

Internship Report

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1. Introduction

This internship report is based on the operations of BRAC International, officially registered as Stichting BRAC International in the Netherlands, which carries out the international operations of the largest NGO in the world, the Bangladeshi-born BRAC. The focus of the report is on the specific functions of BRAC International's human resources department based at its secretariat in Dhaka, activities and deliverables from the September – December (2016) period, and an evaluation of self-learning throughout this period.

1.1 BRAC and BRAC International – An Overview

BRAC was established in the immediate aftermath of the Liberation War as the Bangladesh Rural Advancement Committee in 1972 by Sir Fazle Hasan Abed, KCMG. In its 44 year journey, it has become one of the few large international NGOs from the global South. Its methods are born, tested and perfected in a developing country before being scaled up and adapted to other developing nations. From humble beginnings in Bangladesh, BRAC is now active in 11 countries, reaching close to 130 million people in rural areas as well as urban, and known simply as BRAC. It has spread its solutions for poverty alleviation across Asia, Africa and the Americas including Afghanistan, Pakistan, Myanmar, Nepal, Philippines, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia and Haiti.

BRAC started operating internationally since 2002 through the separate umbrella of BRAC International, which has two wings of operation, *Stichting BRAC International* and *BRAC International Holdings B.V.* In March 2009, BRAC was incorporated in the Netherlands as Stichting BRAC International, becoming the umbrella for all its development programmes focused on long term sustainable poverty reduction. The programmes include health, education (pre-primary and primary), agriculture and food security, targeting the ultra-poor (TUP), empowerment and livelihood of adolescents (ELA), emergency response programme (ERP), and community development programmes including the Karamoja initiative in Uganda and the National Solidarity Programme in Afghanistan. Its second entity, BRAC International Holdings B.V., a wholly owned subsidiary of Stichting BRAC International was incorporated in 2010, under which the microfinance programmes, social enterprises, investment companies and regulated finance companies are consolidated. Social enterprises currently include seed production centers, feed mills, and a tissue culture lab in Uganda along with training centers in Afghanistan, Liberia and Uganda.

1.2 Vision and Mission

BRAC envisions ‘*a world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.*’ It aims to achieve this vision through large-scale economic and social interventions. BRAC's goal is to promote South-South collaboration by taking successful development solutions from Bangladesh and contextualizing them to the

country context of other developing countries around the globe. The organisation's aim is to work with the poor and disadvantaged members of society, especially women and children; engaging in multifaceted interventions for large scale poverty alleviation towards attaining socially, financially, and environmentally sustainable programmes. Outside of Bangladesh, BRAC is helping to shape national and global policies on poverty reduction and social progress; fostering the development of human potential; and promoting research and evaluation.

In line with the sustainable development goals (SDGs), BRAC International strives to end poverty and hunger, ensure inclusive and equitable quality education and promote lifelong learning opportunities, promote gender equality and women's empowerment, improve maternal health, control HIV/AIDS, malaria, and other diseases, ensure environmental sustainability and develop a global partnership to development.

1.3 Values of BRAC

The four core values of BRAC are *integrity, innovation, inclusiveness* and *effectiveness*. These are so essential to the organisation that all employees are appraised annually against both performance KPIs and demonstration of BRAC values in their work. As part of employee appreciation, 'BRAC Values Awards' are given each year to a handful of exceptional employees upholding BRAC's four core values as evidenced by extraordinary examples and circumstances. Nominations of employees are collected from the entire workforce of 110,000 and screened rigorously through a multi-member committee. Rewards are given by the Chairperson himself on the occasion of BRAC's anniversary, celebrated as BRAC Day each year.

1.4 Geographic Location

With its headquarters in Dhaka, BRAC International has offices in Afghanistan, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines, Myanmar, Nepal and the Netherlands, in which it is registered. Affiliate offices include BRAC USA, based in New York and BRAC UK in London, which perform fundraising and resource mobilization activities. In each of these countries, BRAC entities are legally registered.

1.5 Workforce Composition

As of October 2016, there are approximately 110,000 employees spanning 11 countries. BRAC International's workforce comprises about 8,000 employees of whom 96 per cent are nationals (citizens of those countries) and 4 per cent are international employees of Bangladeshi and other origin. BRAC International also has 5,983 community teachers, 5,961 community agriculture and livestock promoters, 8,877 community health promoters and 1,955 adolescent mentors.

BRAC International has made significant progress of women's empowerment in the workforce. The two largest operations BRAC Uganda and BRAC Tanzania boast 85 per cent and 75 per cent female employees, respectively. Specific measures are being taken to promote national

employees in key positions like heads of departments, as they occupy the field-based workforce for now. BRAC's ultimate management goal is to empower nationals of those countries to take full ownership of operations and run all programme operations.

1.6 Industry Positioning

BRAC is the largest non-governmental development organisation in the world, measured by the number of employees and the number of people it has helped. It operates across 11 countries, touching the lives of 138 million people. BRAC was voted the world's foremost development organisation in June 2016 by NGO Advisor's Top 500 NGOs World Rankings¹. Internationally, BRAC Liberia became Number 1 NGO in the country and BRAC Uganda and Tanzania are among the largest international NGOs in the countries.

