designing high-quality programmes, mobilising resources, enhancing the quality of programme implementation, growing partner/donor networks, and developing into a stronger knowledge partner. Not only BRAC but also BRAC International, BRAC Affiliates (BRAC USA and BRAC UK), and BRAC are supported in their fundraising and proposal development efforts by GRP.

Additionally, GRP offers assistance to the programmes in enhancing their capacity to provide high-quality services, utilise available resources, and, most importantly, have an impact on the lives of the target population that BRAC serves.

Project/Unit Description

The "Resource Mobilisation" Unit of GRP is principally in charge of making the exercises in programme creation and proposal development undertaken by all the BRAC programmes easier to complete. Along the same lines, the unit also manages the database of (potential & current) funding sources for fundraising, produces reports for various stakeholders, and collaborates with the focal points from all the programmes and departments to develop/design successful proposals and programmes. The goal of the internship, includes the learning objectives To assist the Senior Programme Manager(s) with day-to-day programme/proposal development efforts, update databases, and maintain continuous communication with internal and external stakeholders.

Intern's Responsibilities

- Help in completing the partnership's due diligence paperwork
- Assist in organising a workshop for proposal development
- assist in updating pipeline databases, take meeting minutes, and assist in proposal creation (particularly, in acquiring secondary information).
- Coordinate with various internal and external stakeholders, make phone calls to them, write emails to them, and follow up on the commitments and decisions they've made, and complete any additional tasks the supervisor may assign.

1.3 Internship Outcome:

1.3.1 Student's contribution to the company

The opportunity to contribute to various projects and initiatives at BRAC as an intern has allowed me to further the organization's mission of empowering communities and eradicating poverty. I have worked on research projects at BRAC examining how microfinance initiatives affect women's entrepreneurship in rural communities. This research has allowed me to build a comprehensive awareness of the barriers that women have in obtaining financial services and the role that microfinance may play in assisting them to establish and grow their companies.

Additionally, I've had the chance to collaborate directly with the communications team on creating and implementing social media campaigns that aim to engage stakeholders and raise awareness of BRAC's work. My knowledge of digital marketing has improved as a result of this experience, and I now recognise how crucial effective communication is to accomplishing organisational goals.

I have actively participated in training and professional development workshops that BRAC has organised in addition to my project work. These seminars have taught me new skills and knowledge that I may use in my future profession while also giving me insightful information about the organization's culture and beliefs.

Overall, my time spent as a BRAC intern has been quite gratifying, and I am thankful for the chance to have helped with some of the organization's important work. The knowledge and abilities I have acquired throughout my time here, in my opinion, will be useful as I work towards my professional objectives and try to have a positive impact on the world.

1.3.2 Benefits to the student

Throughout my internship, I got the chance to travel to Comilla, Bangladesh, to see the BRAC Education Programme, Skills Development Programme, and Microfinance Programme in action.

I had the chance to see the BRAC Academy during my visit, and I was impressed by the professors' use of cutting-edge teaching techniques and digital tools. The teachers demonstrated their commitment to giving their children a high-quality education despite the obstacles they confront because of a lack of computers and an undesirable location.

I went to the Learning Centre for Out of School Children as well, where I saw a distinctive approach to education that incorporates teamwork and project-based learning. The program's dedication to offering equal educational chances to all children, regardless of their prior academic experience, was remarkable. The teacher and leaders make sure that every kid obtains equal opportunity.

I went to Promise Laksham in the Skills Development Programme, where returning migrants receive training in entrepreneurship. The effect of the mentoring and training on the company growth of the entrepreneurs was amazing.

I spoke with students who offered their experiences and thoughts while seeing two classroom training sessions at the BRAC Institute of Skills Development. The students were grateful for the courses' practical training and improvement of their employability.

When I participated in the microfinance intervention, I went to the Dabi Village Organisation and saw the positive effects of the programme on the lives of the local women.

Overall, the results of my internship show how effective BRAC's interventions have been, as well as its dedication to giving people in Bangladesh equitable opportunities and empowerment.

1.3.3 Problems/Difficulties (faced during the internship period)

During my internship period at BRAC, I faced various hurdles and hardships. The difficulty in adapting to the work culture and surroundings was one of the main issues. As a newcomer, it was initially difficult for me to understand the organizational structure and the way things

worked in the company. However, over time, I was able to adjust and become familiar with the processes and procedures.

Effective time and workload management was another challenge I encountered. I had to manage numerous tasks and assignments simultaneously, which was daunting at times. However, my time management skills have developed and I have learned the way to prioritize my work and it is helping me to complete my tasks efficiently.

Communication has been a problem as well. English is not my mother tongue and sometimes I struggled to communicate properly with my colleagues and supervisors. However, I tried to improve my English language skills and by the help from my colleagues my communication skill got better over time

In short, I learned a lot during my internship at BRAC and it helped me to overcome any obstacles with perseverance.

1.3.4 Recommendations

As an experienced intern of the organisation, I have some recommendations for improving the internship program for next interns. Firstly, BRAC should provide department based orientation program. This would include a summary of the intern's particular job and responsibilities as well as an introduction to the company's values, mission, and ambitions. A thorough orientation would boost interns' confidence and sense of preparedness.

Secondly, I suggest that the company assign a mentor or supervisor to each intern. This individual would be in charge of supervising the intern, responding to their inquiries, and giving them feedback on a regular basis regarding their performance. Having a mentor would help interns feel supported and connected to the organisation, and would provide them with important learning and growth opportunities.

Thirdly, I suggest that the company give interns additional chances to network with staff members and discover the many divisions and positions available inside the business. Regular gatherings or activities involving staff from several departments, job shadowing, or cross-functional initiatives are examples of this. Interns would learn more about how the organisation functions overall if they were exposed to several departments.

Finally, I recommend that the company regularly check in with interns to make sure they are happy with their work and developing professionally. Along with surveys or other feedback tools, this might entail routine feedback meetings with their mentor or supervisor. Regular check-ins would show the company's dedication to fostering the development of its interns and assist it discover any problems or opportunities for improvement in the internship programme.

Overall, I feel that implementing these ideas will help the organisation provide a more meaningful and impactful internship experience for future interns.

Chapter 2

2.1 Introduction

BRAC (originally Bangladesh Rural Advancement Committee) is a non-governmental development organization that was founded in Bangladesh in 1972. It is one of the largest development organizations in the world, working in a variety of sectors including health, education, agriculture, and microfinance.

BRAC was first established to help with relief and recovery activities after the Bangladesh Liberation War. However, it quickly broadened its focus to address the underlying factors contributing to rural poverty and inequality. The goal of BRAC is to empower those who live in poverty by giving them the equipment, information, and resources they require to better their own circumstances.

BRAC has expanded over time into a significant multifaceted organization with operations in numerous nations. Its methodology is built on the idea that, given the right tools and support, people are capable of making positive changes in their own lives. Its services and programs are tailored to the particular requirements of each community it serves.

Today, the work of BRAC benefits millions of people throughout Asia, Africa, and the Caribbean. It has won numerous awards and accolades for its innovative and effective programs, including the prestigious Conrad N. Hilton Humanitarian Prize.

