



Internship Report on Human Resources
Recruitment & Selection



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On
Human Resources Recruitment & Selection

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Subject: Submission of Internship Report.

Dear Sir,

I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by Rima Karim Team Leader, Talent Management – HR, BRAC International for providing utmost supervision during my period of internship in the organization.

To prepare this report I have collected what I believe to be the most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during my report preparation will immeasurably help in my future professional life.

I would really be grateful if you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries. Thank you again for your support and patience.

Yours Sincerely,

Zishan Mahbub

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Acknowledgements

I would like to express my profound gratitude to all those who have been instrumental in the preparation of this internship report. I wish to place on records, my deep gratitude for the support, direction, and supervision in every aspect from, BRAC International, my faculty, and friends.

I would like to express my deep sense of thankfulness to my organizational supervisor of this Internship Program, Rima Karim, Team Leader, Talent Management – HR, BRAC International. for his enormous help and endless support throughout the training period. To get accustomed with the nature of a very large NGO which is now the biggest NGO of the world, was quite a challenge for me; without her guidance, it would not have been possible for me to continue and then end up with a successful internship.

I would also like to show my utmost gratitude to all the officials of BRAC International; especially the teams that I have worked in and all the other teams in the Executive Search. I would like to mention the name of Moushumi Reza, Assistant Manager – HR for helping me understand all the aspects of recruitment of BRAC International staffs for H/O & International countries which helped me throughout this internship report; the information that I as an intern had no access to. Finally and most importantly, I would like to concede the guidance of Mohammad Tanvi Newaz, Assistant Professor, BRAC Business School, BRAC University, for his expert advice and help in preparing this report.

Executive Summary

BRAC is the biggest Non Government Organisation in 2013 & 2014. It has many projects running throughout Asia & Africa. These projects mainly focus on developing education, Health, Nutrition, most importantly women empowerment. BRAC International is developing new strategies & procedures to develop peoples life and their mostly needed areas. Currently BRAC International has their field office located in Afghanistan, Uganda, Tanzania, Pakistan, Sierra Leone, South Sudan, Liberia, Sri Lanka, Haiti & Philippines. With over 100,000 employees reaching an estimated 135 million people BRAC is the world's largest non government organisation. BRAC is the development success story, spreading story, spreading anti poverty solutions born in Bangladesh to 10 other developing countries in Asia, Africa and Caribbean, making it a global leader in providing opportunities for the world's poor. Originally the Bangladesh Rehabilitation Assistance Committee and later the Bangladesh Rural Advancement Committee, it is now formally known simply as BRAC. Of this great organisation BRAC International is the only organisation which operates throughout BI countries which is mentioned earlier. The projects that BRAC International runs are:

- Agriculture & Food security
- Ultra Poor
- Community Empowerment
- Disaster, Environment & Climate Change
- Education
- Gender Justice and Diversity
- Health, Nutrition and Population
- Human Rights & Legal Aid Services
- Microfinance
- Migration
- Integrated Development
- Water, Sanitation and Hygiene
- Social Enterprises and Investments

With over 8000 staff members including H/O and country office BRAC International are trying to make difference in human lives. These staffs include both Bangladeshi and foreigner all work together with a single mission in mind & that is to help people in need.

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Chapter 1

Overview of the Study

1.1 Objectives of the Study:

My main objective of the study is to understand the recruitment process of BRAC International & thus understand the nature of recruitment process in Non Government Organizations. Unlike the MNC's the NGO sector is quite different. The NGO sector mainly focus on the development of the various sections in which people work for a very limited profit out of it. Development related activities are the main objectives of the NGO section. These development works include education, health, nutrition, women empowerment, child care and many more. Different NGO holds different initiatives for development. BRAC International focuses different development activities in different countries across Asia & Africa. To run a successful project every organization such as BRAC International needs effective & efficient people to conduct operations. These operations must be well performed as it is for the development of the people that BRAC touches. To ensure project successfulness staff members are being placed according in their respective positions. These staff members then work on their respective expertise so that the project can be a success. HR plays the main role in selecting these effective people and places them perfectly. One simple mistake can harm the entire development project. For this reason HR is responsible to understand not only candidate's effectiveness but also their behavior, needs and demands. To fulfill their needs and demands is very important as it creates motivation towards their work. As the HR team is the heart of the organization we need to make sure that we recruit the right people for the job, place them in their expertise areas, make sure the environment is favorable to the employees and get an outcome which helps people and make a changing environment to live and work peacefully for a better future for themselves and for the next generation. As I said before that project running is the main objective of the NGO sectors, the other functions such as IT, Communications these are all supportive departments which help to accomplish a project. HR is also responsible to find out the suitable staff members to run these support functions. Human Resources can't be described very shortly as it is engaged in every matter related to the organization. Saying this I believe that I am clear with the objectives of my study which mainly focuses the recruitment and hiring of the staff members to accomplish project works in a successful manner.

1.2 Scope of the study:

Scope of my study was very narrow. BRAC International is very conscious about the confidentialities of their employees and projects. As it is restricted to discuss the confidential parts to the outsiders the information that I gathered was mostly from my personal experience and annual reports that are being published. I would not say that it's completely difficult to get information but the in job experience is more than enough to understand the nature of Human Resources procedures and policies.

1.3 Limitations of the Study:

1. It was really hard to make the report as I needed to keep in mind about the confidential parts.
2. Most of the documents are confidential for which those couldn't be discussed briefly.
3. BRAC International is very conscious about the staff members for which conducting a survey on the recruitment process was quite impossible.

1.4 Organization and Department Overview:

Vision:

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

Values:

Integrity

Innovation

Inclusiveness

Effectiveness

In 2013, BRAC's microfinance programme disbursed over USD 1.5 billion to 4.2 million borrowers, the majority of whom are women. Also, the programme continued its progress on other fronts – improving human resources, strengthening internal operations and innovating to enhance products and services to better meet its clients' needs. As a result, the loan portfolio has seen a substantial growth for the third straight year in 2013, increasing by USD 152 million (20 per cent) to USD 928 million. Our range of financial services primarily reaches those without access to conventional banking systems. In 2013, we held USD 373 million in savings for 5.6 million members, 90 per cent of whom are women.

In 2013, BRAC Fisheries produced a high-yielding variety of 57.6 million GIFT Monosex Tilapia, 17 million post-larvae prawns and improved varieties of carp spawn and fingerlings in wellmanaged production centres. The enterprise created employment for 445 people and contributed in protecting indigenous fish varieties. BRAC Fisheries also received gold medal

from the Bangladesh government in the National Fisheries Award 2013, for production of high-yield fish (fry) and its contribution to the national fisheries sector.

Aarong launched its artisan development initiative in 2013. It is an integrated livelihood development programme, working with core BRAC programmes, which takes selected awareness and service components of BRAC's development interventions and facilitates them at Ayesha Abed Foundation sub-centres on a monthly basis. It works alongside BRAC's health, education, community empowerment, human rights and legal services, microfinance and water, sanitation and hygiene programmes. In 2013, Aarong also opened its 12th outlet in Narayanganj and received the highest VAT payer award from the Bangladesh government.

BRAC Nursery bagged first prize in National Tree Fair for maintaining good standards in plant varieties, display, customer service and overall presentation.

Along with the development project for tenant farmers known as Borga Chashi Unnayan Prokolpo (BCUP) and the northern crop diversification project (NCDP), the secondary crop diversification project (SCDP) has been initiated in collaboration with Asian Development Bank and the Bangladesh Bank. About 31,088 village organisations were formed, 279,530 farmers were trained in modern agrotechnology, and USD 250 million was disbursed as loans among 391,244 farmers under this project. BRAC has released three hybrid rice varieties and three vegetable varieties for commercial cultivation. Agronomic experiments are conducted at different agro-ecological zones of Bangladesh to evaluate intensified cropping system in terms of yield and other agronomic traits, and productivity and profitability. Currently, BRAC's agriculture and aquaculture extension activities are operating in 51 sub-districts of 12 districts with financial support from DFID and AusAID. New agricultural technologies have been demonstrated among 38,500 farmers through this project, targeting 60,000 direct participants with improved technologies by 2015. USAID's horticulture project was also implemented in the southern part of Bangladesh in collaboration with the International Potato Centre and Asian Vegetable Research Development Centre. The project aims to increase income and nutrition of poor farmers through the value chain development of potatoes, sweet potatoes and other vegetables. Approximately 6,640 participants have been covered under this project. BRAC has produced 9,400MT of seeds between 2012 and 2013, which covered 25 per cent of the market share in hybrid rice, 50 per cent in hybrid maize, 12 per cent in potato and five per cent in vegetables.

HUMAN RESOURCE MANAGEMENT

In June 2013, BRAC International's human resources division (HRD) was brought under the leadership of a new chief people officer (CPO) who began developing an HR value proposition in line with BRAC's values and mission. Critical to attracting, retaining, and engaging quality people, the value proposition is a move toward a more strategic human capital development process and involves among others the following key components:

- Employee recognition and development: recognise achievements and celebrate successes; promote behavioral change and skills development, while staying in line with BRAC values and competency framework; and listen to employees and provide feedback
- Streamline overall operations: simplify and automate processes; facilitate communication and networking; encourage goal-setting and accountability; and evaluate impact

A customised country-specific approach has been adopted with relationship management from the head office to address employee-related matters and maintain seamless information sharing and data management with BI countries. With the creation of new country-specific human resources policies and procedures (HRPP) in line with the employment law in countries, the HRD is moving towards building greater ownership and motivation among country teams with a focus on reducing expatriate staff and up-skilling national managerial capacity. A new performance management system has been developed and implemented to drive a culture of meritocracy and talent identification along with clear staff forecasting processes, targeted hiring and detailed orientation practices with an emphasis on cross cultural awareness. With a focus on long term strategic initiatives the department has been moving from a transactional to a transformational HR function.

To build local capacity, the Young Professionals Programme has been launched with successful recruitment of local staff in six BI countries who have received rigorous field-level training and management competency and development training with further field exposure in Bangladesh. The aim of this programme is to develop a cadre of fresh graduates with the ability to take on mid-level management positions as the building blocks of the future of BRAC International.