1.7 BRAC International Global and Country-specific Governance

BRAC International is governed by a governing body, elected from amongst distinguished individuals with a sound reputation in the sector of social development, businesses or professions who have demonstrated their personal commitment to pro-poor causes. These individuals are elected to bring in diverse skills, knowledge and experience to the governance of BRAC International. At present, there are 10 members in the governing body, which meets four times a year, in accordance with the rules of Stichting BRAC International headed by Sir Fazle Hasan Abed, KCMG as Chairperson (*refer to Annexure I for the list of governing body members*).

Each country's entities have a local board who manage the business of country development programmes, social enterprises and financial regulated entities. Members are appointed by Stichting BRAC International's board. In 2015, BRAC International decided to source suitable candidates in its countries to form advisory committees. This was driven by the need to strengthen governance, support advocacy at the national level and enhance credibility with donors whose expectations around governance included setting up boards at the country level which comprise largely of members who are preferably nationals.

The committee members provide the country leadership with advice and support on standards and policies, they are expected to advise on key external developments and trends nationally, and promote BRAC's mission. This involves developing and maintaining effective and strategic working relationships with key stakeholders and civil society partners through knowledge sharing and advocacy on behalf of BRAC.

1.8 Organisational Structure

BRAC's organisational structure is headed by its founder and chairperson, Sir Fazle Hasan Abed, KCMG to whom two separate Executive Directors report; the Executive Director of BRAC (including NGO, Aarong and other social enterprises within Bangladesh) Dr. Muhammad

¹ <http://brac.net/component/k2/item/978-brac-ranked-number-one-ngo-in-the-world>

Musa and the Executive Director (ED) of BRAC International, Mr. Faruque Ahmed. In BRAC International, all programme directors and heads of support programmes report to the ED, including Regional Directors for Asia and Africa to whom all Country Representatives report.

Within both organograms, the programme directors and heads of departments are responsible for overall operations, people management, fundraising and long-term sustainability and viability of their respective programmes (*refer to Annexure II for organograms*).

1.9 Evolution of BRAC International

BRAC International has rapidly evolved from its inception in 2002 in Afghanistan. Within 13 years, ten countries have been legally registered as development programmes, social enterprises, financial regulated entities carrying out microfinance and small enterprise loans, two affiliate offices have been registered in the UK and USA and registration as a separate entity has been established (*refer to Annexure III for a detailed year-by-year evolution and expansion of BRAC International programmes*).

2. BRAC International's Human Resources and Training Department

This report focuses on the specific role of BRAC International's Human Resources and Training Department which caters to approximately 8,000 employees (figures at October 2016). The team strengthens BRAC International's overall human resources capacity, visibility, and practices through strategic interventions and new initiatives.

2.1 Narrative of Key Activities and Learnings

BRAC International has a core HR team based at its head office in Bangladesh and country-specific HR & Training teams based at international country offices. The unit is headed by a Chief People Officer (CPO) who is directly reportable to the Executive Director of BRAC International. The CPO directly supervises a team of six HR specialists at the head office and supports nine heads of HR & Training through matrix management in nine countries.

Country-level HR departments performing a strategic role were developed as late as 2013 after the joining of BRAC International's first Chief People Officer, under whose leadership nine country office HR departments took shape and HR policy documents were first developed. In Sierra Leone, Liberia, Uganda, Pakistan, Myanmar and Philippines, the HR lead is a national employee (citizens of those specific countries). In Tanzania, South Sudan, and Afghanistan, heads of HR are international employees recruited from Bangladesh. Prior to 2013, country programmes tended to conduct basic HR functions like recruitment, training, and yearly appraisals, facilitated by administrators who were responsible for limited operations like issuing contracts, managing transfers, separations, and implementing top management decisions.

In three years, there has been a shift to HR serving as a business partner to the organisation rather than an operations and implementation role. At present there are upgraded HR Information Systems (HRIS) improved service delivery and transparency. With new labour law-specific human resource policies and procedure (HRPP) manuals, the organisation ensures procedural justice, providing all employees an understanding of new policies, due benefits and the processes required to fulfil them. Stronger focus on organisational development has led to country-specific, market-driven salary structures, clear reporting and management structures, new performance-based culture for rewards based on achievement of KPIs and demonstration of BRAC Values and improved succession planning to empower national employees in senior roles.

Led by the Chief People Officer, the HR and Training department has one head of Learning & Development, five Country Relationship Managers who work as HR specialists and one HR operations officer, based at the headquarters. In all country offices, the Head of HR & Training have a similar number of reportees working in the specialised areas of: Recruitment, Performance Management, HR Information Systems, Training and Field Operations.

The HR specialists based at the head office perform two roles – one as a Country Relationship Manager of 2-3 assigned BRAC International countries, and the other in a specialised area such as talent acquisition & management, performance management, organisational development, training, HR operations, HR Enterprise Resource Planning (ERP), and HR communications. During this internship, I performed the following roles which are discussed in detail below:

- **Country Relationship Management**
- **Talent Acquisition and Management**
- **HR Communications**

2.2 Country Relationship Management

As an HR specialist, I work as the Relationship Manager for BRAC Uganda, BRAC Tanzania, BRAC Netherlands, and the independent research entity of BRAC International called Independent Evaluation & Research Cell (IERC). Of the BRAC International portfolio, BRAC Uganda is the largest operation with 2400 employees and BRAC Tanzania is the second largest with 1850 employees, of whom 96 per cent are national employees. The Netherlands office is a new physical entity with Dutch employees being recruited since 2015. Lastly, the IERC is the independent research hub of BRAC International with its base in BRAC Uganda Country Office.

