

Report On
Project management considering the life cycle of HRMS ERP and the
impact of it on human resource operation in BRAC International

By

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Student ID: 19104129

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

BRAC Business School (BBS)
BRAC University
October, 2024

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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:

Md Sayed Afridi
Student ID: 19104129

Supervisor's Full Name & Signature:

Ms. Noshin Anjum Chaiti
Lecturer, BRAC Business School (BBS),
BRAC University

Letter of Transmittal

Ms. Noshin Anjum Chaiti

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

This is my pleasure to submit the internship report on “Project management considering the life cycle of HRMS ERP and the impact of it on human resource operation in BRAC International”. I was practically exposed to the functioning and processing of a non-government organization by BRAC International. I learned many things and gathered numerous valuable experiences from this internship, which will help me in my future career. I have given this my full attention and done my best to realize the goals of the pragmatic perspective. I am hoping my effort will not go in vain. However, I will abide by further instructions if provided.

Sincerely yours,

Md Sayed Afridi

Student ID: 19104129

BRAC Business School

BRAC University

Date: October 15, 2024

Non-Disclosure Agreement

This report is made and entered into by and between BRAC International and the undersigned student Md Sayed Afridi, ID- 19104129 at BRAC University for the purpose of internship. During my internship with BRAC I am in possession of “confidential information” and I am aware of BRAC’s management process. This “confidential information” may not be shared with any online, offline or other news or print media without prior authorization and notification to BRAC International and myself.

Student’s Full Name & Signature:

Md Sayed Afridi

19104129

Supervisor’s Full Name & Signature:

Md. Fahimul Islam

Senior Manager, HR Projects & Analytics (Human Resource Division)

BRAC International

Acknowledgement

I'm truly grateful to submit this report after being given such an amazing opportunity. I extend my deepest thanks to everyone who contributed to making this report possible. No matter how many words of appreciation I express, they will never fully capture the extent of my gratitude.

First and foremost, I want to thank Almighty God for giving me the strength to complete this extensive report on time. I also wish to express my sincere appreciation to our respected faculty members, Ms. Noshin Anjum Chaiti and Md Tanvir Hasan, for their valuable feedback that significantly enhanced my report. Without their guidance, this task would have been nearly impossible to accomplish.

I am also deeply thankful to the Human Resource team at BRAC International. I was honored to be given the chance to join their team as an intern. A special thanks goes to Md. Fahimul Islam, Senior Manager, HR Projects & Analytics (Human Resource Division), and all the employees at BRAC who shared their knowledge and experience with me throughout this internship.

Executive Summary

The report represents my internship experience and outcome of three months at BRAC International, where I have been working in the Human Resource unit. This internship proved to be very valuable for the practical aspects of the HR management studies pursued and integrated the knowledge academically acquired with the real world.

The survey conducted during this internship focused on various aspects of HRMS ERP implementation and its impact on the organization. Key findings are that generally, there has been a high level of familiarity with IT project management among the respondents; during development, the main challenges involved include time constraints and data migration complexities; whereas for the varied adoption challenges, integration issues and resistance to change have been identified. Training and support materials have been effective, though there is a preference for asynchronous learning formats like video tutorials. Benefits of the HRMS ERP system include increased reporting capabilities, cost savings, and improved employee self-service. Overall satisfaction with the system has been high.

The analysis identifies that improvement in planning and resource management is urgently needed to meet the challenges in development. Recommendations include increased training and improvement of support materials for users, greater engagement throughout all phases of the project lifecycle, and a focus on system integration and process accuracy. Implementation of these recommendations will ensure full benefits from the HRMS ERP and enhance overall organizational efficiency.

Keywords: “Human Resource”, “HRMS ERP Implementation”, “System Integration” and “IT project management”

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List of Acronyms

HR	Human resource
BI	BRAC International
ERP	Enterprise Resource Planning
BIHBV	BRAC International Holdings B.V.
HRMS	Human Recourse Management Software

Chapter 1 – Introduction



1.1 Student Information

Name	Md Sayed Afridi
ID	19104129
Program	Bachelor of Business Administration
Major	Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Period	3.5 Months (15 May, 2023 to 31 August, 2024)
Company Name	BRAC International
Department	Human Recourse Development
Address	BRAC Centre, 75 Mohakhali, Dhaka-1212, Bangladesh

1.2.2 Supervisor's Information

Name	Md. Fahimul Islam
Position	Senior Manager, HR Projects & Analytics (Human Resource Division)

1.2.3 Job Scope – My responsibility's

In BRAC, I joined as a Human Resource Automation Intern, working with the Learning and Development team under the HRD unit of BRAC International (BI). Some of my primary responsibilities included:

1) System Implementation:

- i. Liaise with IT and HR teams to monitor the new and existing HR.
- ii. Monitor to ensure the approval chain of the different process is aligned with latest DoA.

2) User Training and Support:

- i. Train the HR staff on how best to use HR software. Orient the country HR team regarding new features released in HR software. Prepare a monthly report on new user orientation regarding the HR system for all BI countries.
- ii. Continuous end-user support by troubleshooting problems and answering questions on the functioning of the software. Follow up on the status of raised issues for smooth solutions.

3) Performance Monitoring:

- i. Monitoring tools to track new staff registration, joining process, probation, contract renewal, transfer, separation, increment/salary adjustment process, and payroll process regarding system performance.
- ii. The new joiners and separation report should be cross-checked with the HR system to identify inconsistency.

4) Reporting and Analytics:

- i. Leverage reporting and analytics capabilities from HR software to meaningful insights that can aid the HR decision-making process.
- ii. Provide periodic reports on HR metrics, which include employee turnover, performance appraisals, and workforce demographics.
- iii. Collaborate in cross-functional teams to drive improvements that benefit overall effectiveness in HR processes.

1.3 Internship Outcomes

1.3.1 My contribution in the company

I took a detailed orientation on the SbiCloud HR system from recorded sessions. I also delivered a training session on SbiCloud HRMS system familiarization to transfer expatriate staff to different BI countries. Moreover, prepared reports on the HRMS training surveys for Liberia and Tanzania. Lastly, gathering of reports from BI countries about new employees eligible for ERP orientation and tracking of their sbiCloud orientation sessions status.

I cross-checked role-wise access reports of different users, provided necessary feedback based on guidance, and raised suggestions for the alignment of role-wise access. I worked on developing some parts of the SBI Cloud user manual document specifically on the employee register, authentication process, and pending correction and deployment section's part. Additionally, I created short demo video guides on the mentioned sections of SBI Cloud and developed PowerPoint slides for Rollout Assistant (reimplementation on mandatory points).

I compared the employee monthly reports from various countries with the SBI system-generated reports to identify discrepancies and report those issues. I monitored and reviewed monthly

attendance reports, ensuring that countries entered attendance data into the system weekly and provided weekly reports on the findings.

I participated in country calls to understand the context, issues, and probable solutions. I consistently monitored Jira issues related to SBI Cloud support and Nolan payroll support, generated weekly status reports on these issues, and presented them. If any action or follow-up was required, I took it accordingly.

1.3.2 Benefits of the students

Soft skills:

Through an internship at BRAC International, I was able to not only develop my soft skills but also develop an adaptation for working with varied stakeholders and meeting a goal through communication, teamwork, and collaboration. The operational challenges sharpened my problem-solving and analytical skills, and the attention to detail ensured work accuracy. The professional work environment requires one to be professional, have work ethics, and have presentation abilities. Also, networking and relationship-building opportunities have grown my professional network. All these transferable soft talents helped me grow personally and professionally and be a person of great utility in any business.

The chance to work in a fast-paced environment:

BRAC International provides such an environment at work, involving innovation, inclusiveness, and effectiveness at work with quick decision-making on the current situation. Working within a fast-paced set-up requires handling a heavy workload, making quick judgments, adaptability, handling of change, multitasking, prioritizing, retaining energy and resilience, and acceptance of constant learning in the workspace. Valuable experiences such as

all these allow self-development, hence were very important for a student if they wished to pursue employment in a fast-growing company. I certainly got such experience through doing an internship in BRAC.

Possibility to gain vast knowledge in short span of time:

It was BRAC International that gave me the opportunity to learn the ins and outs of how a company or an industry as a whole function. I was given the chance to be exposed to the inner functions of a certain field and equipped with knowledge regarding trends and best practices. With this internship, I am greatly enhanced in my ability to make knowledgeable career decisions and establish a planned approach toward professional goals.

Practical experience:

Practical experience in a professional setting is granted by means of internships. I had practical experience while contributing to some real-world projects and responsibilities. This opportunity from BRAC is unparalleled—to apply theoretical learning as exercised within the classroom, and I have been in a position to get first-hand experience that sets me apart in the job market.

1.3.3 Problem faced during the Internship Period

Learning to set boundaries and communicate professionally was a big challenge for me because it was something I hadn't encountered before. Since I was unfamiliar with the tasks, I often had to seek guidance from my superiors and coworkers to complete them effectively. Also, As I had knowledge gap, I struggled to grasp the details of the processes that affected my performance.

1.3.4 Recommendations

Ensure clear and consistent communication both within the organization and with external partners. Regular updates, meetings, and transparent reporting help keep everyone on the same page and working towards common goals. Also, use digital tools for project management, communication, and data tracking to boost efficiency and coordination. This could involve software for managing donors, coordinating volunteers, or tracking progress. Regularly evaluate how well programs and initiatives are working by using data to measure results, make informed decisions, and adjust strategies as needed to improve impact. Additionally, keep financial records, program results, and decision-making processes transparent to build trust with donors, beneficiaries, and the public.

Chapter 2 – Organizational Overview



2.1 Company Introduction

BRAC Bangladesh is one of the world's largest Non-Governmental Development Organizations. BRAC works for income generation who lacks resource and social advocacy and development for the poor, work for landless rural people, work for increasing women empowerment and gender equality. Through microcredit, health, education, and training Programmes BRAC fostering positive change and empowering individuals to adapt and thrive in their environment. The term NGO is very well-known term for developing country like Bangladesh and other underdeveloped country where hamartian help is needed most. According to the social science dictionary, a Non-Government Organization is a non-profit agency that serves some public interest, established to fulfil social purposes other than monetary rewards to financial backers. NGOs in Bangladesh create job opportunities for many people at the same time making women empowered. Worldwide there are lots of people without food, clothing, education, and basic health facilities. The main purpose of NGOs in Bangladesh is the development of poverty-stricken deprived people.

BRAC's operations span various sectors, including microcredit, health, education, and training, reaching across all 64 districts of Bangladesh. By 2022, BRAC had reached 65.6 million individuals with health and nutrition services and approximately 316,000 people with WASH (Water, Sanitation, and Hygiene) services. Around 4.8 million women gained financial literacy, while 6,200 returnee migrant workers and trafficking survivors received psychosocial, social, and economic reintegration support. Overall, two out of every five people in Bangladesh benefited from some form of BRAC's assistance.

2.2 History of BRAC Bangladesh

BRAC was founded in 1972 by Sir Fazle Hasan Abed as a response to the devastation caused by the Bangladesh Liberation War. After initial short-term relief project, BRAC quickly realized the need for long-term solutions to address countries poverty and economic instability. From the mid-1970s to the early 1980s, BRAC adopted a flexible and holistic approach for the rural development, which soon became internationally popular. BRAC expanded its reach and operations by focusing on women empowerment and providing them with access to economic and social resources. BRAC's adaptive strategies and commitment to learning from experience have allowed scale their project and making the best possible outcome from it. This is why by 2002, BRAC began its first international operations in Afghanistan, implementing successful models in the middle of unstable economic, political and conflict-ridden conditions.

BRAC International, is BRAC's extension version set up as a non-profit foundation in the Netherlands, governs and manages all BRAC entities outside Bangladesh, except for its affiliates. It works like a same non-profit organization as the way their operation in Bangladesh holding a mission to empower people and communities who are under poverty line, illiteracy rate is high, disease, and for the social injustice and inequality among the peoples. BRAC International most operates is based in countries across Asia and Africa, where most of the deprived community are living are committed to give them continuous support learning, and meet the needs of diverse communities with humanitarian support. BRAC operation in different countries is proven to reduce poverty, reaching over 130 million people worldwide and contributing significantly alleviating other societal issues and working for the global development alignment.

1.2.1 Vision, Mission and Values

VISION

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

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 men and women to realise their potential.

VALUES

Integrity
Innovation
Inclusiveness
Effectiveness

1.2.2 About BRAC International

BRAC international is an independent department of BRAC form where they monitor all the international operation. For opening a new entity, programme other BI countries always need to take permission of BI Bangladesh offices approval. BI Bangladesh closely monitors all the recruitment selection process of the staff that is done by individual countries. BI work over all the fanatical transition and financial report, implements salary structure, composition benefit for every BI country. BRAC international division also work with fund management, take training of senior staffs how are going to give the training to the field level staffs. Makes human resource policies and procedures, regular visit to the Bi countries for operational purpose, sends representatives from the Bangladesh to lead the projects and programmes as well as to take the role of country detectors.

BRAC International Holdings B.V. (BIHBV) is created as a non-profit organization engaging people in sustainable economic and income earning activities. The core focus of BIHBV is to provide microfinance services to people living in poverty to make them financially solvent, contribute to women's economic freedom and improve the quality of life by the service.

BRAC first expanded its microfinance operations internationally in 2002 and now operates in six countries across Asia and Africa. BRAC International Holdings B.V. (BIHBV) proved as a success factor for serving people financials service and make impact of lives that is more than 650,000, out of that 96% are women.