2.2 Overview of BRAC

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.

Vision

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

Values

Integrity: BRAC places a strong emphasis on integrity and ethical behavior in all of its operations. This involves openness, responsibility, and a dedication to the highest norms of

integrity and justice. Leadership and employees at BRAC are expected to uphold and spread these values across the company.

Innovation: BRAC is committed to innovation and adopting new ideas and strategies to address difficult social and economic problems. This entails creating innovative initiatives and solutions to enhance already existing ones. BRAC supports experimentation and is prepared to accept measured risks in order to accomplish its objectives.

Inclusiveness: BRAC is committed to inclusivity and making sure that everyone has access to its programs and services, regardless of their background or situation. Reaching out to underserved and marginalized communities as well as attempting to give them a voice in decision-making processes are examples of ways to do this.

Effectiveness: BRAC places a high priority on being efficient and producing quantifiable results. This involves monitoring and analyzing its programs and services, utilizing data and evidence to guide decision-making, and continuously improving its operations to make sure it is accomplishing its objectives as efficiently and effectively as possible. BRAC aspires to be a high-performing company that has a major beneficial impact on the population it serves.

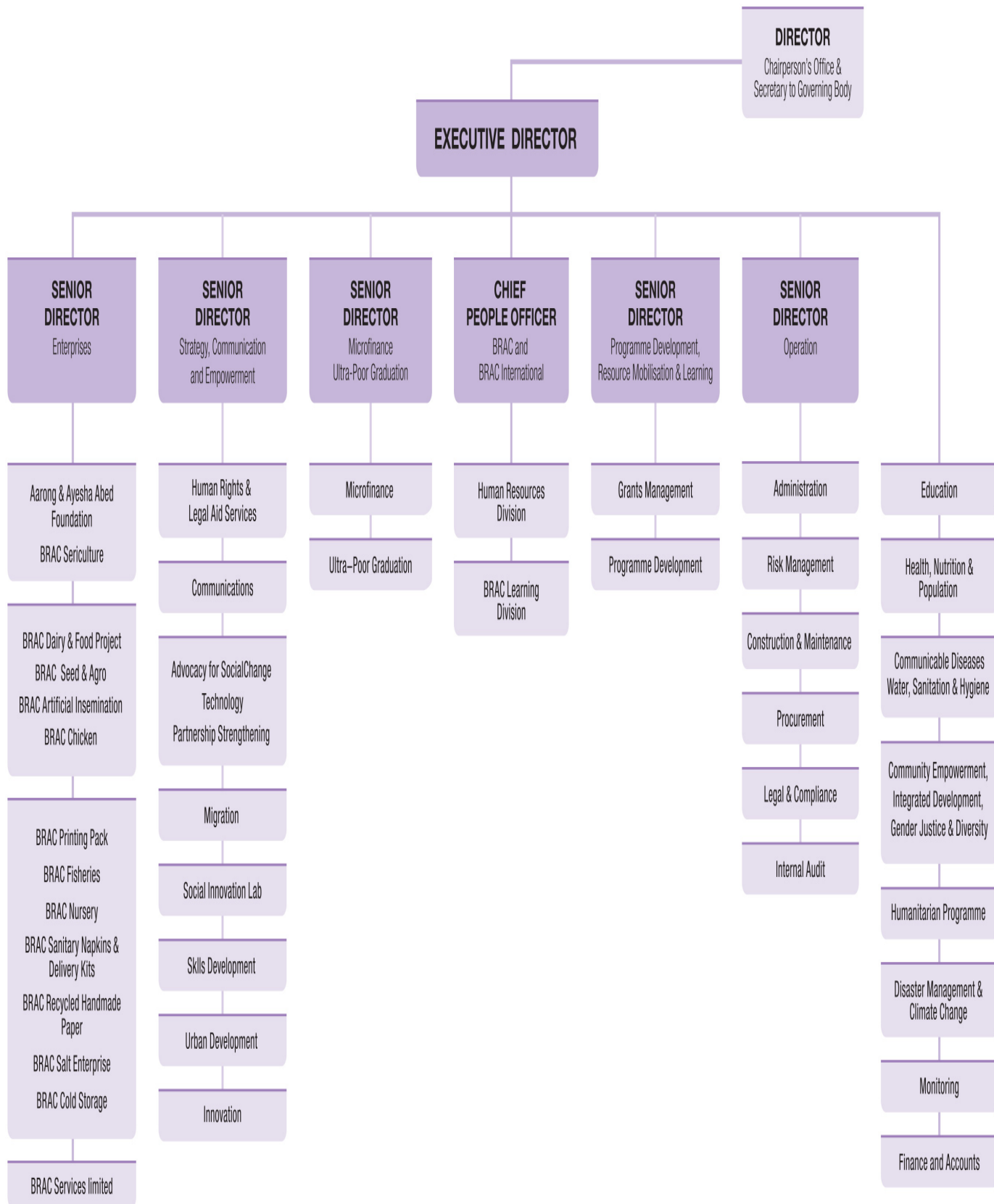
2.3 Management Practices

One of the biggest non-governmental organisations in the world, BRAC, employs a number of management techniques to keep its operations functional and efficient. It is strongly emphasised, which is one of its primary management strategies. BRAC has offices across several nations, and it gives them the freedom to make choices that are specific to their local needs and conditions. In order to succeed in the variety of environments where BRAC operates, the company must be flexible and responsive to local conditions.

Another management strategy emphasised by BRAC is innovation. The organisation encourages innovative thinking and problem-solving to address complex issues. It has developed several innovative schemes, notably the BRAC Microfinance programme, which has gained a lot of traction. Due to its innovative culture and willingness to take calculated chances, BRAC has become a pioneer in the development industry.

Monitoring and evaluation (M&E) are also given a lot of importance by BRAC. It has a strong M&E system in place to assess the effectiveness of its programmes and make sure they are producing the desired results. BRAC is able to continuously improve its programmes and increase their impact because to this data-driven methodology. As a result, the organisation has had a considerable impact on the development sector and has become a role model for other organisations.

Organogram of BRAC



2.4 BRAC's Marketing Techniques

BRAC does not place a significant premium on traditional consumer marketing for its services or goods because it is a development organisation. To advertise its programmes and services to the communities it serves, the organisation takes part in outreach and communication initiatives. The following are a few of the marketing techniques employed by BRAC:

Community involvement: To promote its programmes and services, BRAC interacts with communities through meetings, events, and door-to-door outreach. By using this strategy, the organisation may gain the locals' trust and modify its programmes to meet their particular needs.

Branding and visibility: BRAC has a distinctive, instantly recognisable logo and brand all over the world. The organisation is also very visible online thanks to its website and social media accounts. BRAC also produces papers and newsletters in order to publicise its initiatives and results.

Partnership and cooperation: To promote its programmes and services, BRAC works with a variety of partners, including governments, NGOs, and the commercial sector. These collaborations aid in spreading awareness of and expanding the target audience for BRAC's work.