I work as part of the core team of BRAC International headquarters collaborating on all country-related policy and operational issues with the other four relationship managers, being accountable to both our direct supervisor, the Chief People Officer as well as to the country management team whom we support.

Our clients are country and field office colleagues ranging from the Country Representative to the mid-management level. The BRAC International secretariat in Dhaka provides head office support like: recruitment of key senior management positions, performance management, talent management, policy development, HR audit and compliance, reward management, daily troubleshooting of issues, HR monitoring, disciplinary procedures and grievance management, and ad-hoc employee issues. When country offices wish to apply for new donor funding or propose any new policies outside of the jurisdiction of the Country Representative, approval from the headquarters must be obtained. Therefore, the Dhaka office and the country offices are in touch daily regarding different deliverables and the primary mode of communication is email and Skype as remote support is provided every minute.

Based on programme need, country visits are made for monitoring and supporting major change management or new initiatives like organisational restructuring. In January 2016, I visited Uganda for one month to support recruitment of C-level executives for the Uganda Microfinance programme that is transforming to a financial regulated entity. Part of the registration process is to comply with Central Bank of Uganda's requirements. One of the HR requirements is to have on board a Chief Financial Officer (CFO), Chief Operations Officer (COO), Head of Legal and Head of Risk. I was on the interview board and committee for selection of these four critical roles. Moreover, I undertook field visits to remote programme operations to get first-hand information from field staff about their experience with HR service delivery and where gaps lie.

As part of my relationship management responsibilities, I have been supporting BRAC Uganda microfinance programme's transformation to BRAC Bank Uganda Ltd in 2017. Part of the HR requisites for transformation include: hiring of key positions and establishment of the governance and management structure. Proposals and drafts were first developed by country management teams and then sent to the headquarters. In a team including the CPO, HR policy specialist, Director of Microfinance, Regional Director of Africa, decisions were taken about the complete governing process of the soon-to-be independent regulated entity. Another requirement for banking transformation is the development of an organisational structure and a salary structure for the entity. This process was led by the HR specialist of our organisational development wing and facilitated by myself for budgets and implementation.

An essential part of the relationship management responsibility is to ensure that performance management occurs as per the January – December performance cycle. Employees set their year's objectives and indicators of success with their supervisors in January. Supervisors and supervisees have a mid-year review in July followed by a year-end assessment in December. Based on this, reward decisions like promotion and salary increment are taken by management. The head office not only provides all forms of guidelines on feedback mechanisms (between employer and employee), and guidelines regarding ratings scale, it also maintains every country's performance data and records, and preparations are underway for the year-end review

of 2016. Employees whose performance is found below the required level are put under performance improvement plans (PIP) for a stipulated time and then reviewed for progress.

Another component of relationship management responsibilities is handling crisis situations. One of the most disheartening crises I managed during the internship period was the untimely death of a Bangladeshi colleague in an area office of BRAC Uganda. I was part of the core team to communicate with the family, ensure all immigration procedures are completed for releasing the body at Bangladesh airport, and liaise with the media & public relations division for the correct message to go to the public. These rare crisis situations are extremely demanding and require immense patience, composure, diplomacy and quick actions that are highly taxing. Earlier in the year, I was part of a similar core team when two BRAC colleagues were captured and kidnapped by unknown forces in Afghanistan. During the 17 days of their absence, I was the focal person for communicating to their thoroughly distraught families but experienced the immense pleasure of seeing the families reunited.

2.3 Talent acquisition

A second role I perform is as a talent acquisition and management specialist. BRAC International head office undertakes the recruitment of all senior positions like Country Representatives, all directors, heads of departments and programme managers. Along with another HR specialist, I am responsible for recruitment of such positions. Recent recruitment efforts I have coordinated include hiring of the following positions: Director, Research & Evaluation (head office), Head of Finance (BRAC Uganda), Head of Internal Audit (BRAC Tanzania), Emergency Response Coordinator (Uganda and Tanzania), Head of Fundraising (BRAC Uganda), Resident Representative Fundraiser (Netherlands) and C-level executives for the future BRAC Bank Uganda Ltd.

In a bid to acquire talent through multiple sources, we are trying to expand to a variety of online and newspaper channels to advertise our vacancies nationally and globally. Recently, I have finalised a partnership with a global platform called Development Aid under the authorisation of the CPO and Finance Director. The platform will provide a large-scale platform for BRAC advertisements and a database of experts to headhunt from. Other channels we are also exploring are LinkedIn, talent search organisations and job portals in African countries.

2.4 Young Professionals Programme

One of my major projects is the Young Professionals Programme as part of BRAC International's scheme for local capacity development. I began my career with BRAC International in 2013 as the project lead of this pilot programme, a fast-track scheme for fresh graduates to be upskilled to mid-management positions within the organisation, with the ultimate goal of programme

responsibilities. The YPP is a model replicated from BRAC Bangladesh who have successfully recruited seven cohorts, through a rigorous screening process. The first cohort of YP recruitment was successfully completed in 2013 and the retention rate three years on is an impressive 76 per cent. With the success of its pilot, the programme has been re-launched in November 201 and already a group of sixteen bright young candidates have been recruited from seven countries.