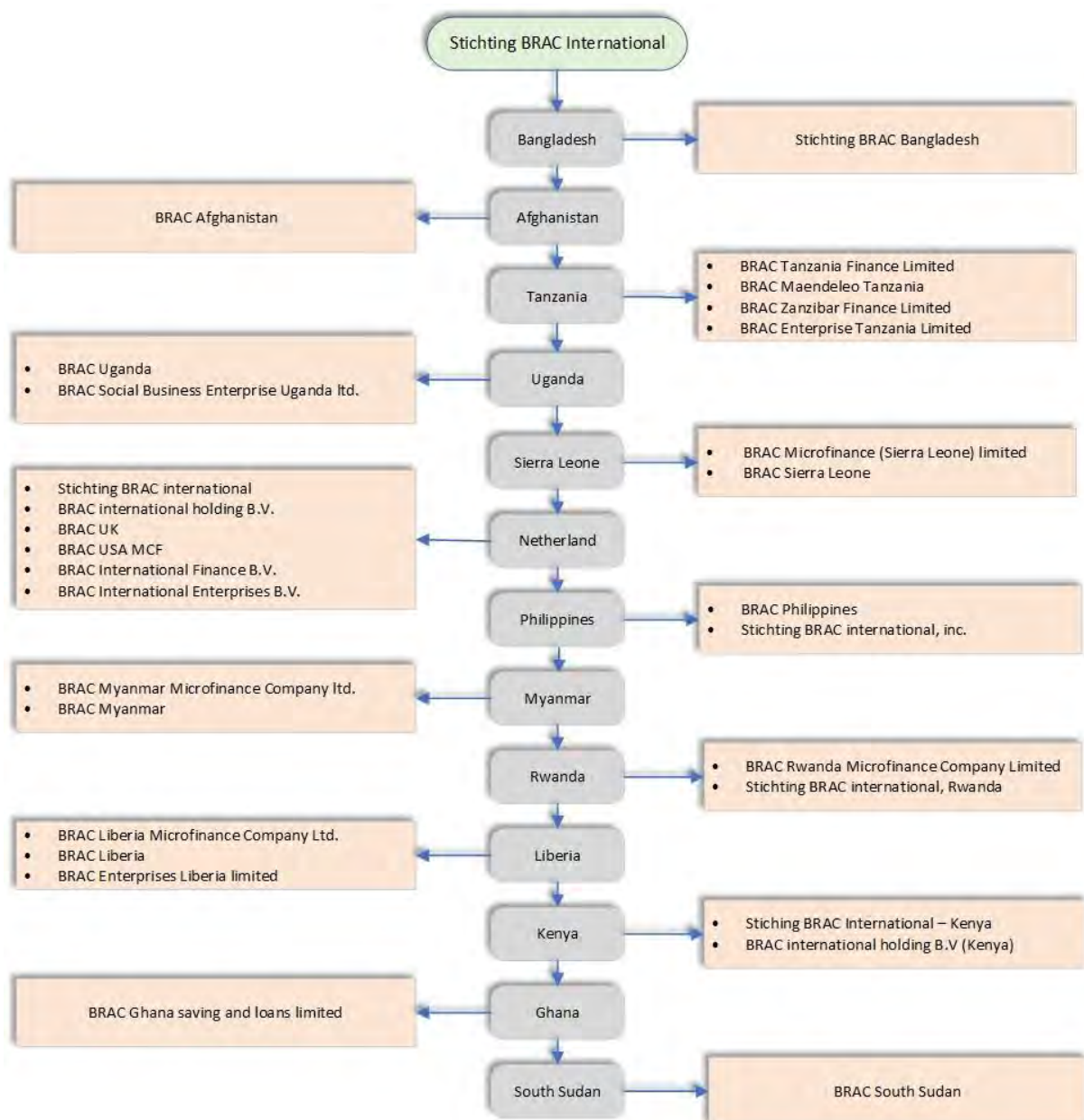
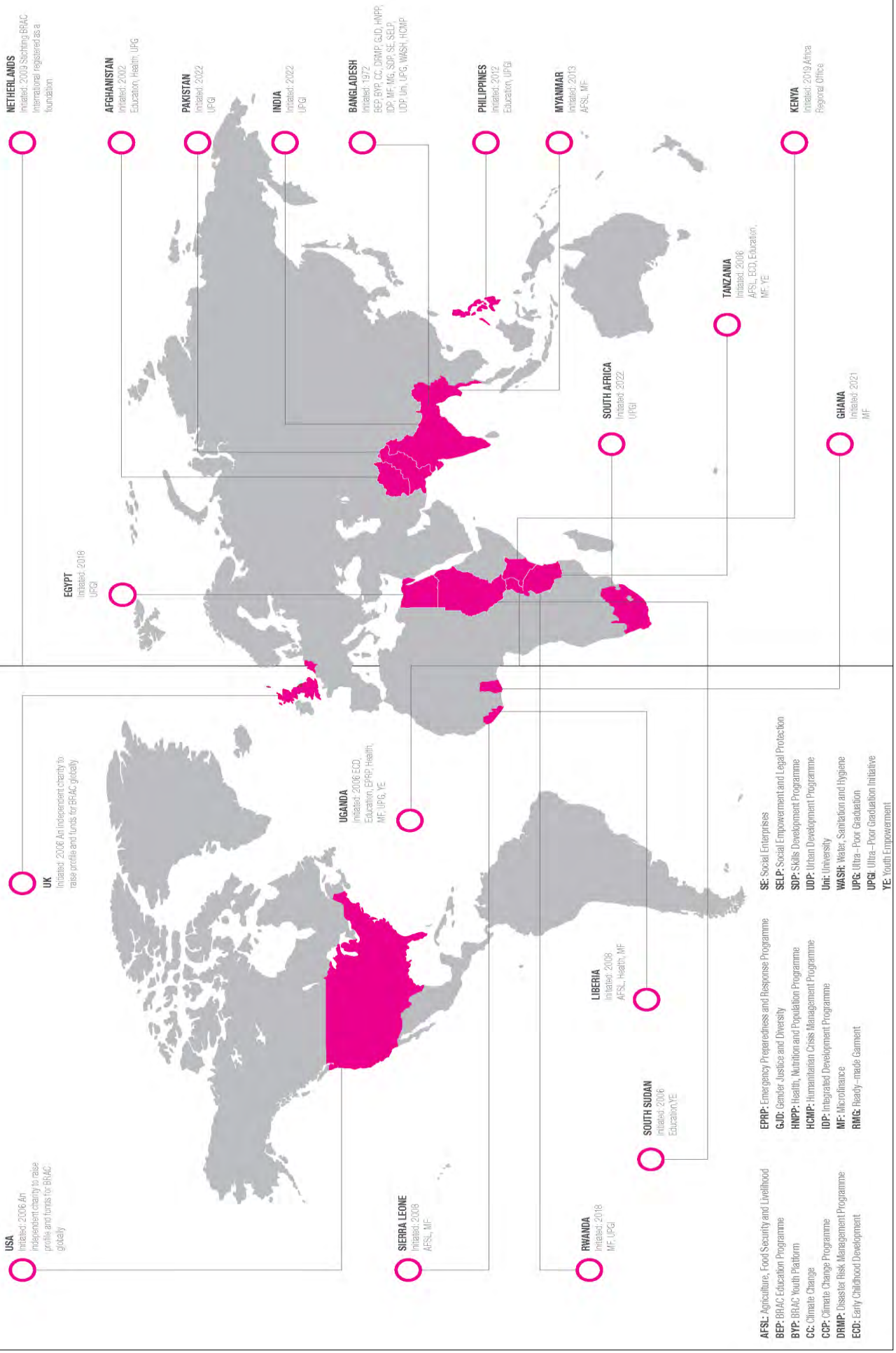


Image of BRAC International entities across BI countries.

BRAC ACROSS THE WORLD



1.2.2.1 Major programme details of BRAC International

Agriculture, Food Security and Livelihood

World hunger is now a critical global challenge, reduction in agricultural productivity due to climate change, and ineffective food distribution channel among various regional areas due to inflation, transportation and political collusions. Agriculture initiates reduce of risk and food insecurity. While technological advancements offer potential for increased yields, due to accessibility majority of the world is under the threats of agricultural stability and risking food security. Sustainable farming practices and equitable food distribution systems are crucial for mitigating these risks and ensuring food access for all populations. Addressing these challenges requires coordinated efforts across sectors to achieve lasting solutions.

Even though small farmers grow most of the food in Asia and Africa, they often struggle with poverty and hunger because of climate challenges and economic hardship. BRAC's AFSL programs help these farmers by providing them with tools to adjust to climate change, find buyers for their crops, and make more money. The programs focus especially on empowering women and young people in these communities. (Agriculture, Food Security and Livelihood – BRAC International, 2019)

Despite the fact that farming and raising animals could be much more productive, several problems prevent agriculture from reaching its full potential. These obstacles include a lack of education for farmers, limited access to modern technology and resources, the increasing effects of climate change, and difficulty securing funding.

In Tanzania, over two-thirds of the population live in rural areas, most relying on basic farming to survive. This dependence on subsistence agriculture makes it difficult to overcome poverty and hunger. To address this challenge, BRAC is applying successful agricultural models

developed and refined over 30 years in Bangladesh, along with more recent experiences in Africa (“Increasing Agricultural and Livestock Productivity of Marginalised Smallholder Farmers in Tanzania,” 2015).

The agricultural extension program in Tanzania directly benefited the farmers' ability to make a living and feed themselves (livelihoods and food security). A separate study showed a significant jump in the number of families participating in commercial farming (around 10%) due to the program's success in boosting productivity. For those who participated in the program (treatment farmers), the return on investment in agriculture was impressive - for every dollar invested, they got an extra \$1.15 in output. This translates to a 50% increase in production compared to farmers who didn't participate (control farmers), who also spent 98 more hours working their land. (Gulesci, 2017)

Education

Education deprivation in low-tier nations is a significant issue, driven by a lack of resources, inadequate infrastructure, and insufficient funding. Many children in these regions face barriers such as poverty, which forces them to work instead of attending school. Political instability and conflict often disrupt educational systems, further limiting access to quality education. Additionally, cultural norms and gender biases can restrict educational opportunities for girls. Addressing these challenges requires comprehensive strategies to improve educational access and quality for all children.

BRAC, along with the MasterCard Foundation, created a program in Uganda called the Scholars Programme to help students move smoothly from secondary school to college. This program offered financial aid to roughly 70% of students who were accepted into their first year of high school after passing their primary school leaving exams. The financial support

lasted for six years. (“Increasing Agricultural and Livestock Productivity of Marginalised Smallholder Farmers in Tanzania,” 2015)

BRAC recognized that traditional gender roles can limit girls' education, often leading to early marriage and pregnancy. To address this, BRAC developed a special program that makes learning more engaging for children. This community-focused approach prioritizes the needs of girls, especially those most at risk. BRAC partnered with the Foreign, Commonwealth & Development Office (FCDO) to implement the Girls' Education Challenge (GEC) project. This project specifically helped 15,900 girls aged 12 to 18. It provided support for both primary and secondary education, reaching 13,950 girls in grades 5 and 6 and an additional 1,950 out-of-school girls who were able to access secondary education (Gulesci, 2017).

Health

In underdeveloped countries, poor health conditions are widespread due to inadequate healthcare infrastructure and limited access to medical services. High rates of infectious diseases and malnutrition further exacerbate health crises. Addressing these challenges requires significant improvements in healthcare systems and access to essential services.

BRAC's health programs bring healthcare directly to people in need. They train women in communities to be like health helpers. These helpers give basic care, check for problems, and connect people to hospitals when needed. They focus on moms and babies, family planning, good eating, and preventing diseases. They even sell some health supplies to earn a little money.

BRAC's health helpers have a special tool on their phones since 2017. This tool helps them give better care. It collects information from almost half a million homes. This info helps them

know how to better care for pregnant moms, new babies, and young children with things like malaria, diarrhea, and pneumonia. (Health – BRAC International, 2021)

Ultra-poor graduation

BRAC invented a program called the Graduation Approach in Bangladesh back in 2002. This program has been so successful that more than 100 organizations in almost 50 countries around the world have now adapted it for their own use. Building on their initial success in Bangladesh and the positive results of pilot programs in other countries, BRAC International (BI) has been busy since its launch in 2009. They've adapted and implemented the Graduation program in many countries across Asia and Africa where they operate, reaching thousands more people in need. BI has specifically implemented this approach in countries like Pakistan, Afghanistan, and South Sudan, and more recently in Liberia and Uganda. (Ultra-Poor Graduation – BRAC International, 2021)

BRAC helps people in extreme poverty get back on their feet. They give people some money for basic needs, like food, and things to help them make money, like animals or tools. BRAC also teaches them important skills like saving money and running a business. They give advice and support along the way. This helps people not just survive, but thrive, and become part of their communities.

Youth Empowerment Programme

BRAC runs Youth empowerment programme to help young people, especially girls, reach their full potential. This programme provides safe spaces for young people to learn and grow. BRAC offers mentors and support from the community to help them. The programs focus on three things: helping young people be strong and confident, get an education, and earn their own

money. This equips young people with the skills and knowledge they need to overcome challenges and build a bright future.

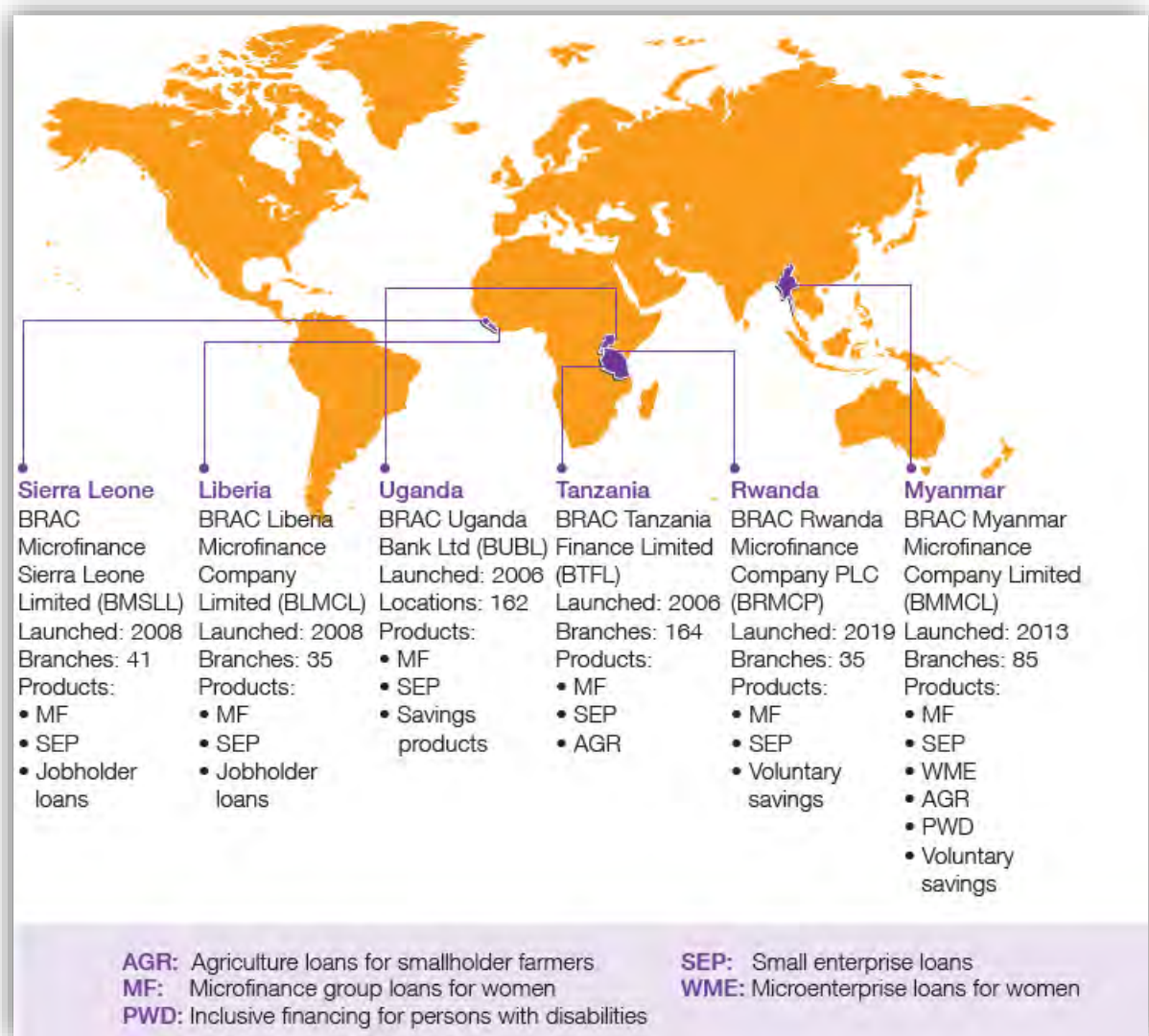
BRAC's youth programs help young people develop in many ways. They build confidence, leadership skills, and the ability to think critically and make good decisions. They also learn how to get along with others. The programs go beyond that too. Young people explore how gender roles can affect their lives and learn how to deal with important issues like relationships, health, and their rights. To make things fun and engaging, BRAC includes sports, reading, games, and socializing in the programs. This helps young people build a network of friends who support them. But BRAC doesn't stop there. They know the community matters too. They work with local leaders, parents, and others to make sure everyone is on board with helping young people succeed. And because empowering girls is a big part of the goal, BRAC also works with boys and young men. This helps everyone understand gender roles better and creates a more positive environment for girls. (Youth Empowerment – BRAC International, 2021)

Microfinance

BRAC offers a wide range of financial tools specifically designed to help low-income people improve their lives. Their successful approach focuses on the needs of their clients and ensures long-term effectiveness. BRAC's microfinance program is a key part of their comprehensive strategy to empower communities.