BRAC participates in lobbying actions and policy discussions to influence decisions made at the national and international levels. As a result, more people are made aware of the issues that BRAC addresses and its programmes and services are promoted.

BRAC's marketing techniques seek to raise public awareness of its activities, foster community trust and credibility, and impact public policy through partnerships, lobbying, and policy influence.

2.4.1 Field Visit Experience and Learnings

I carried out a two-day field visit to learn more about BRAC's marketing strategies and service offers. I'll discuss my visit, my experience, and the lessons I learned in this essay.

Day 1 (Wednesday, 5th April, 2023)

Programme in focus: BRAC Education Programme (BEP)

Intervention in focus: BRAC Academy

We were happy to see this updated intervention that uses modern teaching and learning techniques when BRAC Academy just opened a new school in Shaktola City Corporation, Sadar Dokkhin, Comilla. The professors and students of the academy gave us a warm welcome during our tour, and their thoughtful actions left us speechless. Our curiosity about their education system and content led us to have a conversation with the school's headmaster. He explained the study material and classroom guidelines in detail and shared how they deliver modern teaching using digital technologies. During our conversation with the headmaster, he also mentioned some of the challenges they face at BRAC Academy due to the shortage of computers, as they provide teaching through digital technologies such as computers and multimedia. Additionally, the location of the school is not suitable for most of the students. Despite these challenges, we observed a few classes and witnessed the live classroom practice, which left us extremely delighted to see their modern teaching methods. In particular, we chose to observe their nursery class to see how they offer teaching to small children, and the children welcomed us with their performances. We noticed that three teachers were serving at a time to ensure that every child received full attention. Their energetic and friendly behavior towards us left a positive impression. After observing the classes, we had the opportunity to interact with a few teachers who shared some impactful insights with us. They explained how they provide group activities and lesson plans and offer individual remedial classes for academically challenged children. We were impressed by their teaching through stories and their provision of training on real-life situations.

Intervention in focus: Learning Centre for Out of School Children

We visited the BRAC Education Programme in Durgapur, Comilla Adarsha Sadar, where they offer non-formal primary education to children who have left school. We observed a 1 room - 1 teacher classroom learning setup. Upon our arrival, the Out of School Children (OoSC) greeted us with a delightful performance consisting of amusing stories, group dance performances, and songs. What caught our attention was their unique induction strategy, where they stood in a circle and introduced themselves by name. Then, they asked the name of the person standing next to them. To our surprise, they even included us in the circle, and we thoroughly enjoyed introducing ourselves. The teaching method employed by the BRAC

Education Programme is notably distinct from that of a typical school. We observed that the whole class was divided into six groups, each with a designated leader responsible for ensuring that everyone completes their daily activities on time. We had the opportunity to interact with a few groups and leaders, and it was reassuring to see that everyone was given equal opportunities.

We also had a conversation with the instructor, who described the program's distinctive teaching strategies. These included a special curriculum, remedial sessions for students who needed more help, and a three-hour school day. Additionally, the program follows a six-month project-based education paradigm. Overall, the BRAC Education Programme's dedication to giving all children equal educational opportunity, regardless of their prior academic background, impressed us. Numerous children's lives could be improved by their creative teaching strategies and distinctive approach to learning.

[Programme in focus: Skills Development Programme \(SDP\)](#)

Intervention in focus: Promise Laksham

Our second stop was Promise in Laksham Poroshova, a distinctive intervention approach that provides returnee migrants with entrepreneurship training. Upon our arrival, the BRAC field officers briefed us and described the unique features of this model. The businesses of two Promise Laksham alumni were then displayed to us.

Three migrant returnees with various skill sets founded the first business we went to. They pooled their talents and opened a single store where one area sold stationary, another mobile accessories, and a third offered photocopying services. When we chatted with the entrepreneurs and learnt about the three months of training's success, the value of seasoned mentoring, and the current and pertinent counsel they receive, we were enthralled.

We next went to another establishment, a convenience store run by a 40-year-old returning immigrant who hopes to grow his company in the future. Overall, we were delighted with the Promise concept and the chances it gives returning migrants to learn new skills and launch prosperous businesses. It was encouraging to observe how the entrepreneurs' lives and businesses grew as a result of the training and mentoring.

Intervention in focus: BRAC Institute of Skills Development (BISD)

The BRAC Institute of Skills Development (BISD) in Comilla's Kandirpar City Corporation was our next stop. We had the opportunity to watch two classroom training sessions on computer usage and digital marketing during our tour. The BISD officers gave us a thorough

explanation of the training's goals and how well it equips college students, job seekers, and employees with necessary skills. We also had the chance to speak with the students, who opened up about their individual experiences and provided suggestions for improving the training program. The advantages of the training, which included practical skills and improved employability, were valued by the students.

Day 2 (Thursday, 6th April, 2023)

Programme in focus: Microfinance

Intervention in focus: Dabi Village Organisation (VO)

We went to the Dabi Village Organisation in Doulatpur City Corporation, Comilla, and Adarsha Sadar on the second day. When we got to the village, the programme manager gave us a briefing on the Dabi programme and took us to a specific house where the village organisation was going to happen. We spoke with the program's coordinator, who also introduced us to the village organization's members.

We observed the regular operations of the village organisation and the loan transactions. Additionally, we got to see how members of the village organisation bring in new customers, which gave us a better idea of how effective the VO model is.

We learned a lot about how microfinance programmes work and the effects they may have on local communities during our visit to the Dabi Village Organisation. The commitment of the programme officers and Organisation members to ensuring the program's success impressed us.

Intervention in focus: BRAC Office Activities

Our visit to the Batabaria BRAC Office in Comilla Sadar gave us the chance to see the many tasks that BRAC performed. We initially spoke with the CSA, who gave us a thorough description of the customer service procedure. Finding out how many clients they engage with on a daily basis and the variety of services they provide was intriguing. The CSA even displayed their registration book to us so that we could comprehend their processes better.

The Progoti program's credit officer was the next person we met with, and she thoroughly informed us of the five services the programme offers. We were able to explain our doubts and ask questions, which allowed us to better comprehend the program's operations. We finally met with the Progoti area manager, who provided us with details on the program's composition and various components. Our visit to the BRAC office in Batabaria was insightful and informative in general, giving us a better understanding of how the organisation operates.

Intervention in focus: Progoti Field Activities

Following our visit to the BRAC office, we went with a progoti program credit officer to meet with some progoti businesses. Our first destination was at Boro Alampur, Durgapur, and Comilla Sadar, where we saw firsthand the force of entrepreneurship-based empowerment for women. An agriculturally trained entrepreneur borrowed money from progoti and used it to buy tractors and make investments in her own land and fishery. She gave us an impressive breakdown of her diverse company model's expenses and profits. She provided us with useful information about agriculture enterprises.

Our next stop was a clothing factory, where the businessman had gotten a loan to grow his enterprise. He gave us a tour of the entire facility while describing the major equipment and the motivation behind his company. We were happy to observe the beneficial effects of the progoti program on the lives of these entrepreneurs and curious to learn about the motivation for the business's founding.