The nature of the programme is to develop general managers who will be skilled to take on any time of managerial positions across the board. They are assets for BRAC as opposed to recruits for a specific programme. My involvement in the programme is with preparing the training budget, designing the recruitment process and monitoring progress post-recruitment. As part of a committee comprising the CPO, we designed a 3-part recruitment process including competency-based written exams (modelled after psychometric tests), case study analysis including a project design, PPT presentation and a final round of interviews before a panel of senior management members.

The Young Professionals undergo six months of field exposure visits and attachments with multiple programmes both in their country of origin and in Bangladesh and HR's involvement is for their continued development and navigation within BRAC, an incredibly multicultural organisation. After successful training completion, these recruits are deployed in specific programmes to sink their teeth into the work.

2.5 Talent Management

During the internship period, the first Talent Review was piloted at BRAC International headquarters. Talent review is a process for identifying, developing and retaining the talent within the organisation to fill talent gaps and have a ready succession plan for vacant positions. The process includes an assessment of a small group of employees, a calibration and validation meeting between a senior peer group, and decisions regarding the future potential of those employees and where we want to place them in coming years. Development plans are made with each of these employees to ensure they receive the right on-the-job experience, coaching, mentoring and training to become part of the BRAC International training pool.

The talent review was piloted among seven core and support programmes of BRAC International in October 2016. Heads of these departments selected 2-3 employees from their supervision to evaluate their current performance and their future potential. The key difference between talent management and annual performance appraisals is that the latter focuses on the performance against set objectives in a fixed time period whereas the former takes into consideration performance over a long period of time (usually the service duration) as well as demonstrable qualities of leadership that can take individuals to the next step in the career ladder. The talent management process is dually beneficial – the organisation actively thinks about its talents and

creates a talent pool from which to fill up vacant positions while the individual employee sees a clear career path ahead of them and becomes more motivated and productive. The success of this pilot received consensus for its rollout in countries particularly for hard-to-fill positions like programme managers and country representatives.

2.5 HR communications

The final component of my responsibilities is HR communications. This comprises activities such as HR reports for board meetings (which occur four times a year), HR content development for annual reports as well as representation in external forums like International HR Conference in Dhaka. I am also part of the INGO HR Network, a group of HR leads of different INGOs in Bangladesh who meet on a quarterly basis and communicate on an online group to share ideas and ask industry-specific questions for better coordination.

3. Self-Evaluation

In this section, I summarise my activities and responsibilities and explore the experience of working professionally in BRAC International's HR department looking at the positive and negative aspects, formulate introspections and discuss my personal development and learnings.

3.1 Modality

The best part of working for BRAC International is the experience of operating as a headquarter, being a Bangladeshi NGO because typically, INGOs headquarters are located in the West with country offices in developing countries. It is a rare opportunity to work for a Bangladeshi NGO that has gained INGO status in other countries, promoting south-south collaborations instead of adopting solutions from the West which may not suit country contexts.

Working with multicultural people from different countries, providing customer service to stakeholders across continents remotely and travelling to scenic countries in Africa like Uganda, Sierra Leone and Liberia are all part of the charm of working in BRAC International. The challenge, however, is the remoteness of people and operations coupled with poor communication networks in infrastructure in the countries we operate. Communication relies heavily on Skype conversations and constant emails which sometimes lead to delayed decision making, misunderstandings and miscommunication.

While BRAC International HRD has established very structured processes and procedures for all its operations and there are clear mechanisms of policy making, the message sometimes gets diluted when going to country office colleagues. There is often a back and forth of documents that are non-compliant which delays the time it would normally take to process things. However,

this is in part due to the physical remoteness of our counterparts, the timezones that set us apart as well as the varied, often limited knowledge gained during the on-boarding process. While there are weekly executive management committee meetings and country coordination meetings to sustain continuous accountability of work, there is much scope of improvement in the coordination of weekly meetings between HR relationship managers and country HR teams.

A point to start would be to have a weekly timeslot appointed for Skype calls, ensuring a reliable internet connection for a smooth dialogue. In addition to daily and ad-hoc calls, this will be a systematic and coordinated effort towards better communication. Limited time is always a challenge in the busy environment of BRAC International but conscious effort must be made to put in place a weekly mechanism of dialogue. The next step, though far more costly, would be annual meetings of HR team members in one physical location where grey areas like non-compliance can be strengthened through knowledge share. This would however mean, a separate HR budget which is often difficult to get signed off because HR is a 'support' function using funds from core programmes.

3.2 Working environment

When you ask an intern what they liked most in their internship experience, they cite the working environment. There is a diverse mix of skills, people, cultures, races, religions where the directors and senior management have open door policies to enable easy access from subordinates and seniors and juniors are treated alike. The work culture, though very busy, is simultaneously more casual than most local organisations or corporates. All levels of the hierarchy whether Chairperson, Executive Director or Office Assistant, are referred to as '*apa*' or '*bhai*' which does a lot to remove hierarchy and build rapport. There is a concerted effort made by the senior management to keep a casual environment. An example is the weekly tea meetings that take place every Thursday morning. Over a cup of morning tea, all tiers of the organisation enjoys having informal chats about everyday matters or catching up on recent visits to different countries of operation. This one hour of refreshment adds a lot of value to team synergy, openness, knowledge sharing and team spirit.