1.5 Job Description (Duties and Responsibilities as an Intern):

- Prepared job advertisement, detailing job description as per the criteria given.
- CV Screening for different departments of H/O & Country Office.
- Involved with the recruitment of employees for different BRAC International countries including Uganda, South Sudan, Pakistan, Liberia, Afghanistan, and Tanzania.
- Conducted phone calls to the candidates for the interview of different positions of H/O & Country Office.
- Prepared short & long lists of the selected candidates for the interview.
- Prepared CV database & interview status of the candidates interviewed for different positions both for H/O & Country Office.
- Prepared questionnaire & conducted written exams of the candidates.
- Assisted HR with visa processing related documents for Tanzania & South Sudan.
- Assisted HR with Liberia survey for job incumbent salary grade.
- Prepared case studies on Sexual Harassment, Serious Misconduct, Late Attendance, Poor Performance, Redundancy, Resignation, Whistleblower.
- Prepared Job Separation list of the staff members.
- Maintained updated employee files and other official records.
- Assisted interviewing committee by preparing all the necessary documents.
- Maintained appropriate documentation of files.
- Maintained all employment documentation both for H/O & Country Office.
- Maintained head office & country office employee records.
- Direct involvement with the joining process of new staff members for H/O & Country Office Tanzania, Afghanistan, South Sudan, Uganda, Sierra Leone, Liberia.
- Maintained proper communication follow-up with the candidates.
- Assisted HR with logistics related activities.
- Maintained carefully all the confidential documents & record files.
- Assisted HR with the salary survey on Liberia, Afghanistan & Uganda.

- Prepared employee designation list for Liberia, Afghanistan & Uganda Maintained communication with HR & other department staff's.

1.6 Methodology:

Nature of Report:

The nature of this report focuses on recruitment and hiring process of BRAC International. This Includes both head office and country office recruitment and hiring.

Primary Data:

My complete primary data is collected through my personal experience and the help of my respective supervisor.

Secondary Data:

My secondary data is being collected from the annual reports of individual BRAC International country projects.

Chapter 2

Programmes

2.1 Afghanistan:

EDUCATION

This year we have signed an agreement with DFID on girls' education challenge (GEC) project to educate 50,000 girls through 1,670 community-based girls schools (CBGS) up to class 4 and 5 and mainstream them into government schools. We have completed the baseline survey, the preparatory work for the project and trained our staff.

As of December 2013, more than 236,647 children (83 per cent of whom are girls) graduated from 7,905 BRAC schools. Currently, there are over 70,980 students in 2,366 BRAC schools under two education projects funded by the Canadian government and UKaid. An additional, 451 students have successfully been mainstreamed to government primary schools after completing pre-primary education from 15 BRAC schools.

As part of our continued efforts to improve the quality of education delivery at mainstream secondary schools, we provided 6,801 teachers with subject-based training, 44 local resource persons were trained to initiate mentoring programme and capacity building training to 46 government education officials. (<http://www.brac.net/Afghanistan>, 2013)

HEALTH

More than 3 million people received healthcare services from the outpatient department, while 13,131 patients were admitted to the inpatient department of BRAC operated 42 healthcare facilities in Kabul province.

This year 110, 606 women received reproductive and maternal health services. 212 mothers underwent caesarean section and 3,076 surgeries conducted in our hospitals. A total of 91,383 under one child were vaccinated with penta-3, and 95,663 pregnant women received second dose of Tetanus Toxoid (TT) vaccines.

Our Strengthening Health Activities for Rural Poor (SHARP) project operated 59 health facilities in Helmand province and 14 in Nimroz province. Under the essential package of hospital services (EPHS), one provincial hospital is being operated by BRAC in Nimroz province. The community health promoters identified 423 new TB cases. (<http://www.brac.net/Afghanistan>, 2013)

NATIONAL SOLIDARITY PROGRAMME

This year we have successfully mobilised 250,000 families in 872 communities. Of the 842 sub-project plans prepared with assistance by the community development councils (CDCs), 820 sub-projects were approved by Provincial Management Unit (PMU), the local wing of MRRD. (<http://www.brac.net/Afghanistan>, 2013)

CAPACITY DEVELOPMENT

Our capacity development programme has been providing support to enhance the capacity of staff members of BRAC, different ministries, international and local NGOs, UN organisations, and partner or donor agencies. Since its inception we have developed 150 courses and trained approximately 30,777 participants.

In 2013, we have conducted 205 batches training and trained 3,902 participants among which 3,669 were BRAC staff and 85 per cent participants were female.

(<http://www.brac.net/Afghanistan>, 2013)

2.2 Pakistan:

EDUCATION

This year, our education programme has opened 200 primary schools in Sindh province in addition to the 100 pre-primary schools in Khyber Pakhtunkhwa.

We have signed an agreement with the Education Fund for Sindh (EFS) to open another 500 non-formal primary schools in hard-to-reach areas of the province. EFS committed USD 2.7 million (PKR 284.3 million) to enrol 21,000 children with a focus on girls' education in Karachi, Khairpur and Qamber Shahdadkot. (<http://www.brac.net/Pakistan>, 2013)

HEALTH

In 2013, our health services were provided to 94,361 people. We conducted 8,007 health meetings with attendance from 106,198 participants.

We are currently operating our health programme in three districts through eight branch offices where around 100 health promoters are reaching 92,356 populations. (<http://www.brac.net/Pakistan>, 2013)

MICROFINANCE

In 2013, our programme managed to increase its self-sufficiency from 80 per cent to 93 per cent. We are developing the capacity of our local staff body for leading the future BRAC microfinance initiatives. In 2013, 75 branch managers, all of whom are women and 32 area managers, 11 of whom were women, were trained in microfinance. (<http://www.brac.net/Pakistan>, 2013)

LIVELIHOOD ENHANCEMENT AND PROTECTION – INSTITUTIONAL DEVELOPMENT (LEP-ID)

The ultra poor programme known as the LEP-ID programme operates in two districts of Balochistan. A total of 15,022 households were surveyed for the programme while 31 village organisations and six local support committees were formed. This year, we have transferred assets to 1,190 members in Lasbela district of Balochistan and 2,224 members were provided extensive training. (<http://www.brac.net/Pakistan>, 2013)

2.3 South Sudan:

EDUCATION

This year we operated 385 Community Girls Schools (CGS) with 11,500 students in 14 counties under five states of Central Equatoria, Eastern Equatoria, Western Equatoria State, Jonglei and Lakes State. (www.brac.net/South Sudan, 2013)

Youth Lead Project (YLP)

Over 150 learning centres have been established through each area office, with 6,540 learners aiming to improve access to basic education, knowledge and skills in numeracy and literacy, peace building, gender equity and environment for out-of-school and vulnerable young girls and boys.

In 2013, 850 participants received the first phase of agriculture training, which includes basic technical skills in agriculture, timely and proper land preparation, planting, spacing, measuring depth, seed processing and sowing, crop management, weed and pest control, harvesting, post-harvest handling and marketing, and record keeping. (www.brac.net/South Sudan, 2013)

ADOLESCENT GIRLS' INITIATIVE

Since the project started in 2010 up to 2013 3,000 members were provided with life skills training and 2,983 received livelihood training out of whom 2,557 (85 per cent) are currently employed. This year 500 girls were selected for microloans and 477 are already benefited from loan services. Loans starting from USD 87 to USD 175 were provided for six months to set up small scale local businesses like beauty salons, tailoring and agricultural production. (www.brac.net/South Sudan, 2013)

AGRICULTURE AND FOOD SECURITY

This year we have established two collective demonstration farms (CDF), each on 10 acres of land in Central Equatoria state and Western Equatoria state. 20 local farmers were selected from the community to work on each CDF. Through the collective demonstration farms, farmers are able to increase their yields, preserve seeds and practice modern farming techniques.

With support from Oxfam Novib and in collaboration with the Ministry of Agriculture (MOA) we established adaptive research in CDF farms. 15 varieties of rice, 12 types of vegetables, one breed of hybrid maize and five types of pulse were transferred from Bangladesh to South Sudan for testing in CDF farms. Forty farmers were involved in this research and development process. (www.brac.net/South Sudan, 2013)

HEALTH

In 2013, BRAC treated 216,315 under-five children suffering from malaria. We distributed therapeutic food through two outpatient therapeutic centers, treated 1,997 under-five children suffering from severe acute malnutrition with the cure discharge rate of 86 per cent, and provided food supplementation to 950 children and 1,046 pregnant and lactating women with moderate acute malnutrition. We provided vitamin A to 2,086 children and de-worming tablets to 1,096 children. As a part of awareness raising, 2,975 women received knowledge on infant and young child feeding through group meetings. (www.brac.net/South Sudan, 2013)

This year 151 mobile health clinics were organised in 14 remote and inaccessible areas through which nurses and health workers delivered basic treatment for skin and eye infection, anaemia, malaria, diarrhoea, pneumonia, reproductive tract infection, and served a total of 3,362 patients. Our community health promoters carried out 4,825 antenatal care check-ups and 1,538 postnatal visits to pregnant women. 6,440 patients were treated by CHPs for different diseases other than malaria. ([www.brac.net/South Sudan](http://www.brac.net/South%20Sudan), 2013)

TARGETING THE ULTRA POOR

This year most of our TUP members received assets which are their main income-generating sources. The programme has introduced functional literacy training in the group meeting and is helping the members to learn the basic literacy and numeric knowledge which will ensure sustainable economic progress at micro level.

We have provided training on four major enterprises, ie agriculture, duck, goat and small business. ([www.brac.net/South Sudan](http://www.brac.net/South%20Sudan), 2013)

2.4 Tanzania:

MICROFINANCE

In 2013, we served 97,155 borrowers by disbursing USD 42 million. The average loan size was USD 432. The programme has achieved its self-sustainability by reaching 18 regions. Among our borrowers, 66 per cent are from rural areas and 34 per cent from urban and suburban areas.

BRAC Tanzania MF received an award from Microfinance Transparency International (MTI) for being transparent in our work and dedicated towards the community. (www.brac.net/Tanzania, 2013)

SMALL ENTERPRISE PROGRAMME

In 2013, under SEP, we have disbursed loans of USD 4 million to 1,873 borrowers through 56 branch offices. The average loan size was USD 2,162. (www.brac.net/Tanzania, 2013)

AGRICULTURE AND FOOD SECURITY

This year, 21 collective and 264 individual crop-demonstration blocks were established by group and individual farmers. Each demonstration block is composed of 5-10 acres of land, where each farmer holds 0.5-1 acre of land on average. The farmers are given resources including seeds, fertiliser and operating cost. The objective of these crop demonstration blocks is to show the high-yield, disease tolerance, improved crop management that farmers used through improved technologies and inputs.

We have disbursed agriculture loan of USD 2,800 to the farmers for irrigation support and extending crop production.