Progoti Business Models

Programme in focus: Health, Nutrition and Population Programme (HNPP)

Intervention in focus: Shastho Kormi (SK) / Shastho Shebika (SS)

We then observed the BRAC Shastho Kormi and Shastho Shebika's services in the village of Araiura in Uttar Durgapur as a result of our tour. The HNPP manager gave us a briefing on their household visits and the specifics of their services when we arrived. He stressed the value of their offerings and how they have helped to reduce the occurrence of early marriage.

We then had the opportunity to interact with a Shastho Shebika who shared with us the details of her everyday work. She even offered to take us along to visit a household, enabling us to witness the process firsthand. During our visit to a few households, we observed her providing counseling to women and adolescents about family planning and necessary medical services. Later, We had a chance to talk to a Shastho Kormi who mentioned that she belongs to the same village and introduced the Shastho Shebika to all households in the area. It was impressive to see how the Shastho Kormi and Shastho Shebika worked together to provide crucial health services to the community and to witness the level of dedication and care these healthcare workers provided to the community.

Intervention in focus: Programme Assistant (PA) / Field Organiser (FO)

Following our visit to the BRAC Shastho Kormi and Shastho Shebika in Araiura, Uttar Durgapur village, we proceeded to witness a reading glass camp and NCD camp in the same village. The field organizer explained to us how they select a different village for this campaign each time and provide eyeglass services to people in need. We observed the campaign in action and had the opportunity to interact with the beneficiaries. It was inspiring to hear the positive experiences shared by the beneficiaries.



Reading glass campaign

2.5 Financial performance

BRAC is one of the largest non-governmental organizations in the world, with a presence in over 10 countries. The organization's main areas of interest are activities related to microfinance, education, health care, and poverty alleviation.

BRAC's overall revenue for the fiscal year 2020 was BDT 215.8 billion (about USD 2.5 billion), an increase of 12% from the prior year. The organization's net surplus was BDT 3.1 billion (about USD 37 million) for the entire year.

The microfinance programme run by BRAC, which offers loans to low-income families and small business owners, has significantly helped the organization's financial performance. With a repayment percentage of more than 99% in 2020, BRAC's microfinance programme disbursed loans worth BDT 230 billion (about USD 2.7 billion).

The organisation has a strong financial statement, as evidenced by its financial accounts, which project that its total assets will be valued BDT 326 billion (or roughly USD 3.8 billion) in 2020. The organisation has consistently maintained high debt-to-equity and liquidity ratios, two metrics that point to stable finances and effective resource allocation.

2.5.1 Accounting Practices:

BRAC has continuously produced solid financial returns in recent years thanks to its microfinance programme and other anti-poverty activities. The company's diverse portfolio and dedication to social impact have allowed it to weather economic downturns and maintain its financial stability.

BRAC, a huge and complex organisation that operates across numerous industries and regions, has developed an advanced accounting system to manage its financial operations. Using a centralised accounting system, the financial aspects of all of the organization's activities and projects are monitored, followed, and analysed.

One of the main accounting techniques used by BRAC is the use of computerised accounting systems to manage its financial operations. Errors are less likely to occur and financial reports are issued on schedule because to the organization's ability to analyse vast volumes of financial data quickly and accurately.

Another essential accounting practice is the use of cost accounting by BRAC to monitor the costs of its numerous programs and initiatives. Due to this, the business is able to monitor its spending and ensure that its resources are being used efficiently. Additionally, the business uses performance measurements and indicators to evaluate the effectiveness of its financial management processes as well as the results of its initiatives and programs.

Additionally, BRAC prioritizes transparency and accountability in its financial management processes. All employees, especially those in charge of financial management, are subject to the company's Code of Conduct, which lays out ethical standards. Additionally, the business regularly assesses its financial operations to determine where room for improvement exists and to ensure that they comply with applicable laws and regulations.

In general, BRAC's accounting procedures are thorough and well-developed, and they're designed to ensure that the organization's financial resources are handled properly, transparently, and effectively. Practices in Operations Management and Information Systems

2.6 Operations Management and Information System Practices

During the collection, storing, processing, and exchange of data, BRAC has implemented a number of information systems. To manage data connected to its programs and activities, the organization employs a variety of software systems. For instance, BRAC tracks information about its microfinance, health, and education programs using a personalized management information system (MIS). This system enables the organization to compile and assess data on program performance, which is subsequently used to inform decision-making. A system for enterprise resource planning (ERP) is used by BRAC to handle its finances as well.

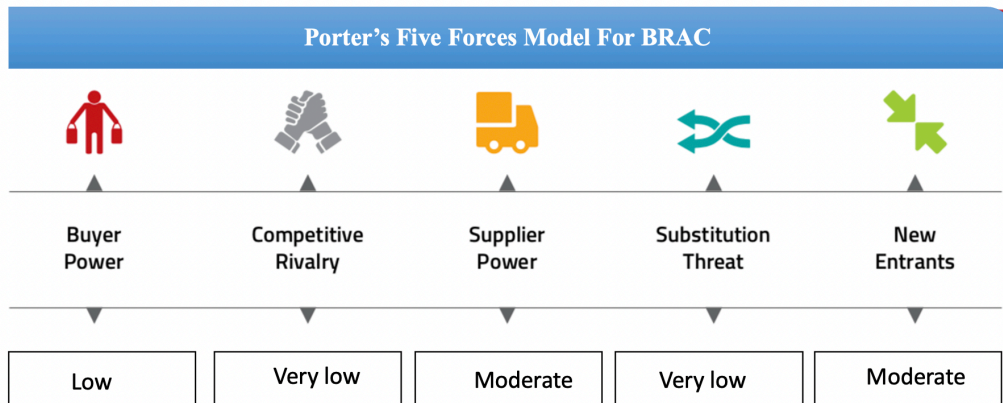
2.6.2 Use of Database and Office Management Software

One of the biggest non-governmental organizations in the world, BRAC, mainly relies on database and office management software to run its business more efficiently. BRAC manages enormous amounts of data that need effective organization and retrieval due to its broad reach and variety of initiatives. BRAC maintains extensive databases including beneficiary data, program results, financial data, and operational information using reliable database management software. Effective beneficiary management, program monitoring and evaluation, financial record-keeping, and research and development are all made possible by these databases. BRAC also uses office management software to improve coordination, communication, and productivity. It makes it easier to manage projects, allocate resources, and carry out administrative tasks. BRAC's adoption of these technology guarantees efficient data management, streamlined procedures, and well-informed decision-making, eventually advancing the organization's aim of eradicating poverty and empowering local communities.

2.7 Industry and Competitive Analysis of BRAC

2.7.1 Porter's Five Forces Analysis

The Porter's Five Forces model is a useful technique to evaluate an industry's competent level. It highlights five main factors that affect an industry's profitability and degree of competition. These forces include the threat of new competitors, supplier and buyer bargaining power, the threat of replacement goods and services, and the level of competitiveness in the market. The subsequent sub-chapters will go into further detail on each of these forces in relation to BRAC.