For women, BRAC is an exception place to work because of its female-friendly environment, HR policies, zero tolerance policy on sexual harassment, available services like psycho-social counselling, and open discussion forums to discuss common grievances. Benefits like day-care for mothers up to 4 years of age and paid maternity leave of six months makes BRAC an attraction for female employees.

On the down side, there is always an enormous volume of work for all interns, which they are expected to pick up quickly. More effort needs to be made by HR team members to coach and mentor interns through weekly catch-up sessions so that they have a good experience of

internship. Time allocation for mentoring is difficult but a must. Limited instruction time from senior colleagues results in some interns to lose track, though most are able to keep up by dint of their own initiative. As internships are unpaid and there is a lot of work expected of interns, BRAC needs to reconsider its internship policy and introduce either a stipend or subsidized lunch facilities within its canteen. It has taken one positive step forward to provide transportation to interns, however, this is still at a cost to be borne by the intern. Lastly, HR interns are bound by menial tasks like printing and scanning. An effort to give them more challenging and fulfilling work is underway while these tasks are given to office assistants.

3.3 Innovation and Brand Consciousness

One of BRAC's four values is innovation and the organisation takes this very seriously. BRAC received the title of No.1 NGO in the world because of its innovations and model of sustainability – where part of the profits generated from social enterprises are fuelled into development projects and programmes so that BRAC's reliance on external funding is only 25-30 per cent while the remaining 70 per cent is self-funded. The constant drive towards sustainability is the reason there is Aarong, Dairy, Kanon, Salt, Sanitary Napkins, Printing Press, Seed enterprises, Tissue Culture Labs and a bevy of other enterprises owned by BRAC.

Seed enterprise and tissue culture labs have been established in Uganda along with profitable training institutions in Afghanistan and Uganda. The move from microfinance institution to banking is yet another example of the drive to remain sustainable. BRAC also makes an effort to showcase innovation by having a dedicated department entitled Social Innovation Lab that organizes topical monthly events and a Frugal Innovation Forum annually that is attended by global participants.

4. Conclusion

As an HR specialist working in BRAC International's HR department, my responsibilities and activities are centred on country relationship management support, talent acquisition and talent management, and HR communications. The most demanding aspect of my work is relationship management because it requires numerous soft skills which are critical to success. As we operate remotely, I have developed my ability to communicate clearly in both written and spoken form which has enabled me to establish sustained professional rapport with colleagues from East and West Africa, from Afghan, Pakistani, Burmese and Philippine backgrounds. Multiple stakeholder management and good customer service is possible when you learn to pick up subtle nuances of different accents and phrases used by people, for most of whom English is a second language just like Bangladeshis.

Another skill I have developed over the course of my work is the ability to listen and convey messages in a sensitive and diplomatic way – ensuring no instance of insensitivity arises. A busy

environment where decisions are delayed by externalities like timezones and physical remoteness can sometimes result in miscommunication and mismanagement. It is crucial to listen carefully and manage emotions intelligently in such situations and think critically of consequences before actions. Simultaneously, it is crucial to learn how to prioritise what is urgent versus what is important to keep up with rapidly changing circumstances. BRAC International established running programmes in 11 countries within the short span of 13 years and the momentum is not about to slow down. To keep up, it is best to keep garnering cross-cutting marketable skills like dealing with multiple and diverse stakeholders, practise emotional intelligence, think critically over consequences before actions, learn prioritising skills, crisis management (keeping composure and patience in difficult situations) and keeping a positive attitude towards learning from others, be they colleagues, clients, superiors or juniors.