BRAC provided 36 irrigation pumps to the farmers for better water supply in the field. Pumps are easy to transport, install and operate. This has facilitated farmers to irrigate properly and grow

crops such as maize and vegetables all year-round with higher yields. (www.brac.net/Tanzania, 2013)

LIVELIHOOD ENHANCEMENT THROUGH AGRICULTURAL DEVELOPMENT

This year, the project facilitated to organise producer groups of general farmers for maize and poultry. It also promoted the sub-sectors to strengthen improved access to quality inputs and extension services as well as market linkages. So far, 180 maize and 23 poultry producer groups have been formed.

During the six month-long inception phase, the project organised four regional workshops with government, private sector, market actors and other stakeholders to orient them about the project and to identify possible areas for collaboration. The project conducted value chain studies on maize and poultry and organised capacity building training on the Making markets work for the poor (M4P) approach for all project staff. Local market assessment was initiated in the project working areas and the opportunities and market potentials were analysed for both maize and poultry sub-sectors.

In the operating areas, there are 104 maize demonstration farmers, 920 lead farmers, 6150 general farmers and 585 community poultry promoters who were trained for maize and poultry sub-sectors.

We collaborated with the government and potential private sectors for their support in implementing the LEAD project. As a formal collaboration, YARA Fertilizer Company and Seed Co Tanzania Limited have provided fertiliser and seeds with their agro-dealer network to establish maize demonstration plots for 104 farmers.

The project identified at least one potential agro dealer per branch from 40 branches to supply quality inputs and contributed single time a partial support among LEAD farmers in using good seeds and fertilisers. We have linked 45 community poultry promoters with agroveter shops to receive vaccine, medicine, feeder and drinker. (www.brac.net/Tanzania, 2013)

POULTRY AND LIVESTOCK

This year, on Nane Nane Day (Farmers Day), we have been awarded a certificate for effectively demonstrating our approach on broiler and layer farming to the rural women. The approach we have demonstrated was an effectual method in disseminating knowledge on modern technology amongst the poultry farmers.

In Tanzania, Newcastle Disease (NCD) is the most devastating disease affecting poultry, which causes high mortality of poultry. To address the issue, we have provided 14 days of intensive training to community livestock promoters. Under the GPAF project, we have 400 community livestock promoters working door to door providing around 27 million doses of poultry vaccines to farmers.

In 2013, we have organised meeting and distributed artificial insemination (AI) posters. Through the GPAF project, we have trained and developed 100 AI service providers and more than 53,000 livestock were inseminated. (www.brac.net/Tanzania, 2013)

EMPOWERMENT AND LIVELIHOOD FOR ADOLESCENTS

This year, we provided USD 262,330 as microloans to 2,040 borrowers in 168 ELA groups for expanding their existing businesses. We provided livelihood training for 200 girls in different trades.

As part of participatory approach, we have developed booklets based on 10 themes and a guidebook for mentors on life skills-based education. ELA provided life skills based education (LSBE) course for adolescent girls during peer-to-peer sessions. There, girls acquire training skills ranging from critical thinking, problem-solving, interpersonal relationship and negotiation. (www.brac.net/Tanzania, 2013)

PRE-PRIMARY SCHOOL PROGRAMME

In 2013, 30 community-based pre-primary schools completed one-year course with 725 children. Among these children, 60 per cent were girls and 40 per cent were boys and 72 per cent of these children have mainstreamed in government primary school. (www.brac.net/Tanzania, 2013)

2.5 Philippines:

EDUCATION

1,010 learning centres are benefitting 31,522 disadvantaged children in ARMM. 600 new learning centres have begun operations in Sulu and Basilan, adding to the existing operations in the provinces of Maguindanao, Lanao del Sur and Tawi-Tawi. (www.brac.net/Philippines, 2013)

EHCP INTEGRATED IN BRAC LEARNING CENTRES

GIZ and BRAC collaborated to implement the essential health care programme (EHCP) for the learners in the centres. The programme is being piloted in 12 BRAC learning centres of Maguindanao province covering the municipalities of Parang, Datu Odin Sinsuat and Upi. In the pilot centres, materials and construction facilities have been distributed and reliable water supply, a common problem in such areas, has been provided. BRAC students will receive orientation training on the correct procedures for hand washing with soap and tooth brushing with polypaste fluoride. (www.brac.net/Philippines, 2013)

ERADICATING EDUCATIONAL INEQUALITY

BRAC established its office in the Philippines in the Autonomous Region in Muslim Mindanao (ARMM) to implement the alternative delivery model (ADM) project, a component of Australian government-funded Basic Education Assistance in Muslim Mindanao (BEAM) programme.

The ADM project aims to improve access to and quality of kindergarten and elementary education in the region particularly in areas with no government schools or ones with poor access to education. The kindergarten is for 5-6 years old children and the elementary is for 6-9 years old children who never enrolled in school or dropped out from the schools.

BRAC follows the Philippine government curriculum which covers Kindergarten and 12 years of basic education. The content of the curriculum and instructional materials are contextualised for the sociocultural backgrounds of the ARMM children. (www.brac.net/Philippines, 2013)

The teachers are selected from the local community where more than 50 per cent of them have four years graduation and rest of them have college level education.

The kindergarten students are evaluated through an early childhood development (ECD) checklist and school readiness year-end assessment (SReYA); and the students of grade 2 with Philippine-informal reading inventory (Phil-IRI). The students of grade 3 and 6 will take the national achievement test (NAT). To further assess the students' achievements, BRAC initiated its own BRAC achievement test (BAT) for evaluating students' accomplishments in terms of knowledge, skill and understanding of their lessons.

BRAC partnered with local NGOs working in ARMM in the establishment and operation of BRAC learning centres. The learning centres also follow the formative and summative evaluation procedures of the Department of Education (DepEd). (www.brac.net/Philippines, 2013)

2.6 Liberia:

MICROFINANCE

This year we served 10,727 microfinance borrowers from 23 branch offices. We disbursed USD 2.23 million loans to clients across six counties. The average microloan size was USD 191. (www.brac.net/Liberia, 2013)

AGRICULTURE AND FOOD SECURITY

In 2013, 5.46 metric tonnes of high quality NERICA L 19 rice and 140 kg of Satubaka and Wari OP maize varieties were produced by BRAC's adaptive research and seed multiplication farm in Kingsville. The farm experimented Vitamin A-enriched cassava, CARICAS 1 for cross checking with the local variety. The yield performance was very good and helped plantation areas to get more stem cuttings as seeds for dissemination among farmers.

We trained 2,500 kitchen gardeners and 200 community agriculture promoters with support from Global Poverty Action Fund. The training on kitchen gardening will help increase their families' food intake and improve children's nutritional status and general health. It also provides regular refresher training. As part of the nutrition awareness, 95 nutrition awareness campaigns were held and 80 village nutrition committees were formed. (www.brac.net/Liberia, 2013)

POULTRY AND LIVESTOCK

This year under GPAF project, We have conducted 100 nutrition awareness campaign and reached 15,000 people by providing information on nutrition to reduce hunger in rural communities. 960 village nutrition committee (VNC) meetings were conducted at various BRAC working communities to tackle the nutritional status of Liberia. These VNC members also carried out community nutrition meetings to create awareness.

So far our community volunteers have vaccinated 507,859 poultry birds in BRAC's working areas. (www.brac.net/Liberia, 2013)

We have trained and supported 120 backyard poultry rearers and 200 community poultry and livestock promoters in six counties.

Chevron and EU provided fund for setting- up of poultry parent stock farm and feed mill to produce day old chick and feed. (www.brac.net/Liberia, 2013)

HEALTH

This year we have started the reproductive maternal, neonatal and child health (RMNCH) programme in seven counties under the DFID-funded Global Poverty Action Fund (GPAF) project. The aim of the programme is to improve the reproductive and maternal health of 106,000 women and adolescent girls, and health of 53,000 under-five children in Montserrado, Margibi, Bong, Nimba, Lofa, Grand Bassa and Grand Cape Mount counties.

We have signed an agreement with the Ministry of Health and Social Welfare of Liberia as the sub-recipient of Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) of TB component to strengthen community-based TB activities in Margibi and Montserrado counties.

We conducted 982 health meetings where 11,659 pregnant women participated and distributed 53,477 cycles of oral contraceptive pills. We treated 4,963 malaria and 73 tuberculosis patients; 281 poor patients received free consultations from our health and diagnostic center.

We piloted community-based distribution of family planning commodities. The initiative was undertaken in collaboration with the Family Health Division of Ministry of Health and Social Welfare and UNFPA with an aim to promote mass awareness on family planning and use of modern contraceptive methods at the grassroots level. (www.brac.net/Liberia, 2013)

2.7 Sierra Leone:

MICROFINANCE

Microloan

In 2013, we disbursed USD 3.94 million through 26,110 microloans with the average loan being USD 151. We served 19,515 women among 25,814 microloan members. (www.brac.net/Sierra Leone, 2013)

Small enterprise programme

Our small enterprise programme is operating in 19 branch offices, serving 1,446 borrowers. In 2013, USD 2 million was disbursed through 1,383 loans with an average loan size USD 1,452. We established three support units, which includes a loan review unit, a monitoring unit and a staff development unit. These units were established to improve the quality of microfinance programme. (www.brac.net/Sierra Leone, 2013)

AGRICULTURE

In 2013, under the GPAF project, we provided basic and refresher training to 3,000 kitchen gardeners and 200 CAPs. We organised 80 nutrition awareness campaigns and conducted 960 village nutrition committee meetings. Under seed production project, rice, maize, pineapple, plantain, groundnut, cassava and sweet potato were cultivated in 30 acres of land.

With support from the WFP, we developed 100 acres of swamp land for the production of rice in Port Loko, which will provide employment opportunities for community people.

We trained 80 rice demonstration plot farmers on modern agriculture technologies like seed bed preparation, line sowing, fertiliser application and weeding. They were also provided with agriculture inputs like rice seeds and tools. Using the technologies, the demonstration plot farmers reaped more harvest than the previous year. (www.brac.net/Sierra Leone, 2013)

POULTRY AND LIVESTOCK

This year, 200 community livestock and poultry promoters (CLPPs), 400 backyard poultry rearers, 123 model poultry rearers and 176 model livestock rearers were trained on poultry rearing, management, prevention and control of poultry diseases. They also received training on poultry shed designing, poultry unit construction, vaccination and production technology of poultry farming. We distributed 400 poultry sheds, 8,800 chickens, 69 metric tonnes of poultry feed and vaccination to poultry rearers.