Threat of New Entrants

Given the high entry hurdles in the development industry, the threat of new competitors is quite low for BRAC. The industry is heavily regulated, and getting the required licenses and approvals is a difficult and time-consuming procedure. Additionally, the existence of long-standing organizations like BRAC makes it challenging for newcomers to establish a presence in the sector.

Bargaining Power of Suppliers

Given that BRAC primarily engages in the development sector and has a sizable network of partners and suppliers, the organization's ability to negotiate with suppliers is limited. The organization gains a lot from this network in terms of finding the required resources more cheaply.

Bargaining Power of Buyers

Due to BRAC's focus on working with underprivileged communities and marginalized groups, purchasers have little bargaining leverage with the organization. These groups rely largely on institutions like BRAC for support and assistance because they have little to no leverage in negotiations.

Threat of Substitute Products or Services

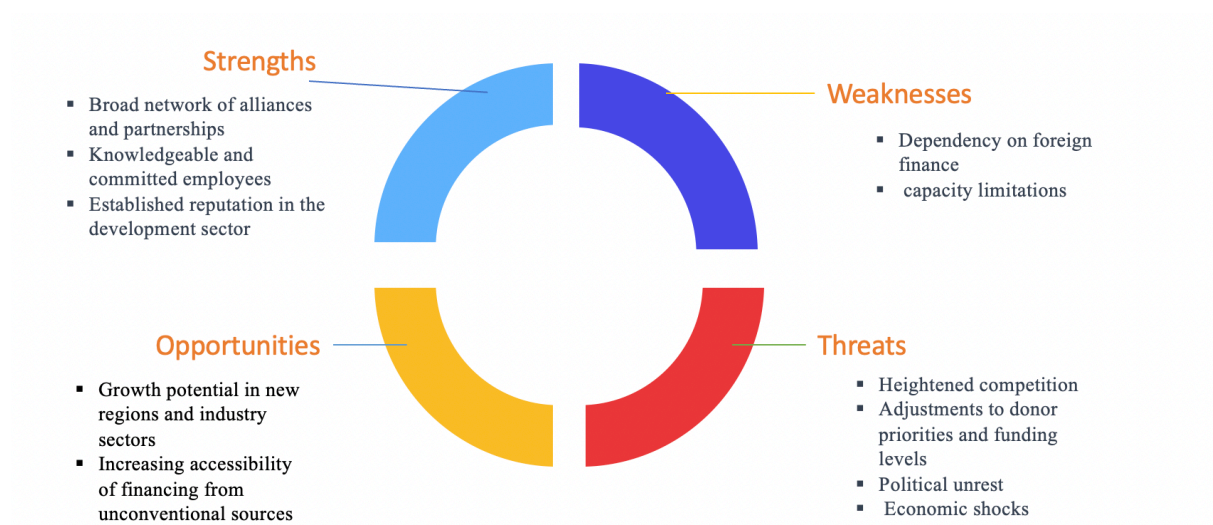
The threat of substitute goods or services is negligible because BRAC operates in the development sector, where there are few real alternatives to the organization's activities. Furthermore, due to the company's extensive industry expertise and experience, other businesses find it difficult to match its quality of service.

Rivalry among Existing competitor

Intensity of Competitive Rivalry is at moderate level. As BRAC is very renowned and old NGO in Bangladesh the rival NGOs are not very up to the mark and BRAC outweighs them.

2.7.2 SWOT Analysis

An organization's strengths, weaknesses, opportunities, and threats are determined via a SWOT analysis. Each of these characteristics will be thoroughly covered in the following sub-chapters.



Strengths

BRAC's broad network of alliances and partnerships, its knowledgeable and committed employees, and its standing as a dependable and successful organization in the development sector are among its many strengths.

The broad range of experience and knowledge BRAC possesses in the field of development, along with its adept and effective management of operations, are its distinguishing strengths. The provision of services to underserved and marginalized communities, creative approaches to development, and dedication to accountability and transparency are just a few of BRAC's distinguishing features.

Weaknesses

The dependency of BRAC on foreign finance, its capacity limitations in some areas, and its potential susceptibility to political unrest and economic shocks are some of its drawbacks.

Opportunities

Opportunities for BRAC include the potential for growth into new regions and industry sectors, the rising need for development services, and the expanding accessibility of financing from unconventional sources.

Threats

Threats to BRAC's operations and funding include the possibility of heightened competition in the development sector, adjustments to donor priorities and funding levels, political unrest, and economic shocks.

2.8 Summary and Conclusions

I conducted a thorough investigation of BRAC, a significant non-profit with headquarters in Bangladesh, for this research. An overview of the business's corporate structure, mission, and values came first.

By examining BRAC's financial statements and important financial parameters, we then looked at its financial performance. We discovered that BRAC has consistently increased its assets and revenue while also displaying excellent financial stability. The company's branding initiatives, target market, and use of social media were all examined in the following marketing and communication strategy analysis. According to our research, BRAC has a solid reputation as a brand and a marketing plan that successfully reaches its target market. We also examined BRAC's techniques for managing its human resources, including its selection and recruiting practises, worker development plans, and performance appraisal systems. Our research shows that BRAC's HR system is incredibly effective and places a high value on employee development and engagement.

Additionally, we looked into the financial and operations management procedures used by BRAC, including its information system usage, quality control, scheduling, and resource

allocation. Our findings show that BRAC has put in place sound operating procedures, including the use of technology to expedite its operations, and excellent accounting practices. Finally, we used Porter's Five Forces and SWOT analysis to do an industry and competitive analysis of BRAC. In the non-profit sector, we recognized BRAC's core competencies and competitive advantages. Overall, our data points to BRAC as a well-run, prosperous non-profit with an emphasis on sustainable development and a solid reputation.

2.9 Recommendations/Implications

There are a number of suggestions and implications for BRAC based on the research and analysis offered in this paper. In order to attract and keep top personnel, the business should first keep making investments in its human resource management procedures. Offering competitive pay and benefits, giving room for professional growth, and promoting a happy work atmosphere are a few examples of what this might include.

The business should also think about creating a cloud-based CRM architecture to enhance its attempts to mobilize resources globally. This would simplify procedures, improve data management and analysis, and enable more effective communication and collaboration between departments and stakeholders.

Thirdly, through implementing eco-friendly practices and initiatives and supporting community development programs and projects, the corporation should keep putting a priority on its commitment to social responsibility and sustainability. Finally, the company should concentrate on using its unique assets, such its extensive network and well-established brand reputation, to sustain its competitive edge in the market. This decision is based on the industry and competitive analyses. This can involve entering new markets and industry sectors, as well as making investments in cutting-edge products and technologies to stay one step ahead of the competition. The goals of these suggestions and consequences are to raise BRAC's overall effectiveness, competitiveness, and influence on the market and society.

Chapter 3

3.1 Introduction

Customer relationship management (CRM) has emerged as a critical component of organizational success in the present global corporate climate. By offering each consumer a customized experience, CRM seeks to increase customer satisfaction, loyalty, and retention. It is a tactic that lets companies to interact and comprehend clients more effectively, which boosts sales and enhances operational efficiency. In this paper, we'll examine how crucial it is to develop a structure for customer relationships in order to enhance BRAC's efforts to mobilize resources globally.