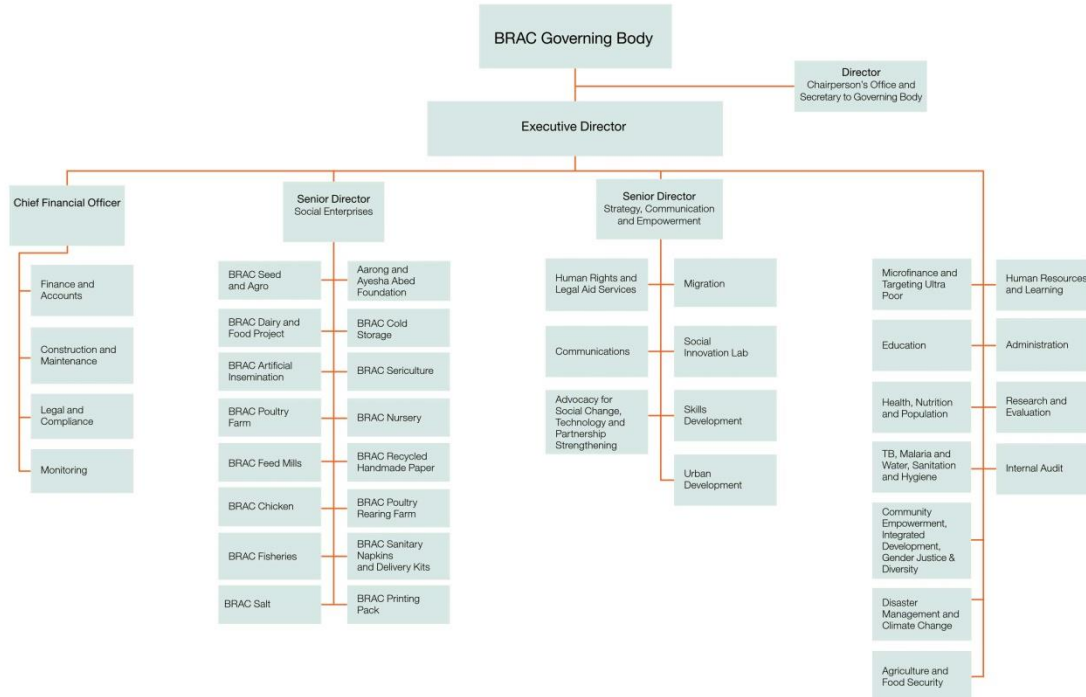
ANNEXURE

ANNEXURE I - BRAC & BRAC International Governing Body

The composition of the present governing body includes Sir Fazle Hasan Abed, KCMG as Chairperson and the following members:

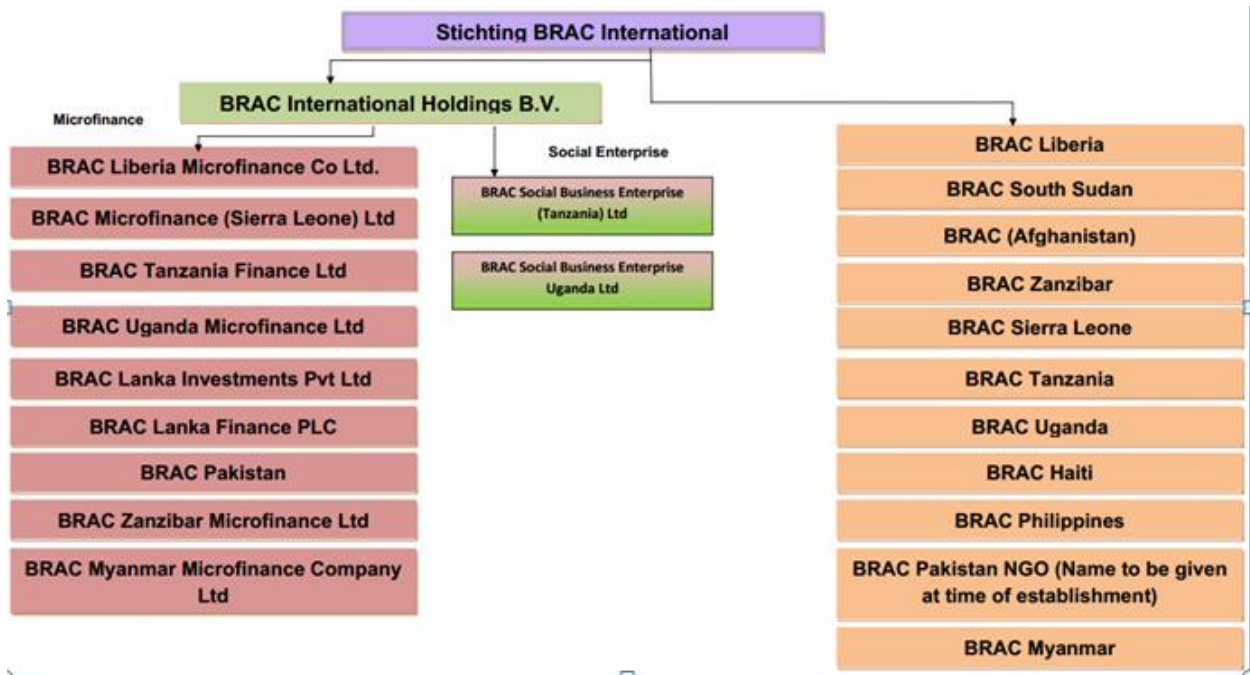
- Dr Ahmed Mushtaque Raza Chowdhury, Vice-Chairperson, BRAC
- Dr Muhammad Musa, Executive Director, BRAC
- Ms Sylvia Borren, Director, Greenpeace Netherlands
- Dr Debapriyo Bhattacharya, Distinguished Fellow, Centre for Policy Dialogue (CPD)
- Ms Shabana Azmi, Member of Parliament in India and UNFPA Goodwill Ambassador
- Mr Shafiqul Hassan, Managing Director, Echo Sourcing Ltd. UK
- Ms Parveen Mahmud, Managing Director, Grameen Telecom Trust
- Ms Irene Zubaida Khan, Director General, International Development Law Organisation
- Dr Fawzia Rasheed, Policy Advisor
- Mr Hans Eskes, Resident Board Member in The Hague, Netherlands