In order to emphasise the importance of nutrition, the programme undertook 80 nutrition campaigns at the community level with assistance from 160 village nutrition committees. The campaign had tremendous impact in raising awareness in the communities, leading to a shift in behaviour, particularly on cooking methodologies, knowledge on food processing and the nutrition value of different farm products. (www.brac.net/Sierra Leone, 2013)

HEALTH

As a sub-recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) grant, BRAC established 308 community health committees and 90 school health clubs in three districts to educate people about the prevention and treatment techniques of malaria.

Knowledge about cholera prevention techniques was disseminated among the community people. 5,655 hand-washing soaps, 186,457 water purifiers were distributed in the communities and 580 safe water storage containers to street vendors. Awareness messages were disseminated through 14,000 posters, 5,000 brochures, 2,500 wristbands.

The Ministry of Youth Affairs initiated the WFP-funded environmental sanitation cash for work project, where BRAC is one of the implementing partners. After the cholera outbreak in 2012, the ministry has stepped up its efforts to reduce incidents of cholera and malaria outbreak in the slums of Freetown by cleaning garbage and drainage systems. The project aims to reduce these diseases and create employment opportunities for 1,500 youths, especially for women.

Approximately 80,000 people were reached by 580 community health promoters, who conducted 8,249 health forums to raise awareness on proper healthcare practices. (www.brac.net/Sierra Leone, 2013)

EDUCATION

This year, we have signed an agreement with DFID on girls education challenge (GEC) project to educate 7,500 girls through 250 community-based girls' schools (CBGS), spreading across 12 districts of Sierra Leone.

We are providing support to 300 government schools through teachers training and peer mentoring interventions. (www.brac.net/Sierra Leone, 2013)

EMPOWERMENT AND LIVELIHOOD FOR ADOLESCENTS

We trained 112 adolescent members of ELA clubs on financial literacy with an objective to ease their transition from economic dependence to economic independence. Through this training, the girls were able to increase their knowledge about financial options and strategies, money management and financial expenditure.

This year, we gave microcredit support to 43 adolescent girls and provided training on livelihood skills such as poultry management, tailoring and hairdressing. From the existing clubs, 10 groups were formed for microcredit and 112 adolescent members received loans to expand their businesses. ([www.brac.net/Sierra Leone](http://www.brac.net/Sierra%20Leone), 2013)

HUMAN RIGHTS AND LEGAL EMPOWERMENT

In 2013, we received 591 cases and successfully resolved 492 cases through mediation. We organised four workshops in four different chiefdoms to introduce the new local court act to the traditional leaders. We have established 232 mobile clinics. ([www.brac.net/Sierra Leone](http://www.brac.net/Sierra%20Leone), 2013)

2.8 Uganda:

MICROFINANCE

This year, USD 15.27 million was disbursed to 111,000 borrowers. (www.brac.net/Uganda, 2013)

SMALL ENTERPRISE PROGRAMME

11 new branches were started, increasing the outstanding amount and the number of outstanding borrowers. USD 7.23 million was disbursed to 5,261 borrowers. (www.brac.net/Uganda, 2013)

EMPOWERMENT AND LIVELIHOOD FOR ADOLESCENTS (ELA)

1,385 ELA clubs consisting of 30-45 members have been established in 94 branches. The number of members has increased by 20 per cent. The building young futures (BYF) project has selected 200 adolescent leaders for life skills training.

The tenancy pilot project will provide financial support to the members who are interested in agriculture as a source of livelihood. The pilot registered 282 agricultural plots for successful cultivation. 70 adolescents have been selected as adolescent health promoters. (www.brac.net/Uganda, 2013)

EDUCATION

The scholarship programme was officially launched in May 2013, targeting 5,000 academically bright students. This year, 600 scholars have been selected from 49 districts in Uganda. (www.brac.net/Uganda, 2013)

HEALTH

This year, our health programme expanded in 128 branches across 64 districts in Uganda. We treated 85,951 people with malaria, provided antenatal care (ANC) for 331,114 and postnatal care (PNC) for 57,189 women and 287,687 children under five were immunised. (www.brac.net/Uganda, 2013)

AGRICULTURE AND FOOD SECURITY

Under the MasterCard Foundation project, 1,500 model farmers and 1,000 community agriculture promoters (CAPs) were trained. The agriculture extension programme and the social enterprise distributed 126.3 tonnes of maize, rice, beans and vegetables seeds. (www.brac.net/Uganda, 2013)

POULTRY AND LIVESTOCK

84 livestock artificial insemination promoters, 1,890 community livestock promoters and 4,000 model poultry and livestock rearers received training. Community livestock promoters used 23,515,768 vaccine doses against various poultry diseases and 7,501 cows were inseminated by artificial insemination promoters. (www.brac.net/Uganda, 2013)

KARAMOJA INITIATIVE YOUTH-CENTRED DEVELOPMENT IN NORTH-EAST UGANDA

In 2013, the programme focused on consolidating outreach in Karamoja. 120 centres reached 3,436 girls where 11,887 girls received skills training, financial literacy, livelihood training and intensive vocational training. 1,840 girls saved a total of UGX 76,738,100 (USD 31,194) in their income-generating fund (IGF). 380 girls borrowed UGX 17,677,500 (USD 509,602) and invested into their businesses. The programme trained 50 youths in vocational skills, 80 per cent of whom were either self-employed or were employed by small firms in their communities. (www.brac.net/Uganda, 2013)

Chapter 3

Financials

3.1 Revenue Expenditure:

As we can see the revenue expenditure is higher in 2013 than in 2012. This happens mainly because of the increase of fund from donors. In this case the organization gets more flexibility to work & expand with new program. The program expenses are divided in different programs. We can see the areas where the expenses incurred from the table below. (www.brac.net/BRAC, 2013)

Revenue Expenditure

	Year 2013		Year 2012	
	USD million	%	USD million	%
Microfinance	164.30	30.13%	150.18	33.47%
Health	57.16	10.48%	47.56	10.60%
Education	90.7	16.63%	54.83	12.22%
Water, Sanitation and Hygiene	19.69	3.61%	17.17	3.83%
Agriculture and Food Security	6.75	1.24%	3.39	0.76%
Ultra Poor	30.65	5.62%	26.22	5.84%
Social Enterprises	143.16	26.25%	136.24	30.36%
Others *	32.86	6.03%	13.17	2.93%
Total	545.27	100.0%	448.76	100.0%

Notes:

- * Others include the following: House Property, Gender Justice and Diversity, Community Empowerment Programme, Human Rights and Legal Services, Policy Advocacy, Other development projects.

3.2 Grant Composition:

In 2013 the grant composition from the donors are higher than 2012's grant composition. This is one of the main reasons for which the revenue expenditure is higher in 2013. The donor fund raising is a positive side for BRAC International. With new increase of fund will ensure new programs to start & increase of new job opportunities. From the chart below we can find out the exact grant composition from specific donors. (www.brac.net/BRAC, 2013)

Grant Composition

Name of Donor	Year 2013		Year 2012	
	USD million	%	USD million	%
DFID	100.85	48.77%	83.54	43.00%
DFAT (Formerly AusAID)	43.59	21.08%	54.68	28.14%
The Global Fund	20.45	9.89%	14.49	7.46%
NOVIB/EKN	13.23	6.40%	20.83	10.72%
BRAC USA	5.31	2.57%	1.42	0.73%
CIDA	4.29	2.07%	6.74	3.47%
UNICEF	4.04	1.95%	3.49	1.80%
Family Health International 360	3.87	1.87%	3.08	1.59%
Others	11.14	5.39%	6.02	3.10%
Total	206.77	100.0%	194.29	100.0%

3.3 Contribution of BRAC to Govt. Exchequer:

The exact contribution that BRAC does is through tax deduction at source by third parties & tax deduction at source from staff salary. (www.brac.net/BRAC, 2013)

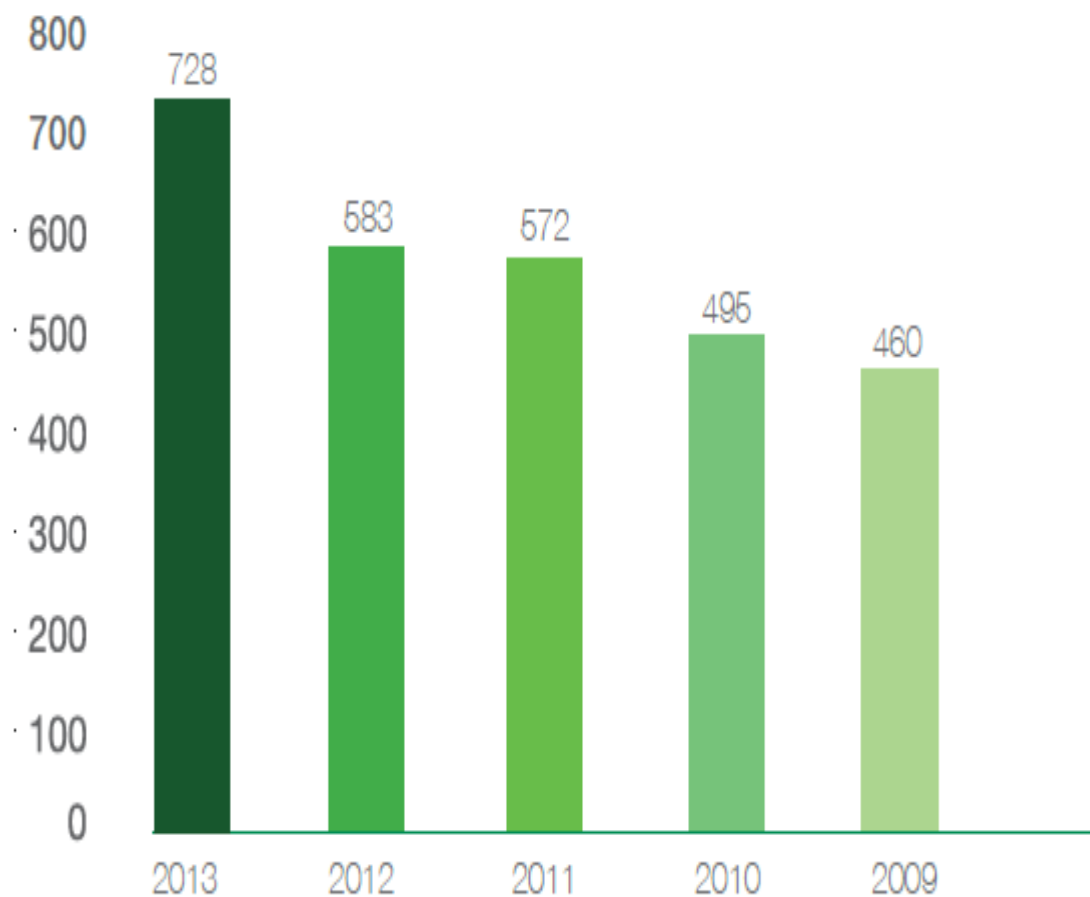
Contribution of BRAC to Government Exchequer