As of 31 December 2022, 96% of all clients we serve are women, 57% live in rural areas and 70% live under the \$5.5 a day poverty line. BI MF continues to serve an underserved population with 78% of our clients in all six countries reporting they could not find a good alternative to the services we offered (*BRAC INTERNATIONAL MICROFINANCE, 2022*).

BRAC International Microfinance operates through a network of independent microfinance companies, each registered locally to best serve its specific market. These companies are all under the umbrella of BRAC International Holdings B.V. (BIHBV), a private company established in the Netherlands and fully owned by the non-profit Stichting BRAC International. BIHBV's core mission is to empower women living in poverty, especially those in rural and remote areas, by providing them with microfinance services that help them build financial security.



Ultra-poor graduation initiative

The world faces a growing crisis. Over 700 million people currently struggle with extreme poverty, and this number is projected to balloon by another 50 million by the end of 2021. (BRAC Ultra Poor Graduation Initiative, 2024)

The Ultra Poor Graduation Initiative (UPGI) aims to lift the world's poorest households out of extreme poverty through a comprehensive programme combining livelihood support, social protection, and financial inclusion. By providing targeted assistance, UPGI helps vulnerable populations achieve sustainable income and resilience. This approach empowers individuals to build long-term economic stability and improved living conditions.

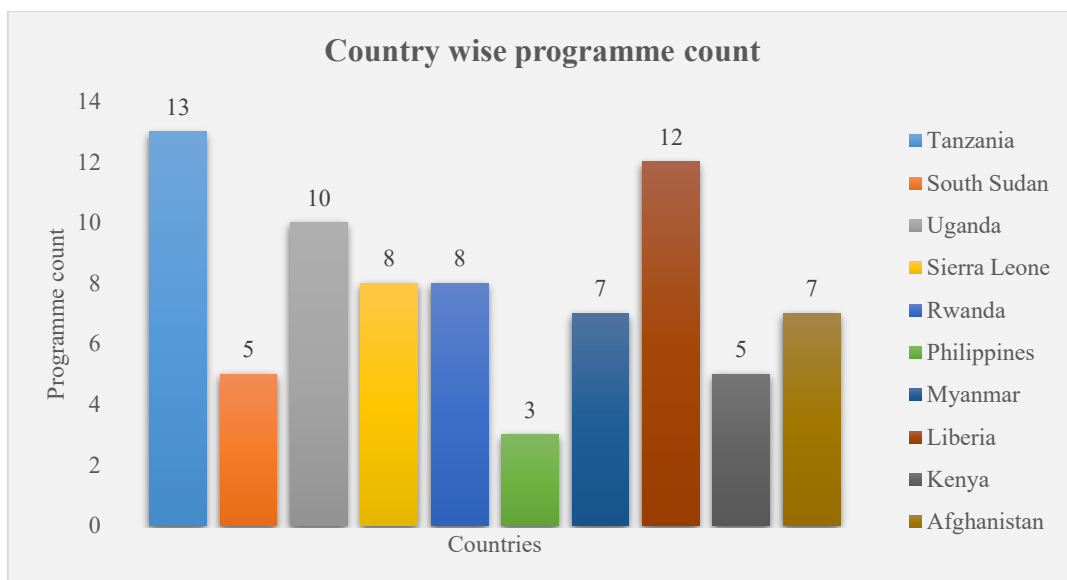
BRAC isn't just fighting extreme poverty directly; they're also helping others fight it too. Launched in 2016, their UPGI program equips governments and NGOs in Africa and Asia with the tools they need to create Graduation programs. These programs combine resources and support to help people lift themselves out of poverty. BRAC UPGI's goal is to work with governments to empower 4.6 million families to escape extreme poverty by 2026. They achieve this by integrating their approach into existing programs and advocating for policy changes that better support the ultra-poor. (*Ultra-Poor Graduation – BRAC International, 2021b*)

Mastercard Aim programme

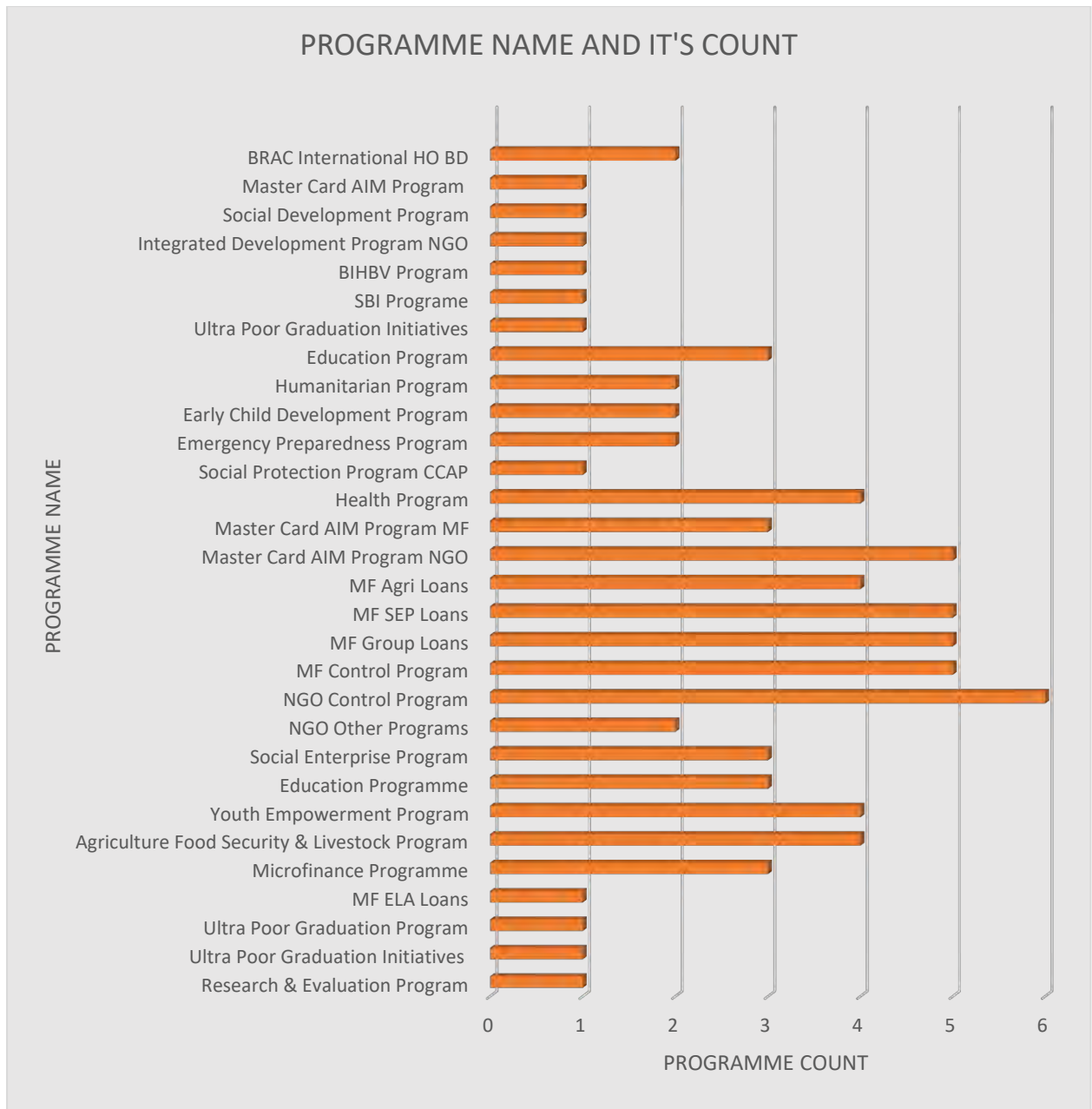
Mastercard Foundation and BRAC join forces to empower young women. Their AIM program targets 1.2 million adolescent girls and young women (AGYW) across seven African countries. The program equips them with relevant skills through training in entrepreneurship, employment readiness, and life skills. It also provides them with the tools they need to launch and grow their own businesses.

- *For girls who can attend school (ages 12-17)*: BRAC offers support to stay in or return to education. This includes life skills training to build confidence, peer networks for support, and basic financial literacy skills to navigate the world.
- *For young women facing obstacles to school (ages 15-17)*: The program focuses on building confidence in those unable to attend school due to circumstances like pregnancy or childcare. It equips them with practical skills to earn a living.
- *For young women and adults (ages 18-35)*: This program empowers participants through life skills and social awareness training. The focus here is on developing skills for earning a living and potentially starting their own businesses.

Additionally, the program helps girls stay safe and young men become better friends to girls. Girls learn to speak up for themselves and have a say in the rules that affect them. (*Accelerating Impact for Young Women – BRAC International, n.d.*)



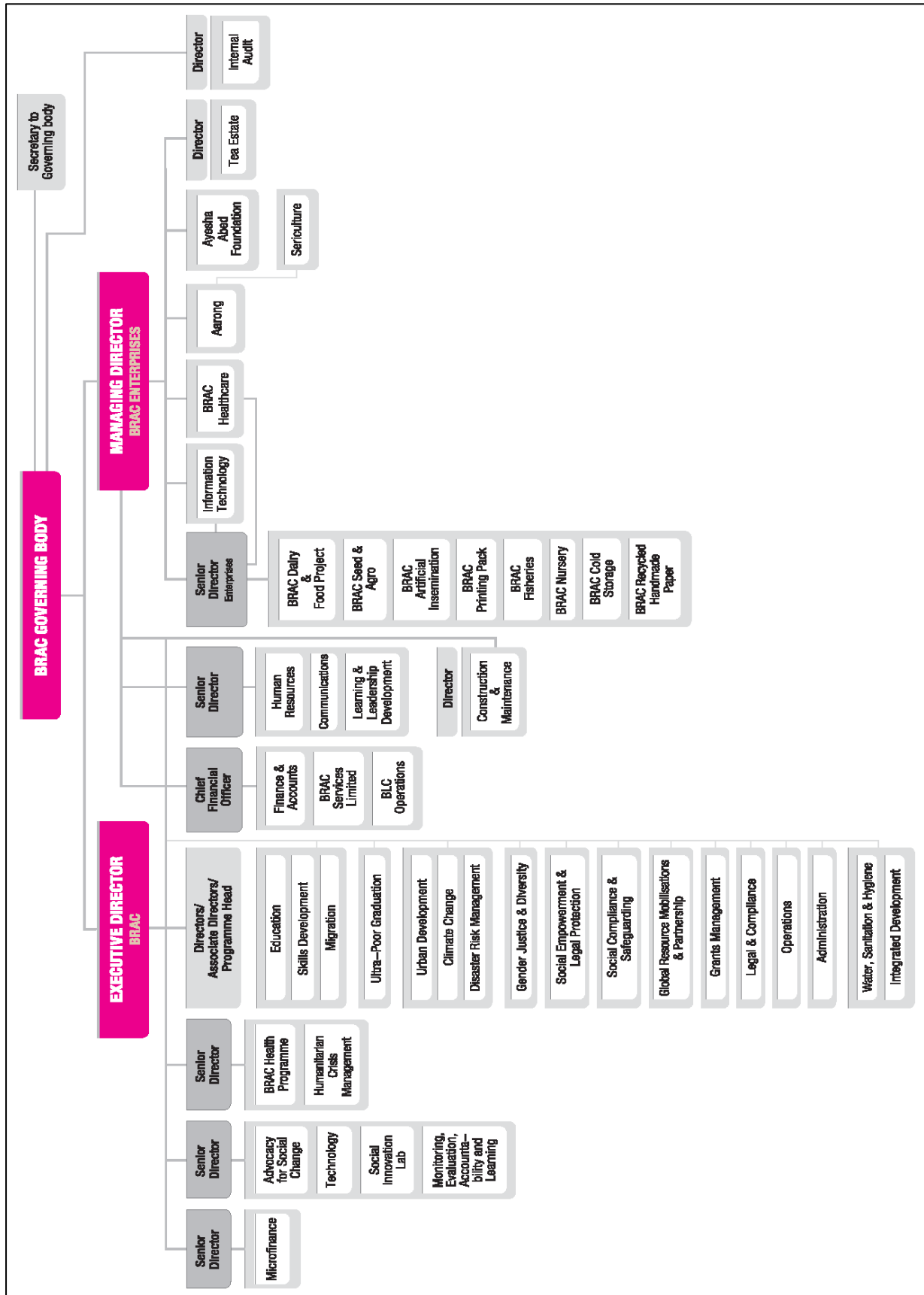
A glans of Country wise programme count (tentative) of BRAC internarial



Name of the programme operate by BRAC International and its count

*(Programee count are highly changeable and can be changed based on several factor) **

2.2.3 Organizational Structure



2.3 Management Practices

2.3.1 Leadership Style

BRAC is one of the largest non-governmental organizations in the world, with its roots in Bangladesh and also have international recognition for its operation. BRAC's leadership style has evolved over the years. Because of the work diversity BRAC is not following any single leadership style, depending on the situation and operation BRAC's leadership style varies.

- i. **Democratic Leadership:** BRAC encourages participatory decision-making processes, especially in its Programme planning and implementation phases. This democratic approach ensures that various stakeholders, including staffs, beneficiaries, and community members, have a voice in the organization's operations.
- ii. **Participative Leadership:** BRAC's leadership style emphasizes collaboration among everyone making a diversified workplace. BRAC's staff can participate in the leadership process during their work concern. This approach helps to give leading to innovative solutions depending on the situation. Through this participative strategy a programmes specific needs can be identified and staffs can suggest their own opinion.
- iii. **Laissez-Faire Leadership:** Depending on the situation, BRAC allows significant autonomy to its regional and local leaders. As BRAC has is international operation, it often convenient for the staffs to understand the own local context, norms and cultural values. So, the staffs who are familiar with the local contexts and can make decisions accurately.

2.3.2 Human Resource Planning

I. Recruitment and Selection Process

Depending on the hiring post, designation, and jobs responsibilities recruitment process vary a lot. However most two common processes for hiring interns and hiring contract staff and contract expiated staff process is provided.