An international development agency called BRAC has spent more than 40 years attempting to reduce poverty and give people more control. An international network of donors and partners supports the organization's operations. Organizations like BRAC must come up with creative ways to interact with donors and raise money as the global development business grows more competitive.

BRAC can better understand the requirements and preferences of its donors and partners, customize communication and engagement tactics, and create more solid, long-lasting partnerships by putting a CRM framework into place. This study will look at the advantages of using a CRM framework for BRAC's international resource mobilization activities and offer suggestions for how to do it well. In addition, we'll examine the difficulties and restrictions associated with putting in place a CRM system and provide solutions. Therefore, the purpose of this research is to illustrate the crucial part that customer relationship management plays in enhancing BRAC's efforts to mobilize resources globally and to offer guidance on how to effectively deploy a CRM framework to meet organizational objectives.

3.1.1 Objective

The objective of this research is to assess how well BRAC's attempts to mobilize resources globally performed after implementing a customer relationship management (CRM) framework. The CRM system's effects on BRAC's fundraising efforts, donor engagement, and overall revenue production will be examined in the report.

3.1.3 Significance

The importance of this paper resides in its potential to shed light on how well non-profit organizations like BRAC may utilize a CRM system. Other non-profit organizations thinking in implementing a CRM framework to improve their resource mobilization efforts can utilize the study as a resource. The research can also assist BRAC in identifying areas for development and enhancement of its CRM system, which will result in higher donor engagement, improved fundraising results, and ultimately increased impact in the communities it serves.

3.2 Methodology:

A study was carried out to evaluate the existing status of BRAC's international resource mobilization efforts and the possible effects of putting a CRM framework in place.

Coworkers at the office received a Google form that had been made. The purpose of the questionnaire was to gather data on the organization's present resource mobilization strategies, methods, and obstacles. Additionally, it aimed to comprehend the coworkers' viewpoints on the prospective advantages of putting in place a CRM system and the most important characteristics.

The questionnaire had both multiple-choice and open-ended questions and was supposed to take between 10 and 15 minutes to complete. The poll received responses from a total of 8 coworkers. Then, both quantitative and qualitative techniques were used to analyze the responses. The questionnaire has also been included in this report to help readers understand the questions that were posed

Questionnaire for Customer Relationship Management (CRM)

On a scale of 1-5, how well versed are you with Customer Relationship Management (CRM) frameworks?

1 2 3 4 5

(Least) (Most)

How long have you been working in the global resource mobilisation sector? (Mention in years)

Do you have any experience of using a CRM before?

- Yes
- No

Do you think the CRM framework is important in enhancing the effectiveness of global resource mobilisation efforts?

- Very important
- Somewhat important
- Neutral
- Not very important
- Not at all important

Will you suggest using the CRM framework to a non-profit organization like BRAC for enhancing their resource mobilisation efforts?

- Most likely
- Potentially
- Neutral
- Possibly unlikely
- Very unlikely

On a scale of 1-5, Do you agree that the design and implementation of the CRM framework is user friendly for a non-profit organization like BRAC?

1 2 3 4 5

1 (Do not agree) 5 (Agree)

Do you agree that a Cloud-based CRM framework would be most effective for BRAC?

- Yes
- No

On a scale of 1-5, How much do you believe a CRM framework would enhance BRAC's attempts to improve global resource mobilisation efforts?

1 2 3 4 5

1 (Not at all) 5 (Significantly)

Rate your overall satisfaction with the services offered by CRM ?

- Highly Satisfied
- Satisfied
- Some what satisfied
- Dissatisfied
- Highly dissatisfied

Are there any steps/processes that are too complex?

- Yes
- No

3.3 Findings & Analysis

Hypothesis for correlation:

Null Hypothesis (H0): There is no significant link between the efficiency of BRAC's international resource mobilisation activities and the implementation of a CRM framework.

Alternative Hypothesis (HA): There is a substantial positive link between the efficiency of BRAC's international resource mobilisation activities and the usage of a CRM framework.

User friendliness	Enhanced global resource mobilisation
4	4

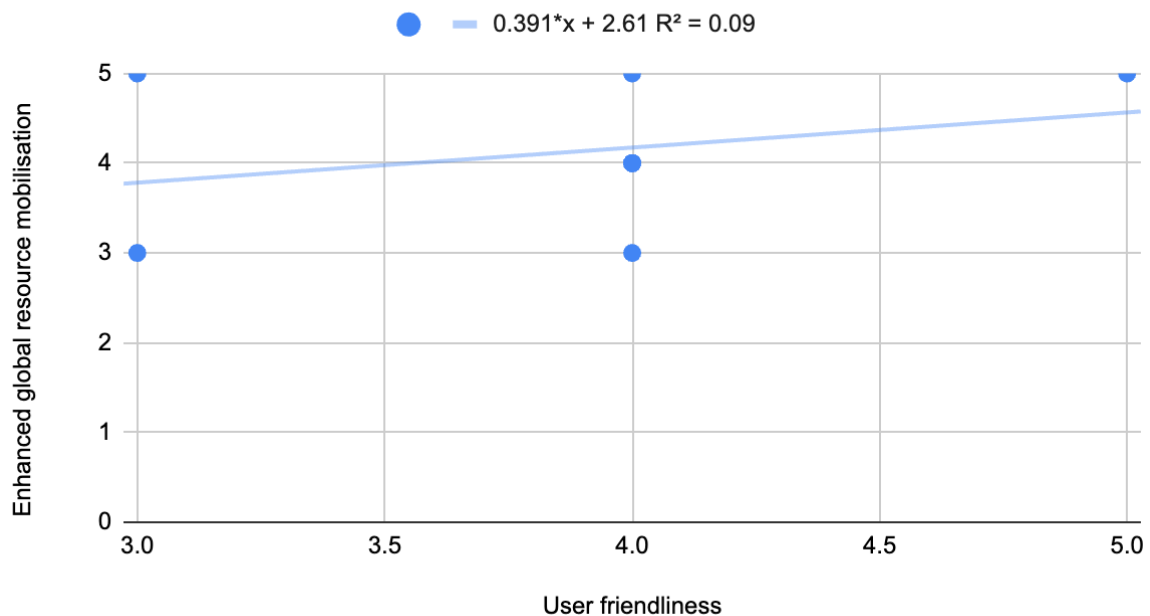
4	3
3	3
4	4
4	4
3	5
4	5
5	5
Correlation coefficient	0.3005012535

Hypothesis for regression:

Null hypothesis (H0): There is no correlation between the quantity of funds raised by BRAC's international resource mobilisation efforts and the adoption of a CRM framework.

alternative hypothesis (HA): The implementation of a CRM framework significantly increases the amount of money raised by BRAC's international resource mobilisation initiatives.