ANNEXURE II - Organisational Chart for BRAC

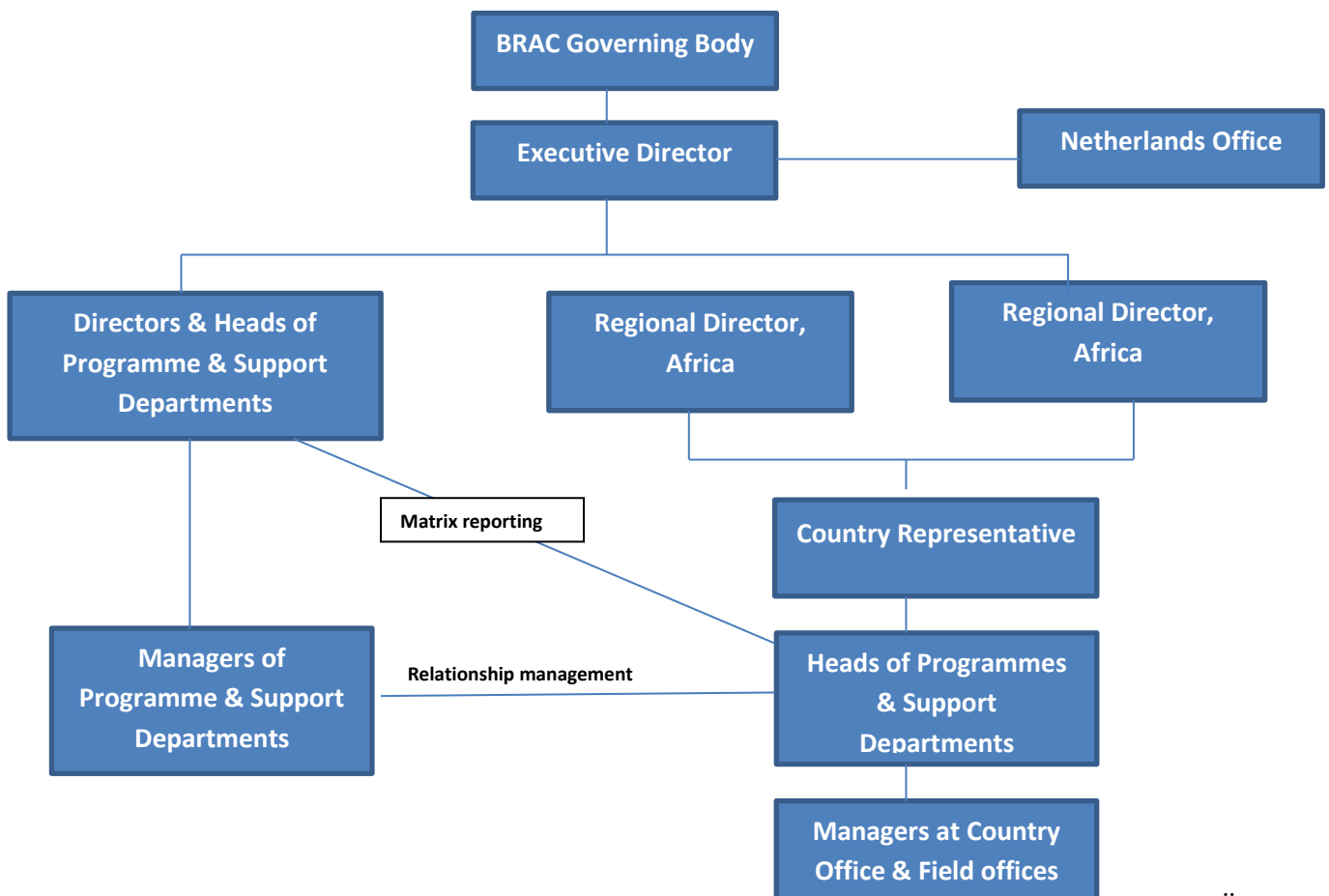


As of June 2016

Organisational Chart for BRAC International



Organisational Structure of BRAC International Programmes



ANNEXURE III – Evolution of BRAC International (2002 – 2015)

2002

BRAC commences Microfinance, Education, Health work in Afghanistan

2003

- BRAC introduces the Agriculture and Livestock Development and Credit Support Programme in Afghanistan, commences National Solidarity Programme(NSP) and establishes the BRAC Training and Resource Centre (BRTC)

2005

BRAC commences programmes in Sri Lanka following the Tsunami

2006

- Development programmes in Tanzania and Uganda commence
- BRAC establishes BRAC UK and BRAC USA as resource mobilisation organisations

2007

- BRAC registers in Pakistan as an NGO and begins programmes
- BRAC Afghanistan signs an agreement with the Ministry of Rural Rehabilitation and Development (MRRD) to implement Rural Water Supply and Sanitation project.
- BRAC commences Adolescents Reading Centers project in Afghanistan, launches agriculture and livestock programme in Tanzania, and health programme in South Sudan

2008

- BRAC registers in Sierra Leone and Liberia
- BRAC Africa Loan Fund is created to provide local currency debt financing to BRAC's microfinance programmes in Tanzania, Uganda and Southern Sudan currently known as South Sudan.
- BRAC starts the Empowerment and Livelihood for Adolescent Programme (ELA) in Uganda and Tanzania; agriculture, poultry and livestock programme in Sierra Leone, Liberia, Uganda and South Sudan; Education programme in South Sudan and Health programme in Liberia