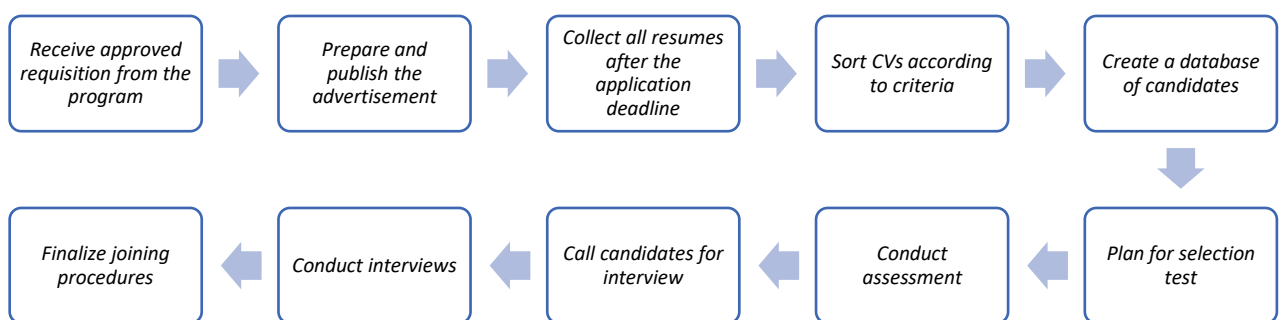


Figure: The hiring process for interns is often the same process used to onboard any new candidate.

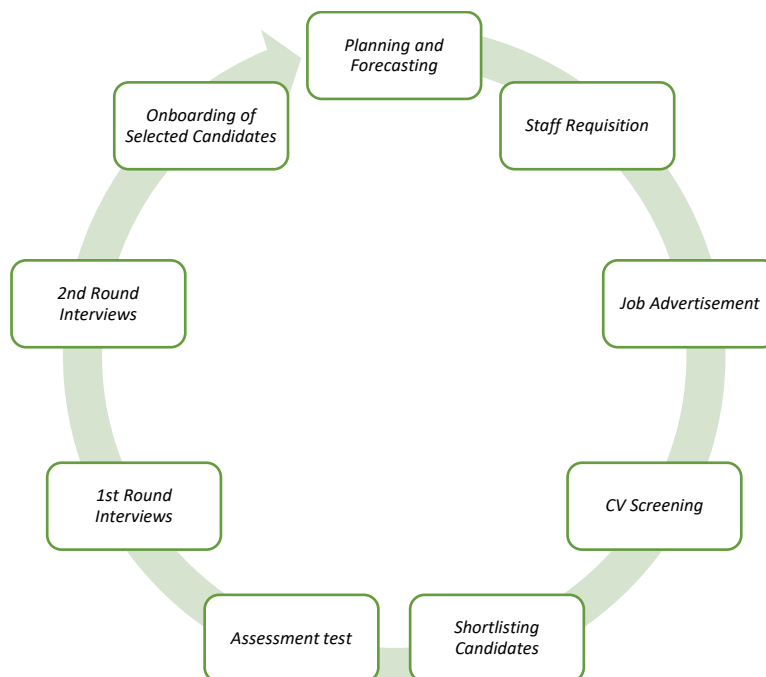


Figure: The ideal process for onboarding contract staff and expatriate staff at BRAC International.

II. Training and Development Initiatives

Training and development are essential for a staff in various way. It contributes significantly to the overall success and growth for BRAC. BRAC has their own learning and development unit working for on the development of staffs. BRAC runs varies types of Programmes, and depending on the work training processes and learning materials varies. BRAC promotes learning for all the staffs. By doing this staff skills are getting enhanced and keep them relevantly aware with industry. As BRAC invests in its staffs, it attracts quality candidates. Because of training, staffs can adapt to technological market challenges. Their ability increases to solve complex problems. Through continuous learning processes, staffs can align with the organizational mission and vision, culture, and values.

III. Compensation System

Depending on the different roles and levels staff salary grade and slab is structured within the organization. BRAC also has performance-based compensations are awarded for exceptional performance and contributions. BRAC also have Non-Monetary Benefits for its staffs like health Insurance for the staffs. Flexible working hours options depending personal needs. Staff of BRAC get the support for training, certifications, and continuing education. Staff has Access to their provisional fund for emergency purpose. Staffs can take monthly 2 days off. Staff has option to carry forward unused leave to the next year. Staff also get paid leave for vacations and medical needs.

IV. Performance Appraisal System

BRAC utilizes a dedicated performance evaluation system to assess staff performance. This process involves setting clear objectives, monitoring progress, and obtaining feedback from supervisors. Key criteria include successful Programme execution, fundraising effectiveness, and overall Programme impact. Staffs are encouraged to discuss their performance and offer

feedback on the evaluation process. The Performance Management System (PMS) is employed to calculate and track staff performance.

2.4 Communication Practices

2.4.1 Communication Strategy

As BRAC do not work with product their marketing mostly depends on communication. Through communication they represent themselves in front of other stakeholders, clients. Also, through their activity and promotional work they increase their reach to get their potential client. As BRAC work on social development centric work, the process of catering their communication is not aligned with other organization's communication process.

2.4.2 Target Customers, Targeting, and Positioning Strategy

Donors are the prime customer for a nonprofit organization. There is various type of donors. There are people who donate regularly or during specific campaigns. Donors with high-net-worth individuals make significant contributions. Business also provides donations. Moreover, volunteers are also customer for NGO organization. Community members often participate in events and activities. as, NGOs works on social challenges and this won't generate any revenue volunteers are willing to work without any pay from social responsibilities. NGOs do have Partners; Corporate Partners collaborate on projects or provide resources for run activities or initiative taken by organizations. Also, there are other NGOs organizations that work together on joint initiatives. Public figures, celebrities, social media influencers, support the NGO

activities. Finally, general public who might not donate or volunteer but support the work of NGOs and get benefited

2.4.3 Communication Channels

Website is the prime mode of communication. Through website important information, donation options, volunteer sign-ups, and impact stories, Programme information, recruitment information is made sure to available to the people. Also, social media like, Facebook helps for community building, event promotion, and sharing success stories. Instagram helps to visual storytelling through images and Videos. LinkedIn has been used for professional networking, partnership development, and sharing detailed reports. YouTube is for video content such as project documentaries, testimonials, and educational content. Again, blogs and content marketing make people aware of In-depth articles on the NGOs work, impact stories, and relevant topics. Direct communication through phone calls and text messages helps to send personalized communication for donation and regular supporters.

2.4.4 Advertising and Promotional Strategies

For BRAC campaigns focus on specific agenda. Crowdfunding and online fundraising campaigns has its specific goals. BRAC collaborations with businesses for mutual benefit. BRAC engage with celebrities and influencers for broaden reach to convey its message. BRAC use branded merchandise by giving T-shirts, mugs, and other items that promote the NGO. Digital advertising like targeted ads on social platforms, improve search engine rankings and use of authentic news and research finding to drive organic traffic. Sometimes BRAC announce major initiatives or achievements through their conferences.

2.5 Financial Performance of BRAC International

2.5.1 Ratio analysis

A liquidity ratio defines a firm's ability to pay short-term debts either with available cash or through the use of its current assets. It points out whether the business may wish to borrow additional funds in order to meet the short-term debt that has to be paid immediately. Measures of liquidity indicate the extent to which an organization is able to pay its short-term bills on time, which is very important because even a profitable institution can be driven to bankruptcy if it cannot pay what it owes. The major liquidity ratios include the current ratio and the quick ratio.

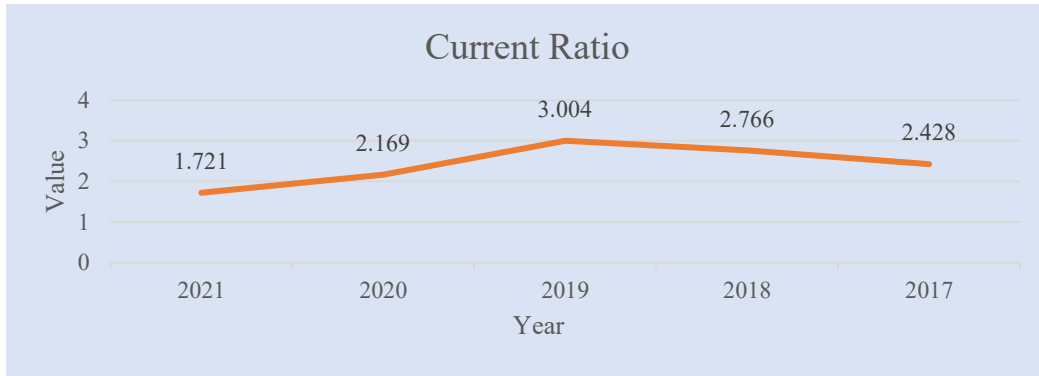
Current ratio = Current assets / Current liabilities

Quick ratio = (Current assets - Inventories) / Current liabilities

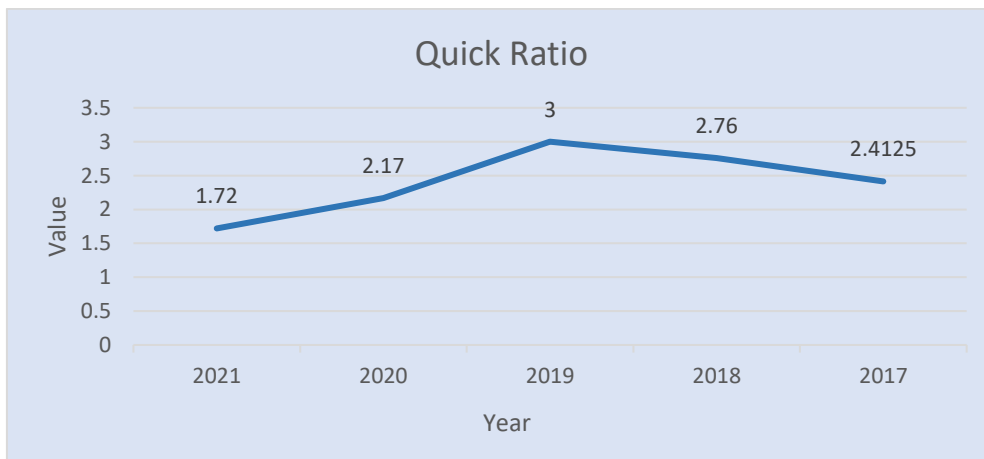
Liquidity ratio of BRAC International.

For the year	Current ratio	Quick ratio
2020-2021	1.722	1.720
2019-2020	2.170	2.170
2019-2018	3.004	3.000
2017-2018	2.766	2.670
2016-2017	2.429	2.410

Note: Information's are taken from annual report of BRAC International from year 2016 to 2021.



For the 2020-2021 period, it was 1.72, which means that in that period, the company had sufficient assets to cover its liabilities, while this ratio compared to the previous period is decreased, reflecting a slight decline in liquidity. It was 2.17 for the year 2019-2020, which showed a better liquidity position with more assets than liabilities, but this very ratio, from the previous year, had gone down and may be considered as showing a negative trend. It was 3.00 in 2018-2019, the highest ratio for the firm within five years, with a very strong liquidity position with regard to paying off short-term obligations. In the previous year itself-that is, 2017-2018-the ratio has gone up to 2.77, which is high but slightly reduced than in previous years, with a slight reduction in the capability of the firm to cover short-term debts. In 2016-2017, this reached a value of 2.43, which was strong and sufficient to reflect a good liquidity position. The ratio decreased compared to the peak in the year 2018-2019.

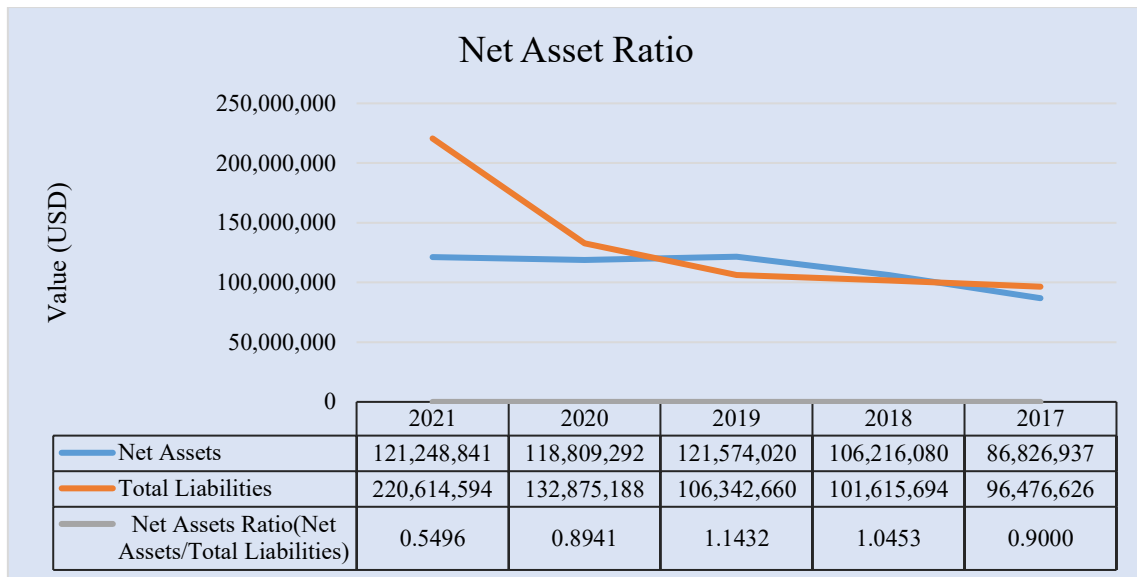


In 2020-2021, the quick ratio was 1.72, showing that for every dollar of short-term liabilities, a firm had liquid assets to balance it. Nevertheless, compared to the previous period, it has fallen, which evidences weaker liquidity. The 2019-2020 quick ratio was 2.17, pointing towards a good liquidity position in which more liquid assets were at hand to cover the liabilities, though also lower than the one in the previous year, thus marking a decline. This ratio, at 3.00, was at its peak for the period 2018-2019 and therefore depicts the high liquidity cushion that the firm has had of quick current assets to meet its short-term needs. It was 2.67 for 2017-2018, which is also high but a bit lower compared to the previous year, and it signals a marginal decline in liquidity. The same for 2016-2017 was 2.41, which is a good one but lower than the peak scale registered during 2018-2019.

2.5.2 Net Asset Ratio

For the year	Net Assets Ratio
2020-2021	≈ 0.5496
2019-2020	≈ 0.8941
2019-2018	≈ 1.1432
2017-2018	≈ 1.0453
2016-2017	≈ 0.9000

Note: Information's are taken from annual report of BRAC International from year 2016 to 2021 by calculating Net assets and Total liabilities.