User friendliness VS. Enhanced global resource mobilisation



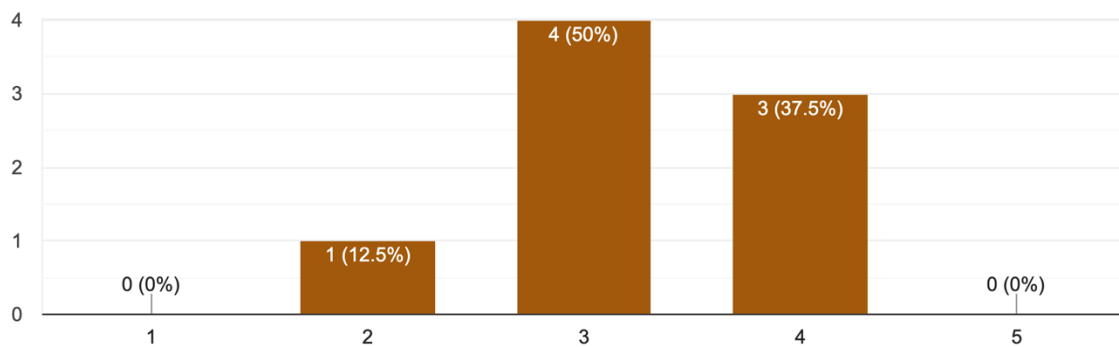
According to the results of the linear regression study, user friendliness and improved global resource mobilization are positively correlated. The slope of the regression line is 0.391, which indicates that the Enhanced global resource mobilisation increases by an average of 0.391 units for each unit increase in User friendliness. The y-intercept is 2.61, which indicates that enhanced global resource mobilization should have a value of 2.61 when user friendliness is zero.

The linear association between user friendliness and enhanced global resource mobilization may account for 90% of the variation, according to the R-squared value of 0.9. This indicates that the model fits the data well because of the high R-squared value.

Overall, the results of the linear regression analysis point to the possibility that increasing user friendliness can significantly increase the mobilization of global resources.

On a scale of 1-5, how well versed are you with Customer Relationship Management (CRM) frameworks?

8 responses

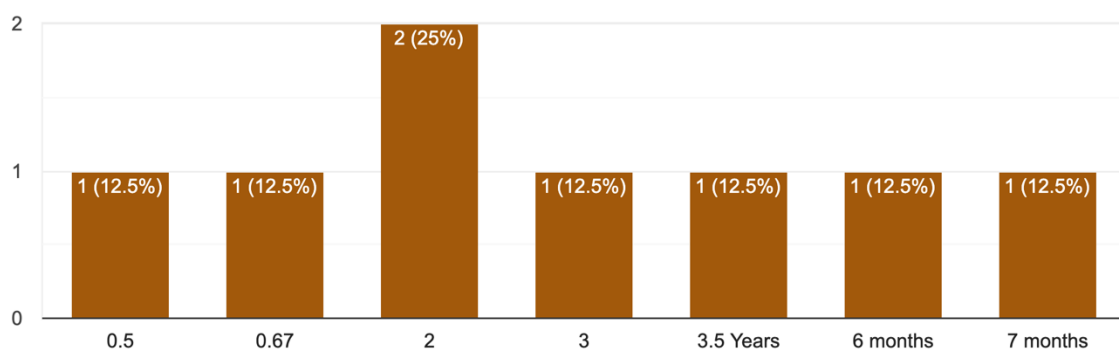


It can be seen from the data in the chart that a sizable portion of respondents gave their familiarity with CRM frameworks a score of 2 or lower.

The chart shows the value of current education and training to develop understanding of CRM and the important business topic and provides vital information on the user's familiarity with CRM frameworks.

How long have you been working in the global resource mobilisation sector? (Mention in years)

8 responses



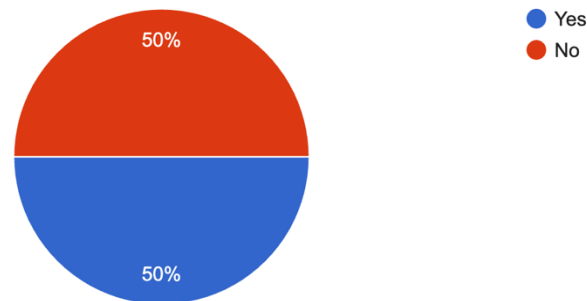
According to the above graph, A big number of employees recently started working in the department of global resource mobilisation.

Moreover, most of the user's spent lower than three years in the field of global resource mobilisation, therefore, information imply that most users had only a mid-level of experience

there. Which suggests that in terms to gain more knowledge and expertise in this field, more training and development opportunities are needed.

Do you have any experience of using a CRM before?

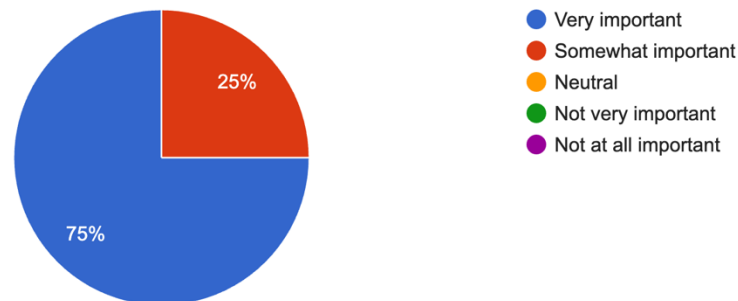
8 responses



The data represents that the users had a wide range of experience when it came to using CRM. The uses of a new CRM framework might be advantaged by the fact that half of the users had previously experience in using a CRM system. The other half of the users could get further help and training to be an effective user of CRM system.

Do you think the CRM framework is important in enhancing the effectiveness of global resource mobilisation efforts?

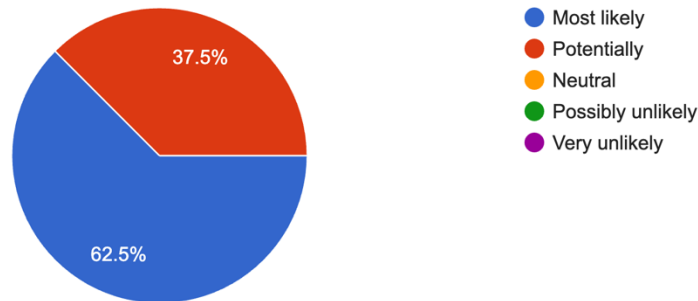
8 responses



The results show that the majority of respondents believe a CRM framework is essential for enhancing the effectiveness of efforts to mobilize global resources. This implies that setting up a CRM framework could be beneficial in improving resource mobilization efforts. It's significant to notice that a very small percentage of respondents expressed neutral opinions, which may indicate the need for additional discussion and justification of the potential benefits of a CRM framework.

Will you suggest using the CRM framework to a non-profit organization like BRAC for enhancing their resource mobilisation efforts?