Income Year	2013		2012	
	BDT	USD	BDT	USD
Income Tax deduction at source by third parties	89,203,247	1,143,631	91,410,591	1,171,931
Tax deduction at source from third parties	149,949,936	1,922,435	85,301,237	1,093,606
Income Tax deduction at source from Staff salary	24,114,035	309,154	30,960,238	396,926
VAT collection from customers	437,495,772	5,608,920	415,245,894	5,323,665
Import Duty paid	308,647	3,957	3,083,795	39,536
Total	701,071,637	8,988,098	626,001,755	8,025,664

3.4 Annual Expenditure:

The annual expenditure by BRAC in 2013 is higher than previous years. In 2013 as the donor fund was the higher than the previous year's fund so in 2013 the annual expenditure of BRAC increased from 583 to 728 Million USD. This is great news as BRAC is going further with new goals in hand & with the help of donor funds the programs are running quiet smoothly. (www.brac.net/BRAC, 2013)

Annual Expenditure
in Million USD



3.5 Balance Sheet:

From 2012 to 2013 the total assets & liabilities have increased which is good news as we can see the positive effects through projects successfulness from previous discussion. (www.brac.net/BRAC, 2013)

BALANCE SHEET CONVERTED TO USD

as at December 31, 2013

(NOT PART OF AUDITED FINANCIAL STATEMENTS)

	2013		2012	
	Taka	USD	Taka	USD
ASSETS				
Cash in hand and at banks	16,000,082,561	205,129,264	16,049,453,079	205,762,219
Advance, deposits and prepayments	2,759,742,135	35,381,309	2,222,130,860	28,488,857
Inventories	3,633,398,684	46,582,034	3,054,105,958	39,155,205
Grants and accounts receivable	1,648,357,818	21,132,793	1,309,451,932	16,787,845
Microfinance loans	67,013,205,289	859,143,658	56,297,005,220	721,756,477
Motorcycle loans	739,565,719	9,481,612	602,663,398	7,726,454
Investments in securities and others	237,350,000	3,042,949	232,100,000	2,975,841
Investments in related undertakings	9,626,307,409	123,414,198	8,098,697,120	103,829,450
Property, plant and equipment	10,625,485,462	136,224,173	9,916,899,837	127,139,742
TOTAL ASSETS	112,283,495,077	1,439,531,988	97,782,507,404	1,253,621,890
LIABILITIES AND NET ASSETS				
Liabilities:				
Liabilities for expenses and materials	5,882,838,350	75,421,004	4,788,834,426	61,395,313
Bank overdrafts	3,694,856,519	47,369,955	5,006,636,222	64,187,844
Term loans	15,402,000,309	197,461,542	12,940,746,146	165,907,002
Members' savings deposits	29,034,851,689	372,241,688	24,907,281,663	319,324,124
Grants received in advance account	8,061,468,930	103,352,166	8,697,918,904	111,511,781
Deferred income	272,431,158	3,492,707	250,895,452	3,216,608
Other long term liabilities	9,879,776,479	126,663,801	8,216,392,565	105,338,366
Provision for taxation	1,046,941,030	13,422,321	840,941,030	10,781,295
Total Liabilities	73,275,164,464	939,425,184	65,649,646,408	841,662,132
Net Assets:				
Capital fund				
-unrestricted	37,976,777,730	486,881,766	31,200,446,939	400,005,730
-temporarily restricted	1,031,552,883	13,225,037	932,414,057	11,954,026
	39,008,330,613	500,106,803	32,132,860,996	411,959,756
TOTAL LIABILITIES AND NET ASSETS	112,283,495,077	1,439,531,988	97,782,507,404	1,253,621,890

Exchange rate: 1 USD = BDT 78 (2012: 1 USD = BDT 78)

3.6 Statement of Income & Expenditure:

As we can see the surplus in 2013 is around 9 million USD higher than in 2012. This also shows a positive flow of income & expenditure. We can find detailed information from the table below. (www.brac.net/BRAC, 2013)

Statement of Income and Expenditure Converted to USD
for the year ended December 31, 2013
(NOT PART OF AUDITED FINANCIAL STATEMENTS)

	2013		2012	
	Taka	USD	Taka	USD
Income				
Donor grants	16,728,674,946	214,470,192	11,852,318,277	151,952,798
Revenue from:				
- Income Generating Projects	8,065,228,858	103,400,370	7,861,356,580	100,786,623
- Programme Support Enterprises	4,300,606,387	55,135,979	4,124,249,679	52,874,996
Service charges on microfinance loans	17,802,363,604	228,235,431	14,774,933,599	189,422,226
Interest on bank accounts and fixed deposits	1,169,934,441	14,999,160	1,278,456,613	16,390,469
Investment income	419,026,368	5,372,133	126,946,311	1,627,517
Other income	502,281,172	6,439,502	550,365,696	7,055,970
Income from House Property	100,732,324	1,291,440	100,720,809	1,291,292
Total income	49,088,848,100	629,344,206	40,669,347,564	521,401,892
Expenditure				
Income Generating Projects	7,153,738,687	91,714,599	6,988,350,392	89,594,236
Program Support Enterprises	4,013,429,845	51,454,229	3,638,907,643	46,652,662
House Property	74,452,205	954,515	93,188,884	1,194,729
Education Programme	7,075,275,163	90,708,656	4,277,356,983	54,837,910
Ultra Poor Programme	2,391,244,099	30,656,979	2,045,763,985	26,227,743
Community Empowerment Programme	341,007,837	4,371,895	217,227,040	2,784,962
Human Rights and Legal Services	195,568,393	2,507,287	195,539,238	2,506,913
Policy Advocacy	86,040,129	1,103,079	39,777,955	509,974
Health Programme	4,458,592,932	57,161,448	3,710,271,278	47,567,580
Water, Sanitation and Hygiene Programme	1,535,677,979	19,688,179	1,339,321,154	17,170,784
Gender, Justice and Diversity Programme	209,703,788	2,688,510	138,151,582	1,771,174
Microfinance Programme	12,815,333,779	164,299,151	11,714,555,867	150,186,614
Food Security and Climate Change	527,051,524	6,757,071	264,294,222	3,388,387
Other Development Projects	669,506,888	8,583,422	340,826,334	4,369,568
Grants	984,488,882	12,621,652	-	-
Total expenditure	42,531,112,430	545,270,672	35,003,532,557	448,763,238
Surplus of income over expenditure before taxation	6,557,735,670	84,073,534	5,665,815,007	72,638,654
Taxation	(206,000,000)	(2,641,026)	(200,000,000)	(2,564,103)
Net surplus for the year	6,351,735,670	81,432,509	5,465,815,007	70,074,551

Exchange rate: 1 USD = BDT 78 (2012: 1 USD = BDT 78)

Chapter 4

Recruitment

Recruitment Process:

BRAC International is currently running projects in 11 countries. These countries are Afghanistan, Pakistan, Sri Lanka, Myanmar, Uganda, Tanzania, Sierra Leone, South Sudan, Liberia, Haiti, Philippines. Different kinds of projects are being held in these 11 countries. Those are Agriculture and Food Security, Ultra Poor, Community Empowerment, Disaster, Environment & Climate Change, Education, Gender Justice and Diversity, Health, Nutrition and Population, Human Rights & Legal Aid Services, Microfinance, Migration, Integrated Development, Water, Sanitation and Hygiene, Social Enterprises and Investments. In every country that BRAC International operates has its own organogram. Each organogram consists of Different kinds of positions which are being recruited and selected in the head office of BRAC International HR. For the recruitment & selection of all the employees for the head office and field office is one of the major responsibilities of BRAC International HR team. The recruitment and selection process consists of different stages. These steps are needed to be done as because all the process should be done in the most efficient & effective way so that the entire process can be measured and identify the key reasons of the selection of a candidate.



Effective **recruitment strategies** are a pivotal aspect of procuring and retaining high-quality talent to contribute to organization's success. The job market is becoming progressively more competitive and skill sets continue to grow more diverse. Given this environment, recruiters are required to be more selective in their candidate picks, since under-performing recruitment measures can have a long-term negative impact on an organization. Among these effects are high training and development expenses necessary to counteract the prevalence of poor performance and high turnover rates, which reverberate into aspects of employment such as morale, productivity and the preservation of the desired corporate culture.

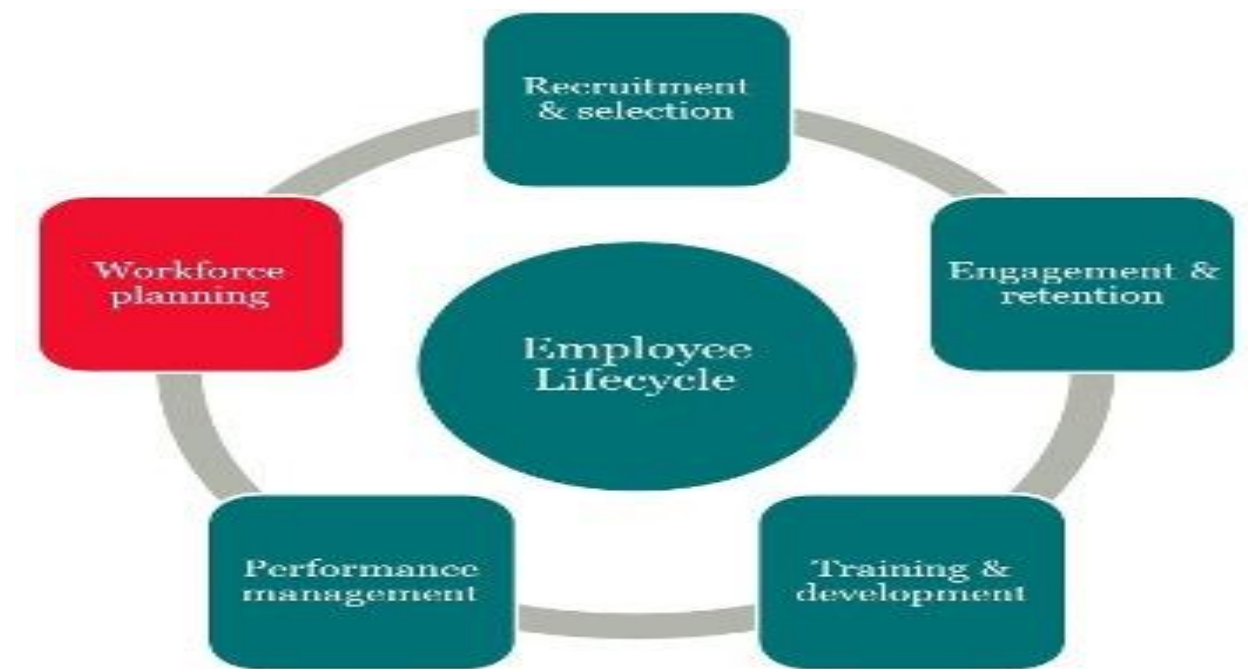
The recruitment process supplies the organization a pool of potential candidates from which thoughtful selection should be made to fill positions. Successful recruitment begins with proper predictive measures. In this phase of the recruitment process, an organization develops plans to fill future job openings based on an exploration of future requirements. Steps must be taken to measure available internal and external talent and the present and expected resources available to be expended in order to attract and retain talent.