The net assets of the company kept increasing from 86.8 million USD in 2017 to 121.2 million USD in 2021. From 2017 to 2020, there was a gradual increase, after which there was a slight downfall in 2021. Total liabilities decreased drastically from 220.6 million USD in 2021 to 96.4 million USD in 2017, with the most significant fall being between 2020 and 2021. This indicates a decrease in the overall company liabilities between 2020 and 2021. Net Assets ratio talks about the proportion of net assets to total liabilities. A higher ratio means a sounder financial position. In the year 2021, this has been 0.5496, which means net assets covered approximately half of the total liabilities. It increased significantly in the year 2020 to 0.8941 and reached the peak in 2019 to 1.1432, meaning that in 2019, the net assets of the firm outweighed the liabilities.

In such a case, the company is considerably reducing its liabilities, particularly between 2020 and 2021. Though the net assets have slightly fallen in 2021, on the whole, the financial position was improving, particularly for the strong year of 2019 when net assets outstripped its liabilities.

2.5.3 Du-Pont Analysis:

DuPont Analysis breaks down Return on Equity (ROE) into three components: Net Income Margin, Asset Turnover, and Financial Leverage.

$$\text{ROE} = \text{Net Income Margin} * \text{Asset Turnover} * \text{Financial Leverage}$$

- Net Income Margin = (Net Income / Total Revenue)
- Asset Turnover = (Total Revenue / Total Assets)
- Financial Leverage/Equity Multiplier = {Total Assets / Total Equity (Total Assets - Total Liabilities)}

For the year 2021,

2021 Fiscal Year	
Particulars	Amounts
Grant Income	38,893,590.00
Service Charge Income	69,172,378.00
Other Operating Income	7,603,716.00
Total Revenue/Income	115,669,684.00
Net Income	6,278,669.00
Net Income Margin	0.05
Total Assets	341,863,435.00
Asset Turnover	0.34
Total Assets	341,863,435.00
Total Liabilities	220,614,594.00
Net Assets	121,248,841.00
Financial Leverage/Equity Multiplier	0.55
DuPont	0.01

For the year 2020,

2020 Fiscal Year	
Particulars	Amounts
Grant Income	37,433,154.00
Service Charge Income	47,706,485.00
Other Operating Income	6,534,284.00
Total Revenue/Income	91,673,923.00
Net Income	(1,372,732.00)
Net Income Margin	(0.01)
Total Assets	251,684,480.00
Asset Turnover	0.36
Total Assets	251,684,480.00
Total Liabilities	132,875,188.00
Net Assets	118,809,292.00
Financial Leverage/Equity Multiplier	0.89
DuPont	(0.00)

For the year 2019,

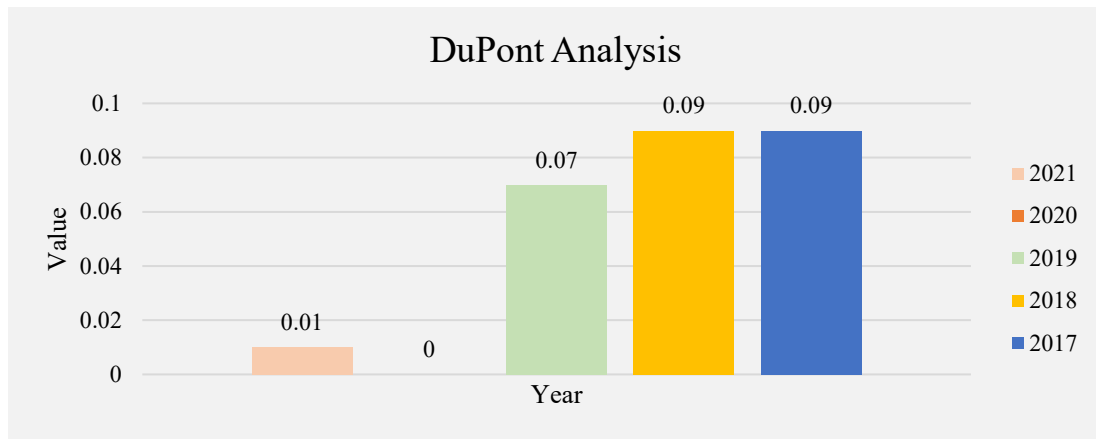
2019 Fiscal Year	
Particulars	Amounts
Grant Income	37,140,000.00
Service Charge Income	59,112,000.00
Other Operating Income	9,483,097.00
Total Revenue/Income	105,735,097.00
Net Income	13,137,960.00
Net Income Margin	0.12
Total Assets	227,916,680.00
Asset Turnover	0.46
Total Assets	227,916,680.00
Total Liabilities	106,342,660.00
Net Assets	121,574,020.00
Financial Leverage/Equity Multiplier	1.14
DuPont	0.07

For the year 2018,

2018 Fiscal Year	
Particulars	Amounts
Grant Income	45,564,129.00
Service Charge Income	56,472,036.00
Other Operating Income	5,973,562.00
Total Revenue/Income	108,009,727.00
Net Income	18,743,917.00
Net Income Margin	0.17
Total Assets	207,831,774.00
Asset Turnover	0.52
Total Assets	207,831,774.00
Total Liabilities	101,615,694.00
Net Assets	106,216,080.00
Financial Leverage/Equity Multiplier	1.05
DuPont	0.09

For the year 2017,

2017 Fiscal Year	
Particulars	Amounts
Grant Income	43,603,033.00
Service Charge Income	52,676,880.00
Other Operating Income	6,345,994.00
Total Revenue/Income	102,625,907.00
Net Income	19,026,046.00
Net Income Margin	0.19
Total Assets	183,303,563.00
Asset Turnover	0.56
Total Assets	183,303,563.00
Total Liabilities	96,476,626.00
Net Assets	86,826,937.00
Financial Leverage/Equity Multiplier	0.90
DuPont	0.09



Note: Information's are taken from annual report of BRAC International from year 2016 to 2021 by calculating
 “ROE = Net Income Margin * Asset Turnover * Financial Leverage”.

The company had stable performances in the years 2017 and 2018, as evidenced by a DuPont ratio of 0.09, signifying that there was consistent profitability, asset efficiency, and leverage. In 2019, it fell to 0.07, showing there had been a slight decline in either profitability, asset use, or leverage, hence slight tumbling of the return on equity. This fall back to 0.00 in 2020 indicates that the company probably suffered major losses or was not profitable at all due to operational challenges with higher costs or inefficiencies, most likely aggravated by the global economic effect of the COVID-19 pandemic. It rose somewhat in 2021 to 0.01, reflecting gradual recovery but still being very low. This would indicate that the firm was starting to get over the setbacks of 2020 but had yet to return to the earlier levels of performance.

The company showed steady performance until the year 2018, gradually decreasing its financial health until a strong downfall was observed in 2020. The slight increase in 2021 marks the beginning of an upward cycle but is still far away from reaching the levels of performance observed in 2017 and 2018.

2.6 Operations Management and Information System Practices

Unlike other large organizations, BRAC must manage its substantial data flow, store information, and use software for various organizational needs. Since BRAC operates internationally, an online-based database is crucial for staff to access data from anywhere in the world. BRAC must consider country demographics, internet access availability, and software literacy to ensure that all staff can use the system easily. Some of the systems and methods are described below.

SbiCloud

This software is developed by BRAC IT. Since BRAC needs to maintain accurate data flow, relying on third-party vendors for ERP software maintenance can be challenging. Therefore, BRAC has established its own cloud-based ERP system. This system handles all human resource-related information and updates, and it is also used for accounting, microfinance, and information entry purposes.

Oracle

Oracle is a leading software company renowned for its cloud-based systems. It provides ERP support to assist clients with their resource planning. Oracle's FCCS (Financial Consolidation and Close Service) integrates features from Hyperion Financial Management (HFM) and Financial Close Manager to facilitate business financial operations. BRAC utilizes this service as needed.

SAP

SAP is a globally recognized provider of ERP systems and services used by numerous companies. They offer a variety of ERP solutions, allowing organizations to subscribe to the specific services they need. BRAC uses SAP SuccessFactors, a comprehensive suite of cloud-

based human resource management software, to manage their workforce efficiently and to determine staff performance goals and compensation.

Jira

Jira is a popular software used for managing projects and tracking issues on technical difficulties that a staffs face during the time of using organizational software and to get IT support. BRAC uses it to help teams plan, track, and manage software development projects and other types of work. Jira enables teams to create, update, and manage issues, which can include tasks, bugs, user stories, or other work items. BRAC get benefited from Jira's different types of reporting and analytics tools, which provide insights into project performance. Collaboration on shared issues is essential for BRAC staff, and Jira helps by letting team members comment on issues, share files, and get notifications.

Nolan Payroll

Nolan Payroll typically refers to a payroll processing system or service offered by the Nolan Company. BRAC uses Nolan Payroll for business solutions, specifically in payroll and financial management. Nolan Payroll systems are designed to alleviate the administrative burden on HR departments, ensure accurate and timely staff payments, and maintain compliance with legal and regulatory standards.

Kobotoolbox

KoBoToolbox is an open-source tool for collecting and analyzing field data. It is primarily used in humanitarian, development, and research contexts. BRAC relies on field data to gather accurate information before making any major decisions. Using this toolbox, BRAC can create complex survey forms with various questions. KoBoToolbox facilitates collaboration among

multiple users on data collection projects, with permissions set to control who can view, edit, and manage data. It also supports geographical data collection, visualize data on maps, which provides real geolocation data.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis



Strengths:

Over 50 years, BRAC has built a strong reputation earning trust from different communities in Bangladesh through impactful societal contributions. BRAC staffs are experienced, has fieldwork exposer, enabling them to collect accurate data, build strong relationships with people, and enhance impact through instant action. BRAC has expanded its organizational model over traditional NGO development sectors into different areas such as banking, social

enterprise. This diversification allows BRAC to use different human resources and expertise across other entities. Internationally, BRAC operates in dozens of countries, boosting its brand reputation as a leading NGO. Emphasizing a holistic approach, BRAC work with education, healthcare, livelihoods, research, and gender equality to achieve a great impact and give them strength to compete with other NGOs.

Weaknesses:

To run its operation BRAC has to Heavily relay on donor funding which is a weakness for any NGOs. As, Programme are run by BRAC is heavily funded by doners, it often makes difficulties to decision making and potentiality to scale a Programme is depend on fund giver. Economic conditions is improving in Bangladesh and other regions. This sustaining growth can affect the Programme that run by BRAC as doner might lose interest to invest on the projects. Furthermore, managing complex operations across different countries with varying challenging for BRAC as regulatory environments and socio-political landscapes depends on the ruler party. BRAC extension in to various sector can be challenging to maintain all the entity around the world in some cases due to local contexts are different in BI countries.

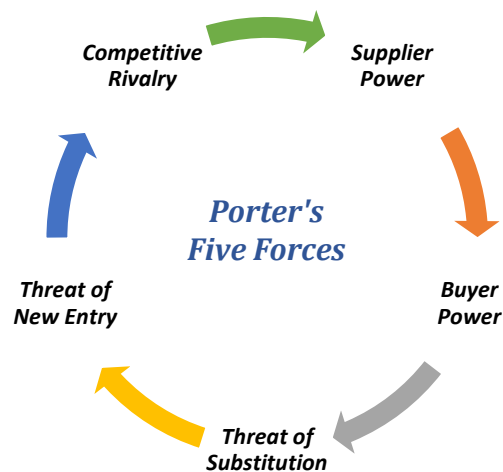
Opportunities

BRAC can further expand its operations into unserved regions globally, using its expertise and its previous experience in operating in different countries. Use of new technology can enhance efficiency in service delivery, data management, and communication, that will help to make the projects more saleable and increase the impact. Collaborating with governments, corporations, and other NGOs can open the door for BRAC's reach resource pooling. With its extensive experience in the field, BRAC can push for policy changes that help marginalized communities, making it easier to achieve sustainable development.

Threats

Competitors like Save the Children, UNICEF, Red Cross and local NGOs could be a concern for BRAC. Growing competition from other NGOs, governments, or private sector projects can reduce funding opportunities and affect outreach efforts. Additionally, following local laws and regulations, including restrictions on foreign NGOs, can create challenges for BRAC as they work in many countries.

2.7.2 Porter's Five Forces



1. Threat of New Entrants (Low):

Starting a new NGO needs a lot of money, credibility, and a strong network of contacts. BRAC, with its long-standing presence and reputation, makes it hard for new NGOs to enter the field. Moreover, regulations for NGOs in Bangladesh are strict and require compliance with many laws, which can be challenging for new organizations. Also, BRAC's established connections with local communities, government agencies, and international donors create extra obstacles for new NGOs that don't have these networks and expertise.

2. Bargaining Power of Suppliers (Medium):

Major donors, such as international agencies, governments, and private foundations, can greatly influence BRAC because of their financial support. However, BRAC's diverse funding sources help reduce this impact. Local partners, like smaller NGOs, community organizations, and suppliers, have moderate bargaining power. BRAC's large scale and purchasing power give it some advantage in negotiations. Skilled volunteers and staff are vital for BRAC's operations and can have significant bargaining power, especially if they have unique skills or expertise.

3. Bargaining Power of Buyers (Low):

The communities and individuals served by BRAC often have few other options for the variety of services it offers, such as education, healthcare, and economic development programs. These groups can influence BRAC, especially when it comes to funding priorities and program design. However, BRAC's credibility and proven success allow it to negotiate and obtain funding on favorable terms.

4. Threat of Substitute Products or Services (Low):

BRAC offers various programs and projects because of its available resources. The programs BRAC runs are unique, and most other NGOs can't provide better alternatives. BRAC's approach, focusing on integrated services and community involvement, is special. While new technologies and different service delivery methods could be alternatives, BRAC's innovation and adaptability reduce this risk. This makes it hard for other NGOs to offer substitute services.

5. Industry Rivalry (Medium to High):

There is strong competition among NGOs for limited funding from donors and governments. BRAC has an advantage because of its wide network of donors and effective fundraising methods. It competes with both local and international NGOs in Bangladesh, but its large scale, variety of programs, and deep local knowledge give it a strong position. Additionally, social enterprises and businesses with CSR initiatives are starting to get involved in social development. BRAC's ability to build strategic partnerships and show its impact helps it stay ahead in the competition.

From the overall assessment, we can say that BRAC can concentrate on long-term planning and growth without worrying too much about new competitors. It has a strong position when negotiating with customers or beneficiaries. Its services are crucial and hard to replace, so there is consistent demand. However, BRAC needs to manage its supplier relationships carefully to avoid cost increases or disruptions in the supply chain. To stay ahead of competitors, the company must keep innovating and improving.

Chapter 3 - Main Project



3.1 Introduction

Despite rapid expansion around multiple countries, BRAC International faces significant challenges in effectively controlling HR operations due to the high amount of employment involvement under every entity and its Programme. This inadequacy hampers BRAC's ability to make real-time decisions based on accurate data, impacting operational efficiency and strategic decision-making. BRAC International has initiated a project to implement an updated HRMS system tailored to its global operations to address these issues. However, the project is encountering complexities across different lifecycle stages, including planning, execution, control, and monitoring, requiring careful management to ensure successful implementation and integration across all countries of operation.