2009

- A foundation called Stichting BRAC International formed at the Hague, the Netherlands
- Education programme started in Pakistan
- Health programme started in Sierra Leone and Pakistan

2010

- Further opportunities to contribute to rehabilitation and development work in Haiti explored

- BRAC International Holdings B.V., a subsidiary of Stichting BRAC International is Incorporated as a private company with limited liability to house the microfinance and for profit operations for international.
- BRAC's Targeting the Ultra Poor programme (TUP) begins in Afghanistan and Pakistan
- BRAC launches Adolescent Girls Initiatives (AGI) in South Sudan
- BRAC launches development campaign, run in partnership with UNICEF, to provide support in Water, Sanitation and Hygiene (WASH) and early childhood and youth development interventions in the sub-region of Karamoja in Uganda

2012

- BRAC expands to Philippines with the Education programme
- The Empowerment and Livelihood for Adolescent (ELA) programme commences in Sierra Leone and the Education programme starts in Tanzania

2013

- BRAC sets up a joint venture with Lanka Otrix Ltd. and Triodos Bank to set up a Leasing company from 2013.
- BRAC Afghanistan signs a memorandum of understanding (MOU) with The Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSMD) on child protection.

2014

- In Uganda, BRAC is recognised as the first runner-up in 2014, for its preparation, disclosure and maintenance of a commendable financial reporting platform.
- BRAC Myanmar Microfinance Company Limited receives the license to initiate microfinance programme in Myanmar.

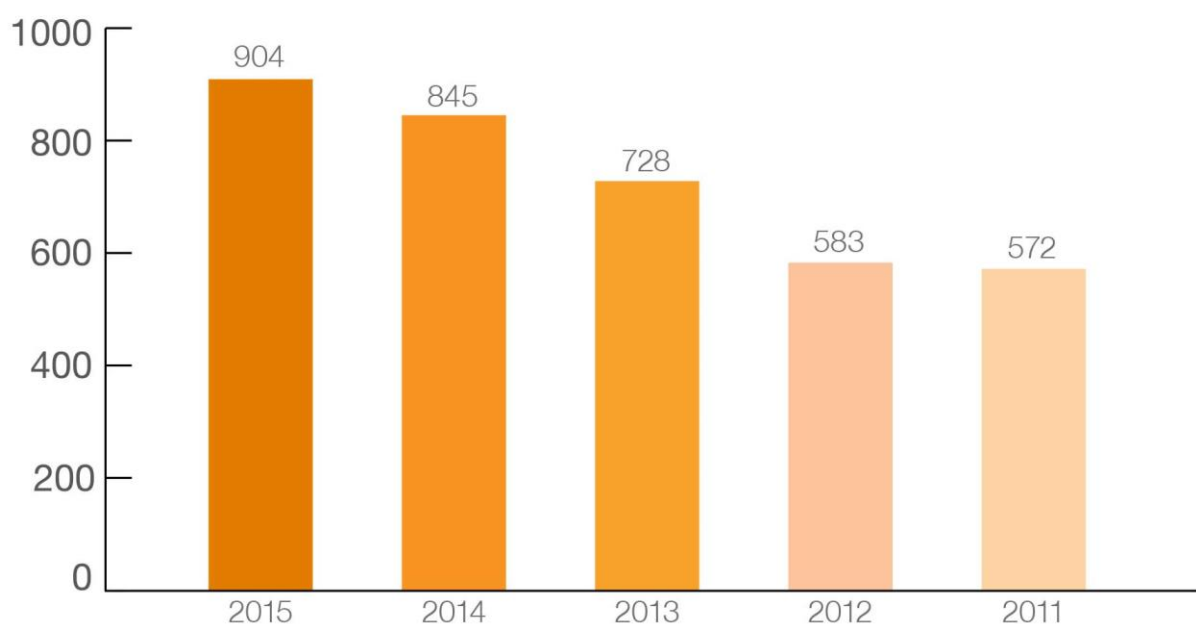
2015

- BRAC begins in Nepal with emergency response immediately after the massive earthquake on 25 April 2015. BRAC is established in Nepal on 30 September 2015.
- BRAC International forms advisory committees with suitable candidates in BRAC Afghanistan, BRAC Pakistan, BRAC Liberia, BRAC Sierra Leone, BRAC South Sudan, BRAC Tanzania and BRAC Uganda

Source: <http://www.bracinternational.nl/en/2012-09-12-05-02-02/2012-09-16-09-41-50>

ANNEXURE IV – BRAC Annual Expenditure (in 2015)

in Million USD



ANNEXURE V – BRAC Grant Composition (in 2015)

Name of Donor	Year 2015		Year 2014	
	USD million	%	USD million	%
DFID	38.57	38.56%	89.05	46.52%
DFAT	22.51	22.51%	46.46	24.27%
The Global Fund	16.49	16.49%	21.13	11.04%
EKN/NOVIB	1.90	1.90%	9.45	4.94%
BRAC USA	1.79	1.79%	5.89	3.08%
EACI, QATAR	1.12	1.12%	2.97	1.55%
UNICEF	2.08	2.08%	2.91	1.52%
Family Health International 360	1.48	1.48%	2.40	1.25%
Others	14.08	14.08%	11.18	5.84%
Total	100.02	100.00%	191.44	100.00%