Recruitment may be conducted internally through the promotion of current employees or by way of employee referrals. Internal recruitment is generally the most cost-effective recruitment approach. Job openings can be advertised through physical and electronic job postings, in organizational newsletters and office memos. Not only are these methods low-cost, but are also completely controlled by internal recruitment managers who are more in line with the corporate mission and goals.



Internal recruitment strategies do not consistently produce the number or quality of personnel needed. In these cases, the organization needs to recruit from external sources, either by encouraging walk-in applicants, publicizing vacancies in periodicals and Internet job boards, and utilizing visual and audio media sources. More direct talent "head hunting" is available in the forms of third-party employment agencies that orchestrate and maintain thorough talent searches, corporate job fairs, and college recruitment efforts.

These topics include strategies for determining where the job is posted, how candidates are asked to apply, and how the applicants are selected. As technology has changed, strategies have also evolved to include broader avenues of seeking good employees. Human resources departments are always busy trying to fill positions within the organization. Therefore, they should use the most cost-efficient and effective strategies to fill them. Some organizations may choose to outsource the task to professional recruitment agencies who can separate the qualified candidates from the unqualified candidates. Managers and executives of organizations should be willing to try different ways of hiring employees and should work closely with the human resources department.



Recruitment strategies are what determine the quality of an employee hired for an organization. If several poor employees are hired in succession, perhaps the strategies should be rethought. Organizations will have to be more aggressive in their strategies when the economy is good so that they will stand out to applicants and convince them that they would be good employers.

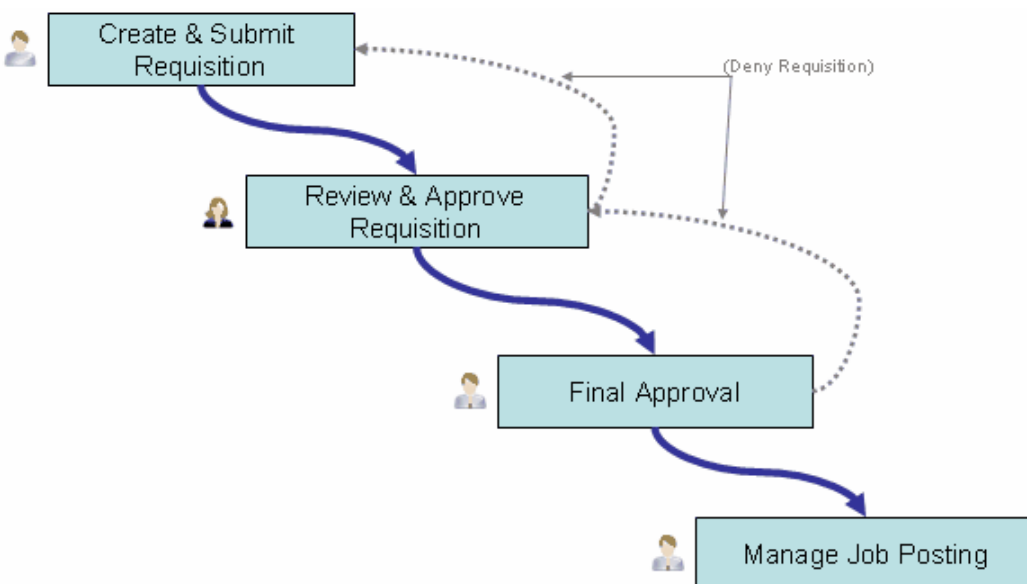
Nearly everyone knows about the traditional strategies, such as use of classified advertisements and job fairs. But more and more organizations are utilizing nontraditional strategies such as billboards, cold calls, contests, credit lists, former employees, group interviews, headhunters, interns, Internet searches, job offers to stellar employees of other businesses, mentors, most-wanted lists, multimedia job descriptions, previously overlooked applications, open houses,

personalized gifts, professional organizations, public records, recruitment managers, referral incentives, scholarships, social network sites and special-interest meetings. (www.recruiter.com/recruitment)

The recruitment and selection process is going to be discussed below:

4.1 Staff Requisition:

This step consists of the need of a staff for a particular position. First the HR team and the higher officials running programs will find out if there is a need of a staff. Then the position is given a name or its being selected from before. The staff requisition consists of the position name, number of vacancies and the job description. The job description that is written in this requisition form is the detailed information of the job which is needed to be done by the selected candidate.



Staff requisition is very important because it will determine the specific work of the job. After preparation of the requisition form it will need approval of the respective authority and then go for further process.

4.2 Job Advertisement:

After preparing the requisition form it is needed to make an advertisement for the job. This advertisement is mainly prepared on the basis of staff requisition form. As the staff requisition form describes the job nature and responsibilities it is needed to prepare an advertisement. In the advertisement it is very important to make sure all the information regarding the job is put down accordingly. Need to make sure about the job nature which means contractual or regular, job location, salary information, extra skills that are needed for the job, web address to post

CV's and the dead line of the application for the post. After making sure of all these requirements the advertisement is being published considering the advertisement sources. This source varies in different categories. All the BRAC advertisements are shown in careers.brac.net. There may be advertisements which are especially for BRAC internal staffs. In this case the candidates are given proper instruction to apply for the position in the advertisement. Some positions need both external & internal candidate's participation.



Developing the job posting

There are three key sections to a job posting:

- **Information about the organization**

This is a key part of attracting the candidate to the position and is where you help the candidate understand the mission of your organization, the culture, and what it's like to work there. It should include:

- A brief description of the organization.
- Why your organization is a good place to work.
- What it's like to work there (e.g., casual, flexible, team environment, etc.).
- Opportunities for development and career progression.



- **Information about the role**

Here you want to give a sense of what the role entails and provide enough information about the minimum qualifications for the position to allow readers to self-assess whether they meet the position requirements and minimize the number of unsuitable applications.

- Job title
- Purpose of the position
- High level overview of responsibilities
- Identify whether they will be part of a team, leading a team or working independently
- Work location and travel requirements (if any)
- The reporting arrangements
- Requirements including experience, qualifications, skills and personal attributes
- The salary and benefits associated with the position (may say the salary is dependent on experience)

- **Information about the application process**

This section advises candidates:

- Where to get more information (typically your website).
- How they can make their application (e.g., by email, by mail, online application) and the necessary contact details.
- Whether the selected candidate will need to meet any special requirements, for example, language testing or criminal records check.
- The application deadline.
- To avoid excessive enquiries it's useful to advise that while all applications are appreciated, only those candidates selected for interview will be contacted.

The format and wording of the advert should be consistent with your organization's style and brand. Include your logo. (<http://hrcouncil.ca/recruitment>)

Internet Job Postings

Most candidates will search for positions electronically through your website, or online job boards.



Ensuring your job posting considers the following can strengthen the candidate response:

- Pay careful attention to the job title: The job title is often the first thing a job seeker will see and in many cases, the only thing unless they are interested enough to click through for further information. Use familiar job titles and ensure they give a sense of what the job entails (e.g., “Manager of Financial Services” instead of just “Manager”).
- Use key words: Job boards and candidates will use key words to pull your position up in a search, so describe the position using words and phrases commonly associated with this type of role.
- Write for the web: When viewing job postings online readers typically scan rather than review each word. Make the most important points stand out by highlighting, using headings for each section (e.g., About the Organization, About the Job, How to Apply), and using bulleted lists. (<http://hrcouncil.ca/recruitment>)

4.3 CV Screening and Selection of the Candidate for the Interview:

After publishing the advertisement applicants have 15 days to apply for the position. Within these 15 days BRAC International HR goes through a series of CV screening. Different kinds of CV's are posted but a very few CV's are effective enough for the interview session.



Most of the CV's are not selected because of the experience and educational background. Some CV's can be found which are not selected but can be considered as those CV's are very close to the requirements to the advertisement. These CV's are taken as under consideration. Most importantly BRAC International does not through away any CV which is good enough for different positions. The CV's which are sorted as consideration they might not be eligible for the position required by the advertisement but they can be assigned to the other positions which needs less requirements.



This process goes through for a longer period of time as it is very important to go through all the CV's and select the appropriate candidates for the position. After going through the screening process the candidates that are being selected for the interview are being confirmed. CV screening is very important as it is the first impression for the organization whether the candidate is suitable for the selected positions. The candidate may not be suitable for a certain position but the candidate may be suitable for other positions where his or her demands can be fulfilled such as salary & other benefits.

4.4 Setting up Date & Time for the Interview:

After selecting the candidates for the interview it is needed to set up the date & time. This is a bit important matter as the HR team will select the appropriate time by ensuring the availability of the board members. When the date & time is set by the board members it is important to book one of the conference rooms for the interview. In some cases the candidate might not be available in the fixed date as per their own reasons.



In that case the candidate might be called for another fixed date when the candidate fills suitable enough to attend for the interview. If the candidate applied for a senior level position then the set date can be on their favor, as BRAC does not want to waste any important candidates. BRAC International always tries to find the suitable candidates for the suitable positions for the suitable candidates.