Several potential problems arise in the lifecycle process like difficulty in integrating the update HRMS system with existing systems and processes. For example, a need for extensive training for staffs across different countries. Technical issues arose at the time of implementing updated HRMS ERP and the need to ensure continuous support and feedback frequently. Also, coordination challenges due to the project being in different lifecycle stages across various regions.

BRAC International began its international journey by establishing operations in Afghanistan. Since then, BRAC has expanded its operations to more than 12 countries. Running HR operations and tracking staff performance is becoming increasingly difficult as BRAC continues to expand globally. Large corporations and NGOs need ERP systems to run their operations successfully so that they can make business decisions and budget-related planning, and track organizations' overall performance. Previously, BRAC had an ERP HRMS system, but in the present context, the system required significant modifications. As a result, BRAC

International launched an updated HRMS system and is working to establish it in every country where they operate.

3.1.1 Literature Review

ERP

The ERP system evolved from basic inventory control software to material requirements planning (MRP). Later, it expanded into manufacturing resource planning (MRP II) modules. Initially, inventory control systems were developed to manage traditional inventory processes. (Shehab et al., 2004). Huang and Palvia (2001) created a framework to study ERP implementation in different countries. They found that ERP systems face extra challenges in developing countries due to economic, cultural, and infrastructure problems. ERP systems are complicated, and setting one up can be tough, time-consuming, and costly for a company. For example, implementing an ERP can take a few months if a company uses the default settings, but it can take years if major changes are needed. (Shehab et al., 2004). Besides the obvious costs of implementing an ERP system, there can be hidden costs, such as losing skilled employees after the system is set up, ongoing implementation and training expenses, waiting for a return on investment (ROI), and post-implementation dissatisfaction (Coffey et al., 2000). Also, even with significant time and money spent, success is not guaranteed (Mabert et al., 2001). ERP adoption brings several clear benefits: it can cut lead time by 60%, ensure 99% of shipments are on time, boost business, increase inventory turnover by 30%, reduce cycle time by 80%, and cut work in progress by 70%. It also offers less obvious benefits, like better customer satisfaction, improved vendor performance, greater flexibility, lower quality costs, better use of resources, more accurate information, and improved decision-making (Shehab et al., 2004)

HRMS

Many organizations have advanced beyond traditional functions and created human resource management systems. These systems help with recruitment, hiring, job placement, performance reviews, employee benefits, and health and safety. Some also use outsourced Applicant Tracking Systems to handle parts of these tasks. (Kasanga, 2017) ERP HRMS systems improve organizational performance by simplifying and improving major business processes. They cut costs and time, making everything more efficient. They eliminate manual work and offer a quality management system. ERP systems make planning, allocation, and control more flexible and efficient, reduce project delivery times, and allow users to access documents and reports. They also help with communication and transferring important data. (Ahmed et al. 2003; Tambovcevs and Tambovceva 2013; Suhaimi et al.2016). The training module helps organizations manage and track employee training and development. Often called a Learning Management System (LMS) if separate, it allows HR to monitor employee education, qualifications, and skills. It also shows available training resources. Advanced LMS let managers approve training, budgets, and schedules, and link them with performance evaluations. (Kasanga, 2017). ERP systems offer three main types of benefits. Strategic benefits include better management of employee performance and improved learning and development. Tactical benefits involve easier business learning, improved resource management, and better decision-making. Operational benefits provide more accurate, faster, and higher-quality information, along with better talent management analytics (Sadzadehrafiei et al., 2013).

Project management

Sustainability and ERP implementation are usually managed as projects by a project manager. They need project management skills to succeed (Sabini, 2016). This helps deliver projects

efficiently, increases stakeholder satisfaction, and improves flexibility and quality (Chofreh et al., 2020). To successfully implement an ERP HRMS, you need three key factors: good project management, support from top management, and effective change management (Holland & Light, 1999). Support from top management is the most important factor for successfully implementing an ERP system. The project needs approval and backing from senior leaders before it can start. They must be willing to get involved and provide the necessary resources (Holland & Light, 1999). Successfully implementing an ERP system needs change management strategies and an understanding of organizational culture. Training and education are crucial in this process, helping users understand the ERP system and ensuring they are ready and willing to use it (Ngai et al., 2008). Begin training early enough to finish before the project goes live, except for some minor updates. Ensure trainers know the software and operations well. (Françoise et al., 2009) For any kind of project, it is needed to create a communication plan using language everyone can understand. Before the project goes live, set up a skilled technical support team that can quickly address issues and perform real load tests with actual data. (Françoise et al., 2009). (Kodithuwakku & Madhavika, 2023) showed in their paper that user training and education are crucial for the success of ERP implementation. They proved this by analyzing data and finding strong results.

Adoption challenges

Implementing ERP systems is complex and can take years. Many surveys show that over 50% of ERP implementations face problems or fail (Hoch & Dulebohn, 2013). A survey by Robbins-Gioia (2001) found that 51% of 232 companies said their ERP projects were unsuccessful. According to (Aloini et al., 2007), ERP projects can fail in four ways: (1) they can be late and over budget, (2) the new system might not work as expected, (3) employees might dislike the new system, or (4) the system might not achieve its intended goals.

3.1.2 Objective of the study

Broad objective

To investigate the implementation of HRMS ERP and its project management lifecycle, specifically focusing on the challenges and risks associated with HRMS ERP development, as well as its overall benefits to human resource operations in BRAC International.

Specific objective

1. To understand the way a project management lifecycle is implemented within the organization.
2. Identify the common challenges and risks encountered during the HRMS ERP development and assess how these are managed in BRAC International.
3. Identify the training and support requirements for HR personnel and for the end users to utilize the updated HRMS ERP.
4. To evaluate how HR personnel and organizations have benefited from this updated HRMS.
5. To explore strategies for how user involvement can be increased in the development and adoption of updated HRMS.

3.1.3 Significance of study

Human resources processes can be simplified by a fully integrated HRMS system, which will help cut down on the time and effort needed for administrative work. As a result, HR specialists can concentrate on more important tasks like staff engagement and talent development. BRAC International HR operations can be standardized in all regions by putting in place a consistent

HRMS system. Managers may make well-informed decisions more rapidly with the help of real-time data and can take action accordingly. A user-friendly HRMS system improves the overall staff experience by providing easy access to a variety of staffs in the services system and can establish clear communication channels between various departments, branches, and Programmes. Finally, through this type of successful project implementation a higher staff satisfaction and retention can be captured, which is vital for maintaining a stable and skilled workforce.

3.2 Methodology

Research Design

The research design for this study is both quantitative and qualitative in nature. This design method commonly involves the collection of data through various techniques, including surveys, questionnaires, structured observations, and experiments. At the same time qualitative data give participants the opportunity gives their open-ended suggestions.

In this study, participants will be given questionnaires based on the implementation of the HRMS ERP project management lifecycle, the challenges and risks involved in HRMS ERP development, and the benefits gained by the human resource operations unit of BRAC International. This research also wants to identify whether the employees of BRAC International is satisfied or not with this new software. Therefore, both quantitative and qualitative research would be appropriate for this study. This research will also utilize both primary and secondary research to identify the objectives of this paper.

Primary Source:

A Google Form questionnaire will be created for primary research to collect data related to the paper's aim. The Target Population of this survey will be HR professionals, project managers, IT staff, and end-users involved in HRMS projects within BRAC international staff.

- The current employee of BRAC International.
- Staff of Human Resource Department.
- Own personal working experience and observation.

Secondary Source

for secondary research, a literature review will be conducted to gain insights from previous observations on the matter. Also, various academic publications, published papers, and scholarly articles were closely monitored to align with the research aim of this paper. Some of the secondary sources are

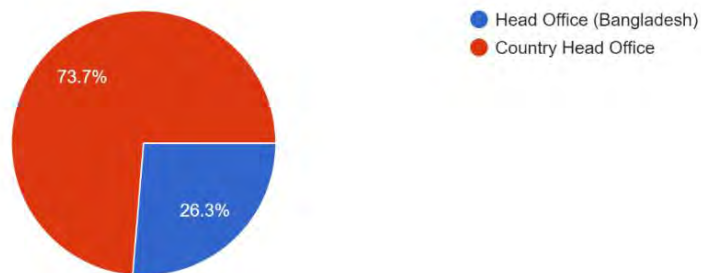
- BRAC official web page.
- Human Resource Policies.
- BRAC international Annual Report, financial report.
- Web-based source.
- Google scholar, ResearchGate, Elsevier

Sampling Method

In this report, non-probability sampling had been used. Non-probability sampling is a process in which samples are selected according to the subjective judgment of the researcher rather than random selection. An equal chance is given to each unit within the population.

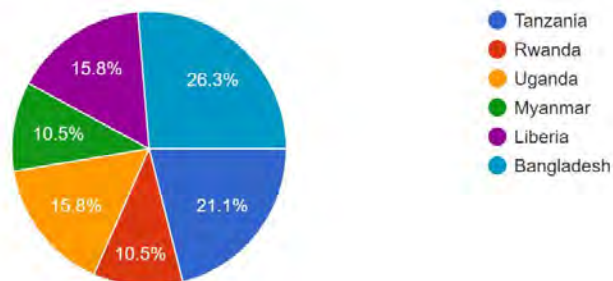
For the survey questionnaire, the sample has been grouped into two categories based on their geographical area of operation. One group works at the Head Office in Bangladesh, and the other group works at the BI Country Head Office. Clusters have also been created based on the countries they operate in.

Concern Work Area
19 responses



The pie chart shows the distribution of participants' concerns about their work area. The majority are concerned about the BI Country Head Office, and some are from the Head Office in Bangladesh.

Country
19 responses



The distribution of respondents by country, with a total of 19 responses.

Note: The grouping was important because the research has several findings, and based on these findings, the samples needed to be clustered. Research objectives [1] and [2] are dedicated to the employees of BRAC's Head Office in Bangladesh, as they are directly engaged with project management. Research objectives [3] and [4] are dedicated to the employees of the BI Country Head Office. Finally, survey objective [5] is for all employees working at BRAC International.

Limitations

I encounter some limitations while putting together my internship report. I tried to utilized most of the resources available to include accurate information.

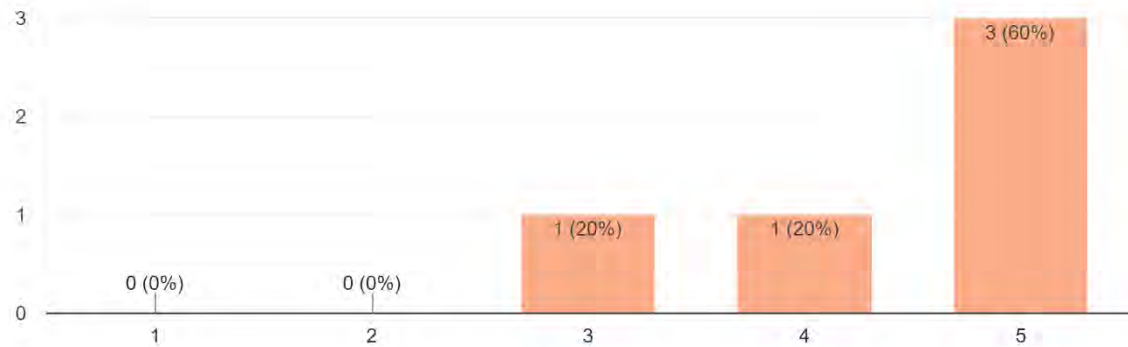
The main issue I faced was the short time period to gather my research survey data. Because of time constraints, I couldn't get information from all BI countries. In the short time, it is too much difficult of gathering information from outside the country without being physically present that made the data collection challenging. Furthermore, HR information is kept very confidential, so I couldn't use much material that would have helped the report. BRAC International works more than ten different countries, so gathering detailed information about all of them in such a short time is almost impossible.

3.3 Findings and Analysis

3.3.1 Project management lifecycle of sbiCloud HRMS ERP

How familiar are you with the IT project management for specific function like, HR (HR Software) in BRAC?

5 responses

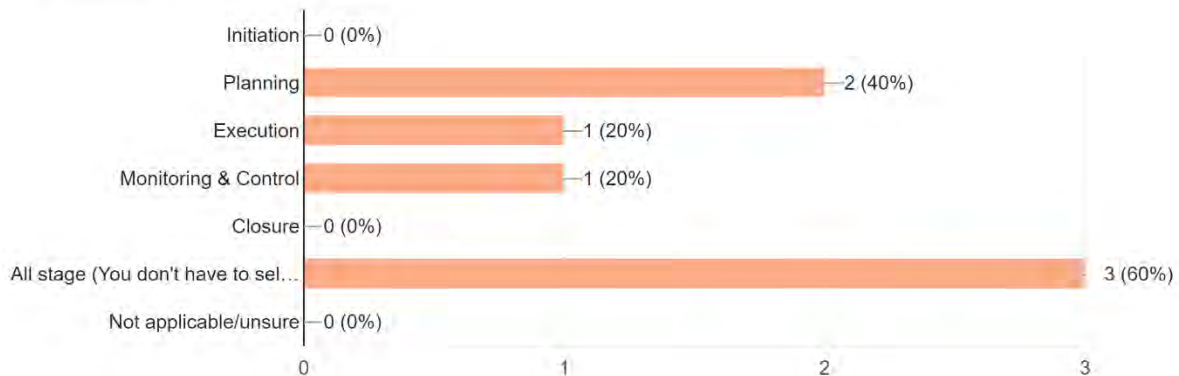


Interpretation:

The chart shows the familiarity of respondents with IT project management for HR functions, specifically HR software, at BRAC. Out of five respondents, none rated their familiarity at levels 1 or 2, indicating that all participants have at least some understandings of the subject. One respondent (20%) rated their familiarity at level 3, while another 20% rated it at level 4, suggesting a moderate understanding. The majority, three respondents (60%), rated their familiarity at level 5, indicating a high level of expertise with IT project management in HR functions.

Which stages of the project management lifecycle are you actively involved in HRMS? (Select all that apply)

5 responses

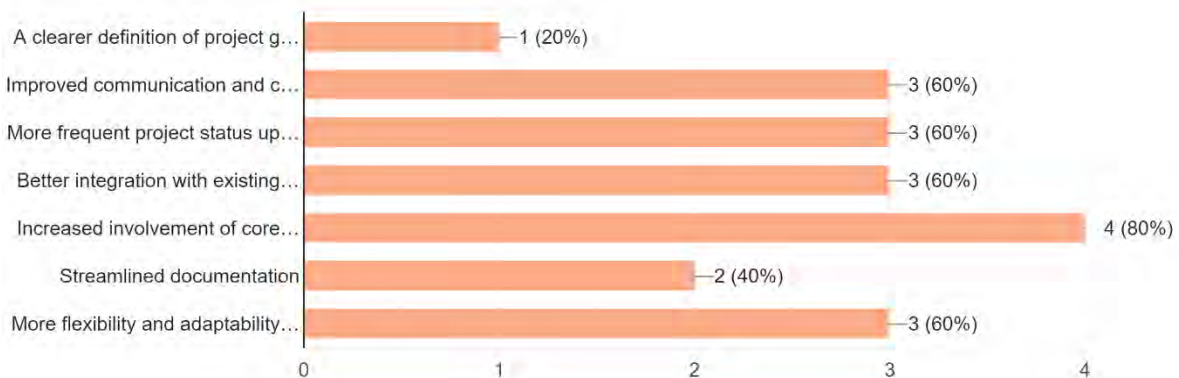


Interpretation:

The bar chart shows the involvement of respondents in different stages of the project management lifecycle for HRMS. The most common stage is "All stages" (60%), followed by "Planning" (40%). The remaining stages have relatively low involvement: "Execution" and "Monitoring & Control" have 20% each, while "Initiation" and "Closure" have no involvement.