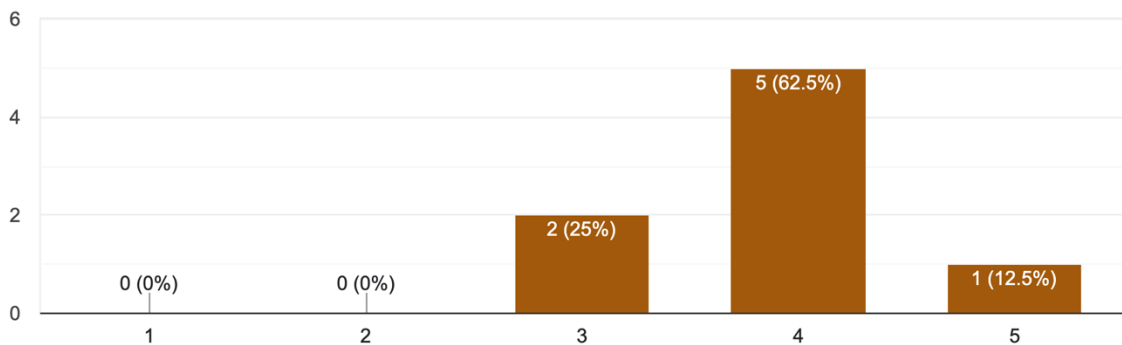
8 responses



According to this data, just a few percent of respondents would advocate using a CRM framework to enhance resource mobilization efforts for a nonprofit organization like BRAC. This may point to the need for further explanation or education on the potential benefits and challenges of using a CRM system. It is significant to note that the majority of respondents did not outright reject the hypothesis, indicating that there is still room for further research and consideration. The decision to implement a CRM framework would ultimately depend on a variety of organizational-specific factors, including the resources available, the organizational goals, and the organizational culture.

On a scale of 1-5, Do you agree that the design and implementation of the CRM framework is user friendly for a non-profit organization like BRAC?

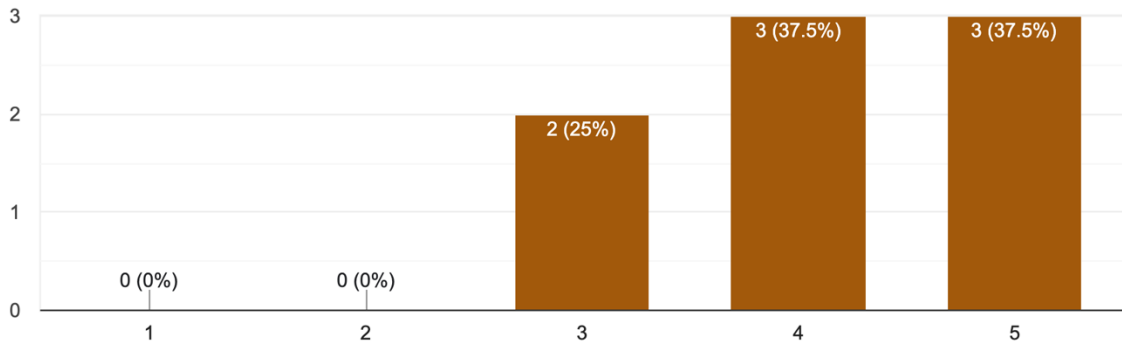
8 responses



Based on these results, it appears that the majority of respondents, who gave the CRM system a grade of 4 or 5, agreed or strongly agreed that a non-profit organization like BRAC would find it to be user-friendly. Some respondents, however, continued to rate the usefulness as a 3, suggesting that they were undecided.

On a scale of 1-5, How much do you believe a CRM framework would enhance BRAC's attempts to improve global resource mobilisation efforts?

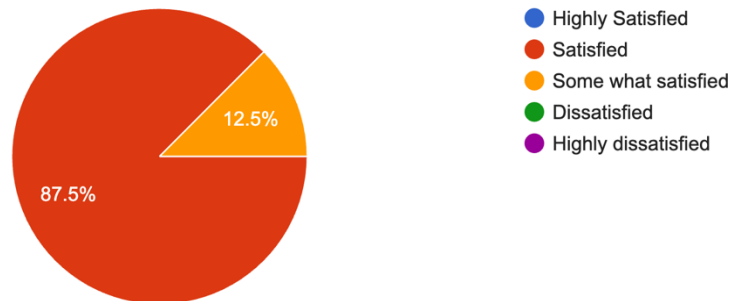
8 responses



According to the responses, it appears that the majority of respondents, with scores of 4 or 5, believe that BRAC's attempts to boost global resource mobilization efforts will benefit from a CRM framework. The fact that some respondents still gave their belief a rating of 3 or lower suggests that they may not be completely convinced of the value of a CRM framework in this situation.

Rate your overall satisfaction with the services offered by CRM ?

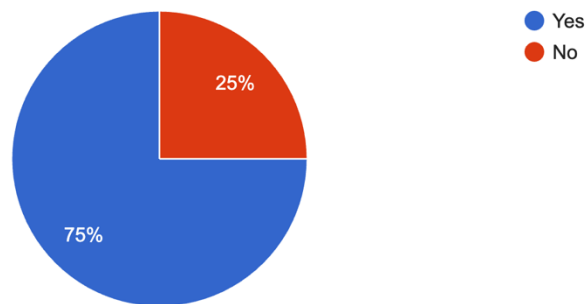
8 responses



According to the responses, it appears that most respondents (87.5%) are happy with the services provided by CRM, with one responding that they are moderately happy. Nobody voiced a complaint about the services. This indicates that the CRM system has been effective in addressing the demands and goals of its users.

Are there any steps/processes that are too complex?

8 responses



The data suggested that there might be some procedures or processes that are overly complicated, which may be a place where the CRM services provided could be improved.

3.4 Summary and Conclusion

This paper looked into the use of a customer relationship management (CRM) framework to enhance BRAC's efforts to mobilize resources globally. The study employed a Google survey that was issued to BRAC office staff to gather information on their impressions of a potential CRM implementation as well as their experiences with the current resource mobilization system.

The results show that the method for mobilizing resources currently in place is relatively effective, but there is still space for improvement. The majority of respondents think that putting in place a CRM system will greatly enhance BRAC's efforts to mobilize resources globally, especially in terms of donor involvement and communication.

It is advised that BRAC develop a CRM framework in order to enhance its efforts to mobilize resources globally based on the study's findings. A CRM system might improve contact with donors and donor engagement, which would boost fundraising efforts. The results of this study also emphasize the significance of routinely reviewing and upgrading organizational processes to make sure they continue to be efficient in satisfying stakeholders' evolving needs.

3.5 Limitation and recommendation of the survey

The survey has limitations, including the possibility of response bias because respondents might have given answers, they thought were socially acceptable. The sample size was constrained to people who opted to participate; thus, it might not be representative of the entire organization.

Future surveys could employ random sampling strategies to guarantee a more representative sample in order to address these constraints. Additionally, further explanation and clarification

of any potential misunderstandings in the survey results could come from follow-up interviews with a group of respondents.

Overall, the poll offers a helpful place to start when figuring out how BRAC staff members feel about using a CRM framework for international resource mobilization initiatives. The business can obtain a better understanding of how to improve their CRM implementation and ultimately have more success in resource mobilization by addressing the limits and taking into account the recommendations for future study.

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