4.5 Call for Interview:

BRAC is very strict about the communication with the candidates. First and foremost important thing is that how a person is communicating with you. Not only for BRAC International but BRAC values English speaking ability very much. When a candidate is being contacted it is important to speak English with the candidate. A HR staff must make sure that he or she is calling for interview in English so that the candidate response in the same manner. If the candidate fails to communicate in English, that creates a bad impression. This is very helpful for both the organization and the candidate.



This way an organization can find out their selected candidates communication capability and also the candidate gets an idea about the organization. After calling the candidates it is important to make sure if the candidate is interested for the interview or not. Sometimes it may happen that the selected time is not good enough for the candidate as he or she might be engaged with other important work. In that case the candidates are given a new schedule but after the selected date of interview are done. If the interview board is not sure with the 1st

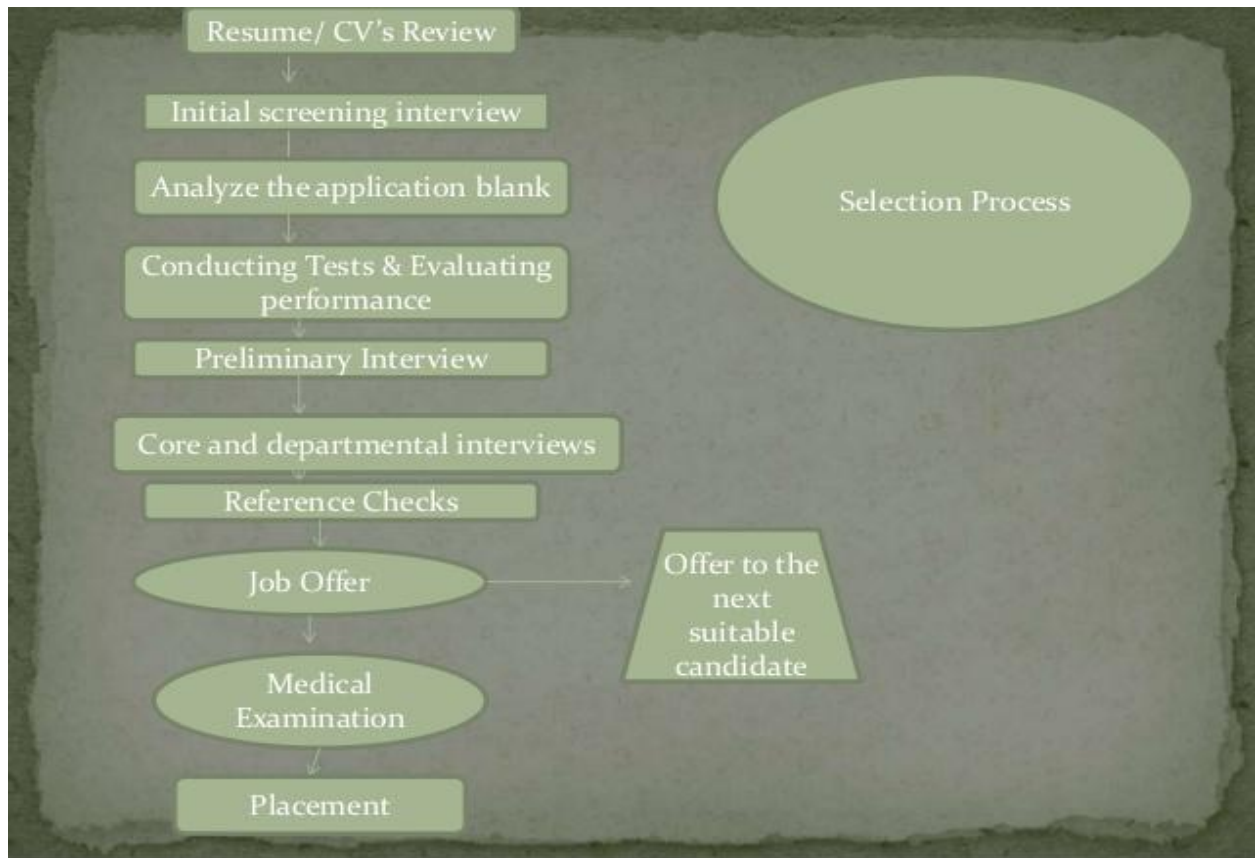
interview and wants to take interview of some other people then the candidate who failed to attend the 1st interview they are contacted for the second interview time. Calling for interview can be a bit difficult sometimes as there are many senior level positions for which the caller must be very polite and try to discuss in a very modest manner.

4.6 Making Short & Long List:

After selecting the candidates for the interview it is needed to make a short & long list of the candidates. The short list consists of basic information for example candidates full name, his or her current and expected salary contact information etc. The long list perhaps is a very important thing because the long lists are given to the interview board members. In short the short list is for the HR purpose and long list is for the interview board. The long list consists of the candidate's academic and professional qualifications, their experience years and expertise fields, date of birth and other information if required. The long lists are final recording list of the candidates for a particular position because remarks are given by the interviewers. This list is maintained properly as it is the first official document where a candidates remarks & their behavioral trait is being recorded. Afterword's the remarks are recorded in the database where all the information regarding a candidate is put down. All the candidates that has been interviewed is recorded in that database.

4.7 Conducting Interview & Selection of the Candidate:

On the scheduled date and time the HR team gets prepared for the interview session. The long lists along with the CV's of the candidates are passed to the interviewers.



The interview may take a long time. It is also important to make sure the candidates are comfortable and they have proper treatment by the HR team. The candidate can be selected on the first interview. If that happens then a date is fixed for the joining of the candidate. If the first interview cannot decide a candidate then a second interview is being set. This second interview can be consisting of new candidates if the 1st interviewed candidates are not eligible enough. If there is more than one eligible candidate found in the 1st interview they can be called for a second interview but only those candidates who did well in the 1st interview. This second interview is set because interviewers might face problem having 2 or 3 eligible candidates.



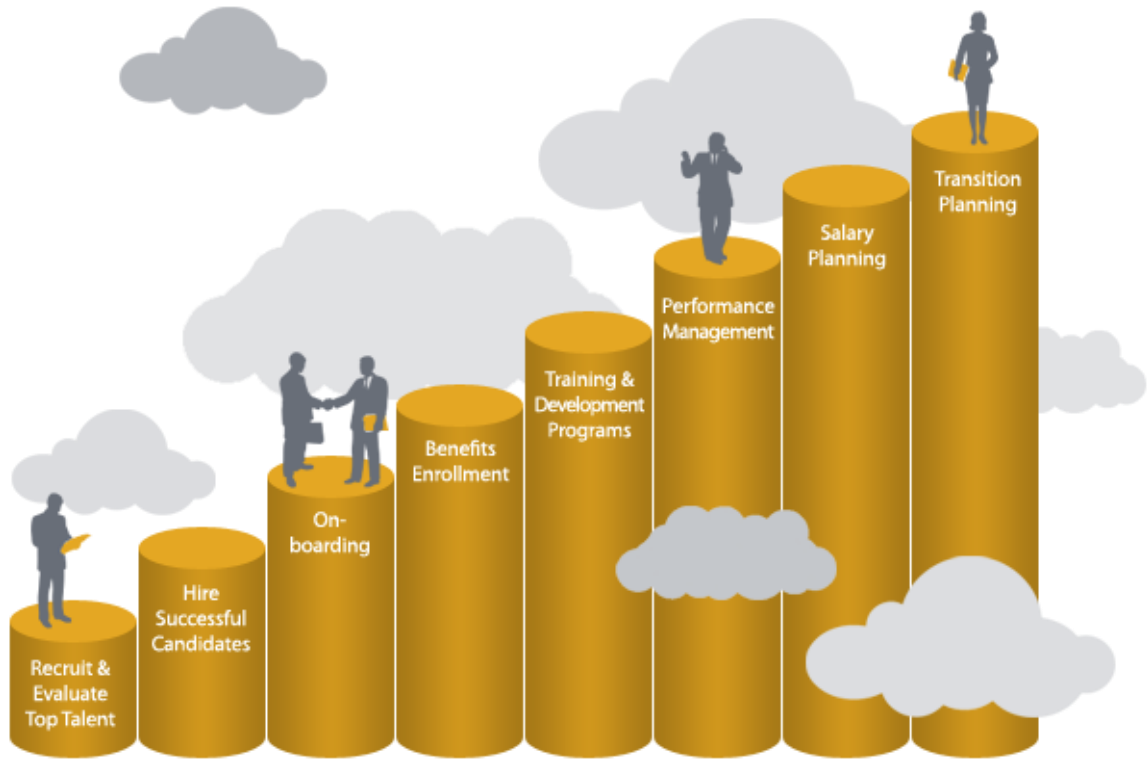
In that case HR team takes some time to find out the best candidates and call them for a second interview which will surely decide the only candidate who is the best one to choose as BRAC International staff. Surely there is more than one eligible candidate that BRAC International can find for their jobs. But for one single reason one category candidates must have one common criteria to fill up. This situation happens when the post is for BI country offices. In that case the candidate must have good English speaking & listening abilities. If this requirement does not match the candidate might be turned down though his or her expertise.

4.8 Joining of the Selected Candidates:

At the day of joining candidates are requested to bring all their academic & professional certificates along with their previous job separation confirmation application & other related documents. After arriving at the office they are given with some forms which are needed to get filled up. These include personal information, organization code of conduct and other related documents.



He or she is also given the job description form which includes all the necessary work the new staff need to do. The HR team will make sure all the certificates and related documents are as per the main copy. After checking all the documents and getting the necessary forms filled by the candidates it is important to input the new staff's information in the BRAC International Human Resource Management System (HRMS). This keeps the entire BRAC's staffs who at least worked for BRAC. This information is very important to keep as there are more than 8000 staff's of BRAC International in or outside country. After doing all this steps the new staff is finally being welcomed by HR team and given an orientation so that they get a overall idea about BRAC International and its mission and vision.



The new staff member is given a thorough explanation of his or her job criteria. Now there are different departments in BRAC International. The new staff is given new task by their department selected supervisors. These departments include HR, Finance & Accounting, Health & Nutrition, Audit, IT & so on.