What improvements would you suggest to ensure more effectiveness and efficiency? (You can select more than one option)

5 responses



Interpretation:

The bar chart shows the suggestions of respondents for improving the effectiveness and efficiency of IT project management for HR software in BRAC. The most popular suggestions are "Increased involvement of core team members" (80%), "Improved communication and collaboration", "More frequent project status updates and reviews ", "Better integration with existing systems" and "More flexible and adaptability" are (60%). "Streamlined documentation" is (40%) and the least popular suggestions are "A clearer definition of project goals" (20%).

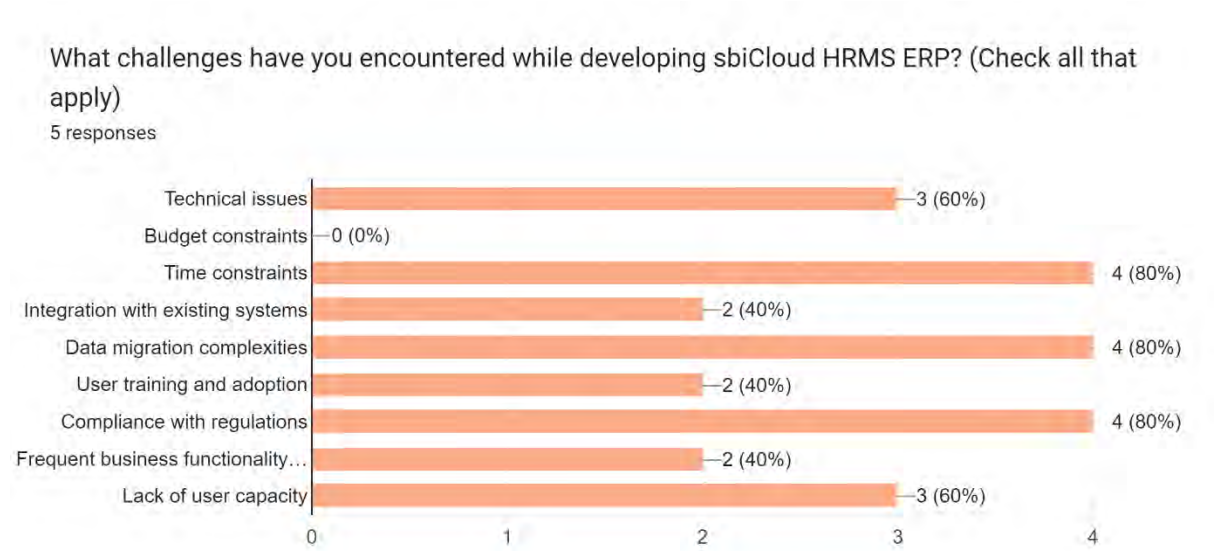
Findings and Analysis

All respondents have at least a moderate understanding of IT project management in HR functions, with 60% demonstrating a high level of expertise (rated level 5). This indicates a solid knowledge base among the team, which is crucial for effective HRMS ERP project execution. Again, the majority (60%) are involved in all stages of the project management lifecycle, suggesting a broad engagement across the board. Also, Planning is the second most common area of involvement (40%), highlighting the importance placed on the foundational aspects of project management. Moreover, Key areas identified for enhancing project management efficiency include increased involvement of core team members (80%) and improved communication and collaboration (60%). This shows a clear need for more cross-functional teamwork and better project governance.

The project management lifecycle for the HRMS ERP at BRAC demonstrates a strong understanding and involvement in the overall process, particularly in the planning stage. However, there is a notable lack of participation in both the initiation and closure phases, which are critical for setting up and finalizing project goals and deliverables. This gap could result in

misalignment of objectives or incomplete project assessments. The suggestions for improvement indicate that the core team members' involvement and communication are crucial for the project's success. Increased updates, better integration with existing systems, and flexibility will also help adapt the project management process to the evolving nature of HRMS systems. The project would benefit from more robust goal-setting and documentation practices to ensure clarity and streamlined execution across all stages.

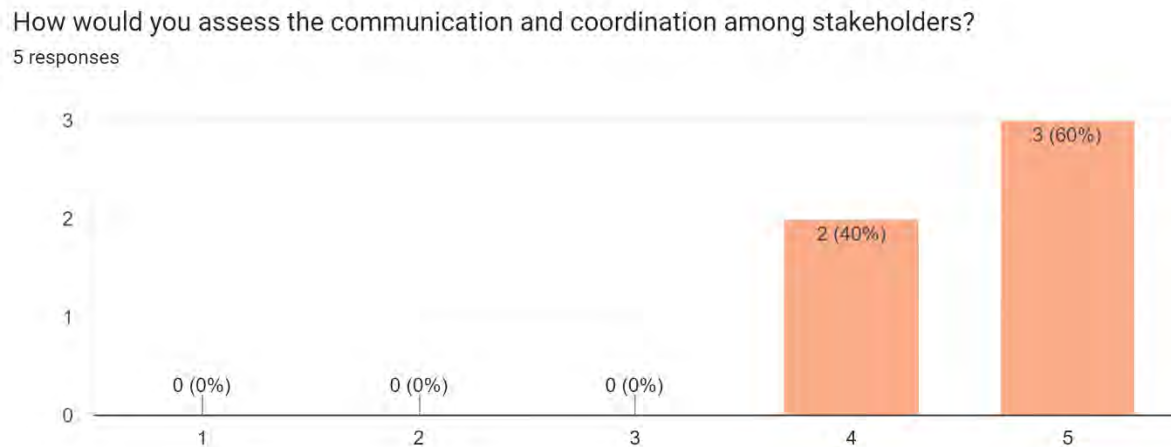
3.3.2 Challenges and risks encountered during the HRMS ERP development



Interpretation:

The bar chart shows the challenges encountered by respondents while developing sbiCloud HRMS ERP. The most common challenges were "Time constraints," "Data migration complexities," "Compliance with regulations" with 80% of respondents reporting these issues. Other challenges included "User training and adoption" and "Integration with existing systems," "Frequent business functionality change" with 40% of respondents reporting these.

"Technical issues" and "Lack of user capacity" were reported by 60% of respondents. No respondents reported "Budget constraints."



Interpretation:

This is a bar graph showing the respondents' assessment of communication and coordination among the stakeholders. 60% responded with "5," meaning good; 40% responded with "4," indicating a rating of satisfactory. Nobody rated it "1," "2," or "3," which means very poor and poor ratings of communication and coordination.

Findings and Analysis

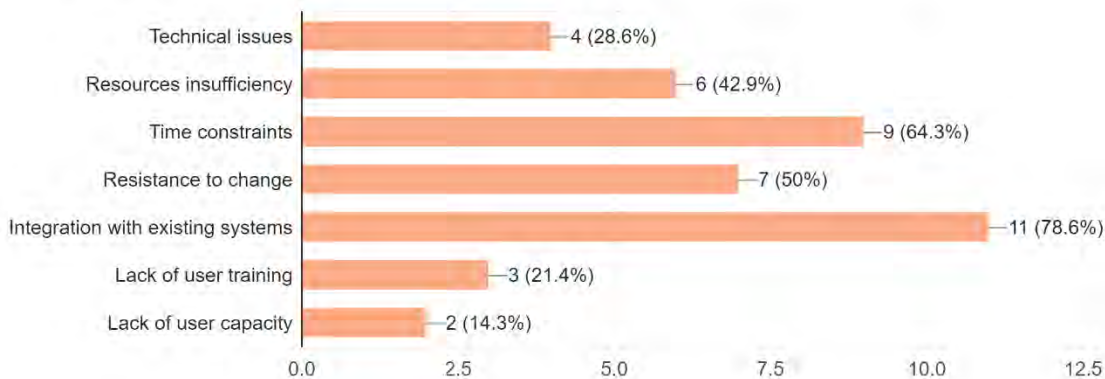
The most significant challenges, is 'Time constraints', 'Complexities of migrating data', and 'Compliance with regulations' that were reported by 80%. Such problems might have acted as bottlenecks toward timely completion and perfectly integrated data without compromising on regulatory touchstones. The 'Technical issues' and 'Lack of capacity of users' problems that were reported by 60% also posed a considerable risk to system stability and efficiency of user operations. This indicates the need for improved technical infrastructure and readiness on the

part of the users. Other challenges, such as 'user training and adoption' and 'integration with existing systems', were also mentioned by 40% of the contacted respondents, reflecting the challenge of making the onboarding process smooth and the systems compatible. Frequent business functionality changes further complicated the task in the development process, contributing to complexity both at the technical and operational levels. Despite these, the difficulties were mentioned, but no problems were reported with respect to the budget constraint, which would indicate that sufficient financial resources were available. A majority-60%-rated communication and coordination highly, hence reducing some risks as far as the alignment of stakeholders and project governance is concerned.

3.3.3 Training and support requirements to utilize the updated HRMS ERP

What challenges have you encountered while adopting sbiCloud HRMS ERP? (Check all that apply)

14 responses



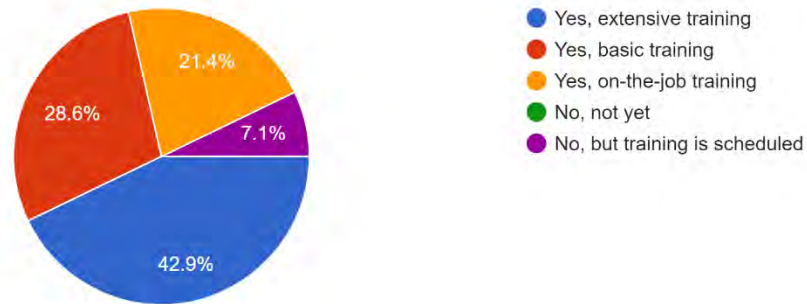
Interpretation:

The bar chart shows the challenges encountered by respondents while adopting sbiCloud HRMS ERP. The most common challenges were "Integration with existing systems" (78.6%), followed by "Time constraints" (64.3%) and "Resources insufficiency" (42.9%). Other

challenges included "Resistance to change" (50%), "Lack of user training" (21.4%), and "Lack of user capacity" (14.3%). "Technical issues" were reported by (28.6%) of respondents.

Have you received training on how to use the sbiCloud HRMS?

14 responses

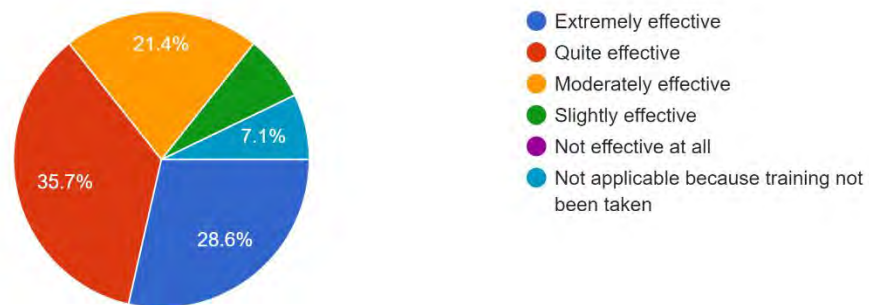


Interpretation:

The pie chart shows the training status of respondents on how to use the sbiCloud HRMS. The majority (42.9%) have received extensive training, followed by those who have received basic training (28.6%). A smaller percentage (21.4%) received on-the-job training. (7.1%) have their training scheduled.

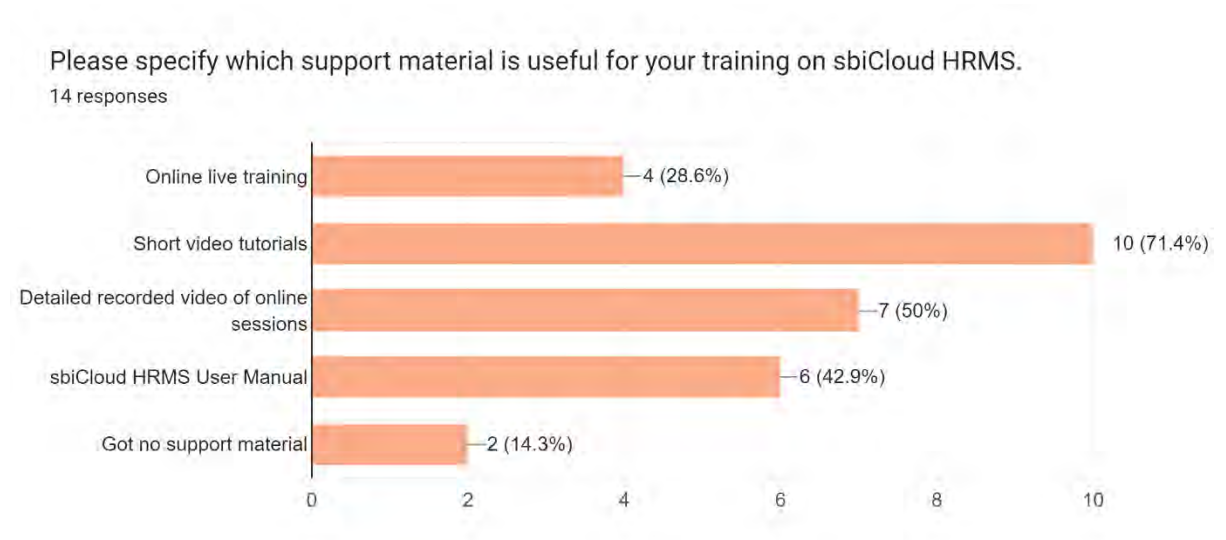
How would describe the effectiveness of the training provided for the sbiCloud HRMS?

14 responses



Interpretation:

The pie chart shows the respondents' assessment of the effectiveness of the training provided for the sbiCloud HRMS. The majority (35.7%) rated the training as "Quite effective," followed by "Extremely effective" (28.6%). A smaller percentage (21.4%) rated it as "Moderately effective," while 7.1% rated it as "Slightly effective." No respondents rated the training as "Not effective at all." "Again, 7.1% of respondents indicated that the question was not applicable because they had not yet taken the training.

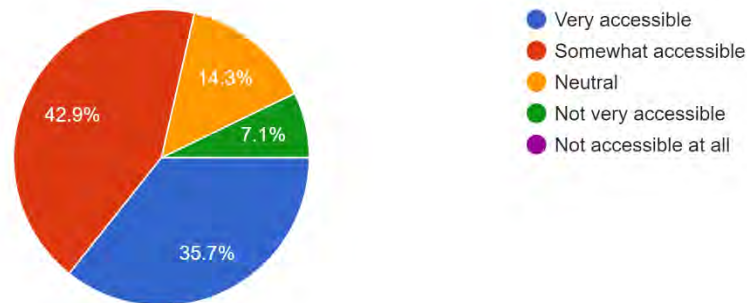


Interpretation:

The bar chart shows the respondents' preferences for support materials for training on sbiCloud HRMS. The most popular material is "Short video tutorials," with 71.4% of respondents finding it useful. The second most popular material is "Detailed recorded video of online sessions," with 50% of respondents finding it useful. "sbiCloud HRMS User Manual" is also considered useful by 42.9% of respondents. Only 14.3% of respondents reported not having any support material. "Online live training" was the least preferred material, with only 28.6% of respondents finding it useful.

How would you rate the accessibility of sbiCloud support materials (e.g., user manuals, tutorial videos, details recording sessions)?

14 responses



Interpretation:

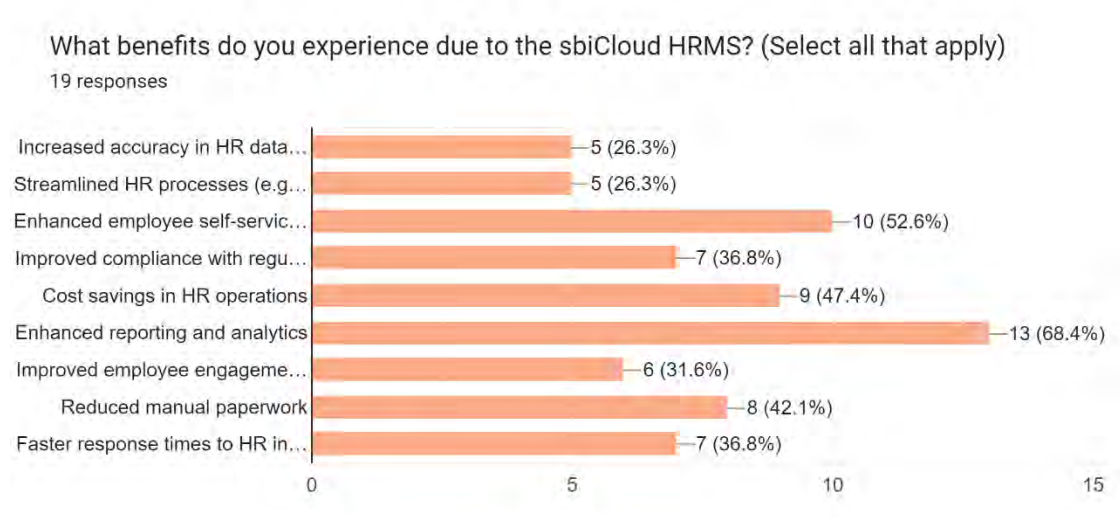
The pie chart shows the respondents' assessment of the accessibility of sbiCloud support materials. The majority (42.9%) rated them as "Somewhat accessible". "Very accessible," is given (35.7%). A smaller percentage (14.3%) rated them as "Neutral," while (7.1%) found them "Not very accessible." No respondents rated the support materials as "Not accessible at all."

Findings and Analysis

The majority of respondents (42.9%) have received extensive training, indicating that training efforts have been substantial. However, there are still gaps, with 7.1% of respondents yet to receive any training. The effectiveness of training was rated positively, with most respondents finding it "Quite effective" (35.7%) or "Extremely effective" (28.6%), though some rated it as only "Moderately effective" (21.4%) or "Slightly effective" (7.1%). This suggests that while the training programs are generally well-received, there is room for improvement in certain areas. In terms of support materials, "short video tutorials" were the most favored option (71.4%), followed by "detailed recorded videos" (50%) and "user manuals" (42.9%). This indicates a preference for easily accessible and digestible formats. On the other hand, 'online

live training' was the least preferred (28.6%), suggesting that asynchronous learning materials are more effective for this user base. The accessibility of support materials was also highlighted, with 42.9% finding them "Very accessible" or "Somewhat accessible." However, 14.3% of respondents were neutral, and 7.1% found them "Not very accessible," indicating a need for improved access. Overall, while training and support efforts are largely effective, enhancing the availability and diversity of materials can further support the successful adoption of the HRMS ERP system.

3.3.4 Benefits of HRMS ERP to the HR personnel and organization

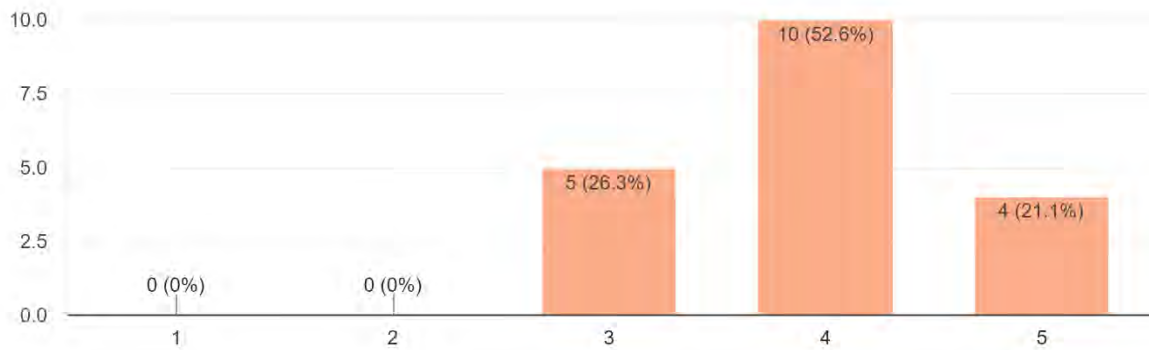


Interpretation:

The bar chart shows the benefits experienced by respondents due to the sbiCloud HRMS. The most significant benefits are "Enhanced reporting and analytics" (68.4%), followed by "Enhanced employee self-service capabilities" (52.6%) and "Cost savings in HR operations" (47.4%). Other benefits include "Reduced manual paperwork" (42.1%), "Improved compliance with regulations" (36.8%), "Faster response times to HR inquiries" (36.8%), and "Improved

employee engagement" (31.6%). "Increased accuracy in HR data" and "Streamlined HR processes" were reported by (26.3%) of respondents each.

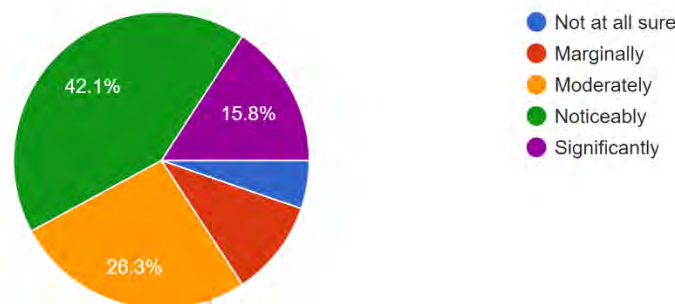
On a scale of 1 to 5, how would you rate your satisfaction with the sbiCloud HRMS ERP System?
19 responses



Interpretation:

The bar chart shows the respondents' satisfaction with the sbiCloud HRMS ERP System on a scale of 1 to 5. The majority (52.6%) rated it as "4,". Another 26.3% rated it as "3," suggesting moderate satisfaction. Only 21.1% rated it as "5," indicating high satisfaction. No respondents rated the system as "1" or "2," indicating low or very low satisfaction.

To what extent has the HRMS ERP contributed to better organizational decision-making?
19 responses



Interpretation:

The pie chart shows the extent to which the HRMS ERP has contributed to better organizational decision-making. The majority (42.1%) believe it has contributed " Noticeably," followed by " Moderately " (26.3%). A smaller percentage (15.8%) believe it has contributed "Significantly," while 10.6% are "Marginally." Only 5.3% are "Not at all sure."

Findings and Analysis

The survey results highlight several key benefits of the sbiCloud HRMS ERP for both HR personnel and the organization. The most notable advantage is 'enhanced reporting and analytics' (68.4%), which enables more informed decision-making. This is followed by 'improved employee self-service capabilities' (52.6%), reducing HR's workload and empowering employees. 'Cost savings in HR operations' (47.4%) were also significant, reflecting the system's efficiency in managing resources.

Other reported benefits include 'reduced manual paperwork' (42.1%) and 'improved compliance with regulations' (36.8%), both of which streamline administrative tasks and ensure adherence to legal standards. 'Faster response times to HR inquiries' (36.8%) and 'improved employee engagement' (31.6%) contribute to better HR service delivery and workforce satisfaction. However, 'increased accuracy in HR data' and 'streamlined HR processes' were only noted by (26.3%), indicating that these areas could be further enhanced.

Overall satisfaction with the system is positive, with most respondents rating it as a 4 (52.6%) or 3 (26.3%), showing room for improvement but a generally favorable reception. The system has contributed noticeably to 'better organizational decision-making' (42.1%), demonstrating its value to the organization.

3.3.5 Alternative strategies to increase user adaptation of the updated HRMS

What additional strategies can we implement to encourage all staff members to utilize the HRMS effectively, beyond the current methods in place? (Please provide your suggestions)

3 responses

Regular sessions to address specific challenges employees face. Training sessions need to occur quarterly or twice a year.

Training sessions need to be held either quarterly or biannually.
Extra personal time to practice in order to use the system proficiently.

Increasing the length of the training by at least two additional days to allow for deeper learning. Enhance the capabilities of trainers to ensure they can better address employee needs.

Findings and Analysis

First, the respondents focused on the importance of periodic training. In this regard, they called for quarterly or biannual sessions to focus on the different challenges faced by employees and for the development of continuous learning. This agreed with the underlying concept that continuous training will definitely make the operation of HRMS smooth and effective. The second crucial thing noted from the respondents was practical exposure. In respect of this, extra personal time should be provided for employees to practice using the system proficiently. This method recognizes that practice is an important factor in perfecting the use of the HRMS and in building confidence in using it. Lastly, the respondents suggest that the training itself be improved. They suggested adding more hours to the training to enable a more in-depth learning and also increasing the capabilities of the trainers so that they could service employees' needs better. This points to the quality and effectiveness of the training as equally important in making people adopt the use of the HRMS.

3.4 Summary and Conclusion

The response towards the sbiCloud HRMS ERP at BRAC is positive, with some rooms for improvement. The response has indicated a very good level of understanding of the management of the IT project and a great involvement in most phases of the project life cycle. Development challenges are mainly around the time required, complexity in data migration, and compliance-related issues. Challenges related to adoption indicate difficulties in integration, shortage of time, and insufficiency of resources. Training and support material has, for the most part, been effective; however, preferences are for asynchronous learning formats such as video tutorials. The benefits of the HRMS ERP are well understood: improved reporting, employee self-service, and cost savings are the most discussed advantages. Satisfaction levels remain generally high: the system has contributed much to the better decision-making of the organization.

3.5 Recommendations

1. Issues that found through survey can be addressed through better planning and resource management, especially in how the integration will occur with the systems already set up, and time constraints.
2. Engaged all the employee at the time of developing a project so that they can share their valuable information and organization can modify their plan accordingly. This will also reduce future complexity when the system is fully implemented.
3. The extension of user training programs is needed to cover all areas of the software learning and comprehensive support materials will help to overcome the challenges in its adoption of HRMS.
4. To fully derive the benefits accruing from the HRMS ERP, attention should be focused on system integration, building accuracy in HR data, and simplification of HR processes.
5. Accessibility to support material need to be further enhanced, and trainings need to be provided in more varied formats to further facilitate user adoption and satisfaction.
6. Regular updating and review of the system for effectiveness will keep it fresh and effective for the needs of the organization.

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Appendix

Survey Questioner

1. Country

- Tanzania
- Rwanda
- Uganda
- Myanmar
- Liberia
- Bangladesh

2. Staff Name -----

3. Concern Work Area

- Head Office (Bangladesh)
- Country Head Office

Section A – only for Head Office

4. How familiar are you with the IT project management for specific function like, HR (HR Software) in BRAC?

Not familiar at all 1 2 3 4 5 Very familiar

5. Which stages of the project management lifecycle are you actively involved in HRMS? (Select all that apply)

- Initiation
- Planning
- Execution
- Monitoring & Control
- Closure
- All stage (You don't have to select each stage individually.)
- Not applicable/unsure

6. What improvements would you suggest to ensure more effectiveness and efficiency? (You can select more than one option)

- A clearer definition of project goals and objectives
- Improved communication and collaboration among project team members
- More frequent project status updates and reviews
- Better integration with existing systems and workflows

- Increased involvement of core stakeholder in the planning stages
- Streamlined documentation
- More flexibility and adaptability in project planning and execution

7. What challenges have you encountered while developing sbiCloud HRMS ERP? (Check all that apply)

- Technical issues
- Budget constraints
- Time constraints
- Integration with existing systems
- Data migration complexities
- User training and adoption
- Compliance with regulations
- Frequent business functionality change
- Lack of user capacity

8. How would you assess the communication and coordination among stakeholders?

Excellent 1 2 3 4 5 Very Poor

Section -B only for Country Office

4. How familiar are you with the IT project management for specific function like, HR (HR Software) in BRAC?

Not familiar at all 1 2 3 4 5 Very familiar

5. What challenges have you encountered while adopting sbiCloud HRMS ERP? (Check all that apply)

- Technical issues
- Resources insufficiency
- Time constraints
- Resistance to change
- Integration with existing systems
- Lack of user training
- Lack of user capacity

6. Have you received training on how to use the sbiCloud HRMS?
- Yes, extensive training
 - Yes, basic training
 - Yes, on-the-job training
 - No, not yet
 - No, but training is scheduled
7. How would describe the effectiveness of the training provided for the sbiCloud HRMS?
- Extremely effective
 - Quite effective
 - Moderately effective
 - Slightly effective
 - Not effective at all
 - Not applicable because training not been taken
8. Please specify which support material is useful for your training on sbiCloud HRMS.
- Online live training
 - Short video tutorials
 - Detailed recorded video of online sessions
 - sbiCloud HRMS User Manual
 - Got no support material
9. How would you rate the accessibility of sbiCloud support materials (e.g., user manuals, tutorial videos, details recording sessions)?
- Very accessible
 - Somewhat accessible
 - Neutral
 - Not very accessible
 - Not accessible at all

Section C - Other Information

10. What benefits do you experience due to the sbiCloud HRMS? (Select all that apply)
- Increased accuracy in HR data management
 - Streamlined HR processes (e.g., employee onboarding, payroll, leave attendance, letter generation)
 - Enhanced employee self-service capabilities
 - Improved compliance with regulatory requirements
 - Cost savings in HR operations
 - Enhanced reporting and analytics
 - Improved employee engagement and satisfaction
 - Reduced manual paperwork
 - Faster response times to HR inquiries

11. On a scale of 1 to 5, how would you rate your satisfaction with the sbiCloud HRMS ERP System?

Very Dissatisfied 1 2 3 4 5 Very Satisfied

12. To what extent has the HRMS ERP contributed to better organizational decision-making?

- Not at all sure
- Marginally
- Moderately
- Noticeably
- Significantly

13. What additional strategies can we implement to encourage all staff members to utilize the HRMS effectively, beyond the current methods in place? (Please provide your suggestions)