4.9 International Recruitment:

In this part the staff members that are being recruited are being deployed to the international positions. This part is not different from the parts that are being discussed previously. All the parts discussed above is included in this part. The only difference is BRAC International needs to make sure these new staff members are well briefed about their role and safely transferred to the international positions. Just after the joining the new staff member is required to bring all the documents needed for the visa process and confirming ticket section. The staff member is required to do office in the main office of BRAC International. In this time period the new staff member is given tasks and given awareness about his or her duties and responsibilities. The new staff member may go through some training regarding his or her job responsibilities. The HR team helps through all the processes of the new staff member's deployment and training related functions. The HR team helps the new staff member to accumulate with the environment. The new staff member is given Human Resources Policies & Procedures (HRPP) of the selected country that he or she is going to be deployed. This HRPP includes all the policies & procedures of BRAC International. For each country BRAC International holds a

specific HRPP each. This HRPP helps our staff members to understand the work environment of the specific country and also the rules & regulations that BRAC International holds. This HRPP restricts staff members of doing any harmful misconduct which can harm others. Each & every staff member of BRAC International must abide by the rules & regulations that are being described in the HRPP for their own good and people surrounding him or her.

Recruitment Sources & Strategies:

4.10 Internal Recruitment:

Internal recruitment gives existing employees and volunteers the opportunity to apply for the job opening. It is linked to succession planning and career development. Internal recruitment can include promotions to a higher level position, and also lateral moves to a same level position. To keep the process positive is very important to be fair and consistent in how you go about recruiting internally.

Potential benefits of this approach

- Management already has a good idea of the employee's capabilities.
- Rewards the employee/volunteer for past performance.
- Gives the employee/volunteer an opportunity for career development.
- Retains the organization's investment in the employee/volunteer.
- Reduces the amount of time necessary to orient the person to the new position.
- Reduces the time and costs of recruitment.
- Supports positive morale and retention by signaling the possibility of internal progression.

Potential drawbacks of this approach

- If used in isolation, provides a limited number of people to select from.
- Reduces the opportunity for increasing diversity within your organization.
- Employees that apply for the position and are not selected may be disgruntled.

(<http://hrcouncil.ca/recruitment>)

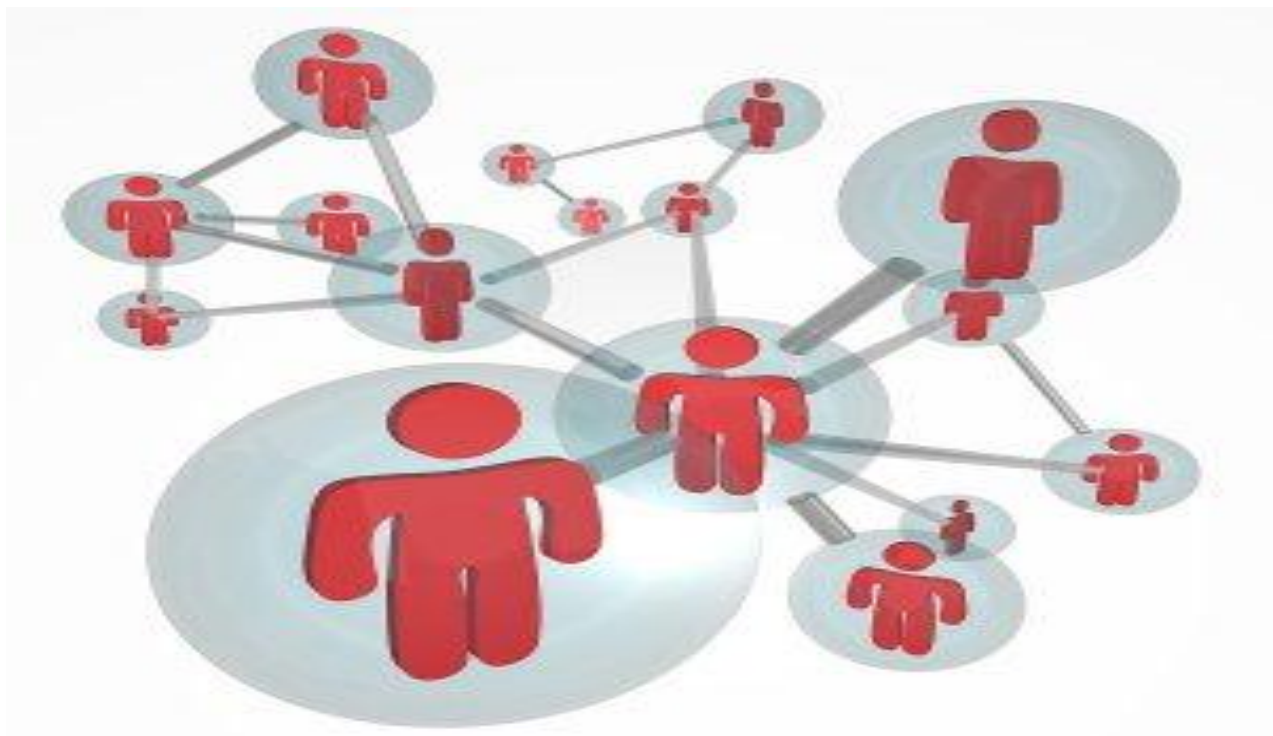
4.11 Employee Referrals:

Recruitment through referrals encourages employees to recommend potential candidates from their network. To ensure employees are willing to recommend their contacts for positions at your organization it is important to treat all referrals with respect and follow-up in a timely manner.



Potential benefits of this approach

- The quality of employee referrals is usually high because employees usually only refer people that they are confident would be a good match for the position and organization.
- The position is more likely to reach qualified candidates that aren't actively looking.
- People recruited by employees usually have some understanding of the work of the organization.
- Reduces the time and costs of recruitment.



Potential drawbacks of this approach

- There can be a tendency to feel that you must hire someone who is referred by an employee even if your assessment is that the person is not the best match.
- People tend to recommend others with similar backgrounds - relying solely on employee referrals may not provide a wide enough scope of prospective candidates and you may end up hiring more of the same type of employees with similar backgrounds and experiences rather than diversifying your workforce. (<http://hrcouncil.ca/recruitment>)

4.12 Internet Recruiting:

The opportunity may be posted on an internet job board, on your own website or on professional association websites. One study has shown that 96% of people looking for jobs use the internet.



Potential benefits of this approach:

- Internet recruiting is cost effective – some sites offer free postings.
- Internet job postings are available to potential candidates 24 hours a day.
- You can minimize the number of unqualified candidates by directing people to more information on your organization's website.
- Greater flexibility to post, amend and remove the ad at your convenience.

Potential drawbacks of this approach:

- The number of applications may be overwhelming.
- Postings that only appear on your organization's website will likely not reach a large enough number of candidates. (<http://hrcouncil.ca/recruitment>)

4.13 Internships/Field Placements/Co-op Placements:

You may connect with a university or college's career centre to post positions and receive resumes of students and new graduates looking for work.

Potential benefits of this approach

- Cost effective solution for short term hiring needs.
- Provides an opportunity for students or new graduates to gain work experience and experience what it is like to work for your organization.
- Continuous fresh perspective and new ideas if hiring a student every four months.
- Opportunity to evaluate a future employee.
- University and college career centers help to make the recruitment process efficient and less time consuming.

- Opportunity for your organization to develop a positive reputation among students if the co-op views their experience as positive.
- Reduced orientation times for returning co-ops.

Potential drawbacks of this approach

- The time it takes to get up to speed in a new job may outweigh the benefits of a short term placement.
- Lack of continuity and potential loss of information as co-ops move on after 4 months.
- May require greater supervision as they are new to the workforce. (<http://hrcouncil.ca/recruitment>)

4.14 Recruitment Agencies /Executive Search Firms:

These private companies will find and screen potential candidates for a fee, typically a percentage of the annual salary. It is important when using these services that you take the time to clearly define the position and your expectations of the services to be provided by the agency.

Potential benefits of this approach

- Reduce time as the firm will do most of the preparation for the posting and the preliminary screening.
- Can reach a broad range of candidates including full-time and temporary job seekers.
- Enables you to tap into the knowledge, experience and contacts of an expert.
- Helpful if it is important that the recruitment is kept confidential.
- May be an appropriate recruitment method for the most senior positions.

Potential drawbacks of this approach

- This is a very expensive method of recruitment.
- A professional recruiter will not have a full understanding of your organization.
- The recruiter may be more interested in placing a candidate than finding you the right person for the job.
- You will still need to invest time in defining the position and making the final selection of candidates. (<http://hrcouncil.ca/recruitment>)

4.15 Unsolicited resumes:

Individuals interested in working for your organization send in resumes to be considered when a suitable opportunity arises. How you treat unsolicited resumes may have an impact on the image of your organization - respond with courteous and frank information about whether or not the application will be kept for future reference and if you do have a position available, give them the same consideration you would other candidates. (<http://hrcouncil.ca/recruitment>)

Potential benefits of this approach

- Having a pool of qualified candidates available can help to reduce time to hire when suitable positions become available.

Potential drawbacks of this approach

- The percentage of resumes with skills appropriate for your organization may be small.

4.16 Networking and Liaison:

This can involve reaching out to your existing network for recommendations or reaching out to other nonprofits. This could also involve efforts to build or increase your current networks in the hopes of connecting with new potential employees.

HR Liaison Network



Stay Connected

Potential benefits of this approach

- Those candidates reached through an existing network may have some prior knowledge of the organization or the sector.
- May be possible to work with another nonprofit to create a cost-effective secondment or shared resource.
- Efforts to increase your network can have many organizational benefits beyond your current recruitment needs, such as volunteer recruitment, increased awareness and visibility in the community, etc.

Potential drawbacks of this approach

- Relying solely on this method might decrease the diversity of your organization.

(<http://hrcouncil.ca/recruitment>)

Chapter 5

Recommendations:

1. BRAC is a Non Government Organization. For which the sum of value addition is equal to the sum of value distribution. In other words the income and expenses are equal.
2. As a NGO BRAC International have most of her expenses as operational. These expenses are mainly made out of programme expenses.
3. BRAC has many programmes running in different regions in different countries. It's a large organization which has its wings flowing rapidly and growing with each day pass by.
4. To maintain this large organization there are more than 8000 staff members working for a better future.
5. Select the right person for the right job.
6. As the existing growth of population increases different new opportunities come out to help people in need.
7. To ensure this new future BRAC International should embrace all and move forward with a healthy working environment and hire effective people to accomplish its goals.

Conclusion:

To conclude my report I want to thank all my fellow colleagues who helped me to learn new areas of interest and work. I have learned more about the nature of the field of work in NGO which can surely be helpful for those in need. There are lots of opportunities in this field of NGO and its growing day by day creating new opportunities for the people around the world. People are now more active than before, especially those who suffered and tried hard to make their future brighter for their next generation. With their help and dedication this large organization is growing rapidly each day. Now BRAC is the number one NGO in the world by helping people and I hope its greater success in the near future.

Chapter 6

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