

Report on
Leveraging Social Marketing to boost IMCI App Adoption and Enhancing Child
Health Outcomes

By

ARMINA ISLAM
21204132

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business administration

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Brac University
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Armina Islam
21204132

Supervisor's Full Name & Signature:

Fabiha Enam
Senior Lecturer
Department of BBS
BRAC University

Letter of Transmittal

Fabiha Enam
Senior Lecturer
Department of BBS
BRAC University
Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Internship report on **“Leveraging Social Marketing to boost IMCI App Adoption and Enhancing Child Health Outcomes ”**

Dear Ma'am,

I have the pleasure to pass on my experience during my internship in a report entitled “Leveraging Social Marketing to boost IMCI App Adoption and Enhancing Child Health Outcomes ” reflecting my summary of the things I have learned and accomplished during the internship. This report was prepared under your kind guidance and it embodies practical experience and analytical skill as obtained during my internship in the department. I have endeavored to draw up this report based on facts and in a concise, structured but yet complete form. I hope the report confirms your academic expectations as it details the standards.

Sincerely yours,

Armina Islam
21204132
BRAC Business School
BRAC University
Date: January,2026

Non-Disclosure Agreement

This report has been compiled based on the information available to the public about Save the Children in Bangladesh, including their annual reports and published resources. As no sensitive or new data is used, hence no NDA was required.

Acknowledgements

Praise be to Allah, for he bestows the strength, patience and ability needed to complete this internship report. I am grateful to my family for their constant support and I am also grateful to Save The Children in Bangladesh for providing me the chance to do my internship in their prestigious and inspiring organization.

I'm particularly indebted to the management and my organization supervisor and line Manager, Nazmul Haque and Dr.Tahmina Ferdousy for their constant support, for any pertinent suggestions, proper guidance during my period of internship. Their guidance was pivotal in framing this report. Secondly, my sincere thanks and gratitude to my colleagues of Save The Children who extended their endow when I required any kind of information or explanation. Their help contributed to making my learning comfortable and easy.

I would also like to thank my academic supervisor Ms.Fabiha Enam , Senior Lecturer, BRAC Business School, BRAC University. For her constant words of encouragement, constructive criticisms, and timely suggestions that kept me writing purposefully and clearly. Without the help and encouragement of all of the above, this report would not have been realized.

Executive Summary

This paper examines Save the Children and the role of social marketing tools and how it can be used in public health projects like the IMCI Digital Platform, which has been developed following the National IMCI guidelines. Along with investigating social marketing tools, the report intends to provide an insight into the organizational activities of Save The Children.

Overall, from the analysis done on the organization, they faced some challenges when operating in the humanitarian sector of third world countries like Bangladesh, despite their setbacks, the organization is striving to improve their institutional fundings, to overall serve their main objective, the welfare of children.

Keywords: Social Marketing, IMCI, Humanitarian Sector, Implementation, Bangladesh

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List of Acronyms

SCI	Save The Children International
IMCI	Integrated Management of Childhood Illness
NGO	Non-governmental Organization

Chapter 1: Overview of Internship

1.1: Student Information

Name : Armina Islam

ID : 21204132

Program : Bachelor of Business Administration

Major/Specialization: i)Major in Marketing

ii) Minor in Human Resources Management

1.2: Internship Information:

1.2.1: Internship Details

Period: 3 month programme

Company Name: Save the Children

Department/Division: Shishuder Jonno Programme

Address: Save the Children, House-CWN (A) 35, Road-43, Gulshan-2, Dhaka-1212, Bangladesh

1.2.2: Supervisor Details

Name: Nazmul Haque

Position: Senior Manager, MEAL

1.2.3: Job Scope – Job Description/Duties/Responsibilities

Carrying out implementation/marketing research for Save the Children's Digital Platform, IMCI (Integrated Management of Childhood Illness) and analyzing the research findings under the Shishuder Jonno Programme in the 3 month internship programme. The duties included,

Data Collection :

- Providing support in data collection, including surveys, interviews, and focus group discussions

Documentation:

- Assisting in organizing program documentation of workshops, meetings, and events
- Assisting in documentation, reporting and dissemination of research findings

Event Management :

- Assisting in organizing dissemination event at national level

Field Visits:

- Visiting field sites and government offices, including DGHS as required

Operational/ Administrative Assistance:

- Assisting team members with operational or administrative tasks as needed, there were tasks involved

1.3: Internship Outcomes:

1.3.1: Student's contribution to the company

In my 3 month internship at Save the Children, I have had the opportunity to work in Save the Children's Shishuder Jonno Programme where I have done implementation research for the IMCI application and digital platform. My work helped the programme to maintain operational

flow as well as be able to have a thorough understanding of research findings. Here is how I contributed towards the organization,

- 1. Data Collection:** helped to find and collect data which are required for the research done for the digital platform, checking any updates on the amount of registrations done, any new referrals or assessment done were a part of duties. The patients were happy and satisfied to have their concerns heard and being diagnosed efficiently.
- 2. Documentation:** helped throughout various documentation processes such as meeting minutes for SCI employee meetings along with meetings and discussions with other organizations , notes on updated research findings, collecting videos and pictures of health workers required for the research evidence. A dissemination event was held by SCI where I helped to create the invitation list, invitation letters, schedule for the event, checklist of everyone's tasks and responsibilities and other operational activities relating to the dissemination event.
- 3. Event Management:** contributed to organizing for the dissemination event of SCI's research findings of IMCI's digital platform. I ensured that minor operations such as registrations, guests follow up and others cater to any help needed by other team members.

4. **Field Visits:** Field visits were conducted in areas such as gaybandha and Barisal in order to collect data on health workers using the IMCI application as well as report on workshops conducted by the SCI Team.
5. **Operational/ Administrative Assistance:** I was able to assist in other operation and administrative activities as requested by my team members/colleagues. I provided further assistance in daily activities that needed to be carried out to help carry out the research process more efficiently for everyone to be able to focus more on their own responsibilities.

As I have tried to assist in various areas, my main focus was to be involved in daily operations as well as help in collecting data for research updates. These activities overall helped me to further improve my research skills, report writing ability, and learn overall how to use data in a way that will provide the best outcome.

1.3.2: Benefits to the student

My three month internship has provided me with a lot of valuable skills and knowledge that will help me in the future as these experiences will positively impact my career development and advancement. Some of the learnings and takeaways from this internship experience involved,

1. **Learning about an international NGO's workplace environment** - An NGO, that too an international organization like SCI has a workplace culture that I have encountered for the first time, Save The Children takes their safeguarding policies very strictly which not only involves employees being accountable for the protection of minors along with

upholding their principles of not causing any form of physical,sexual or verbal assault on minors. These policies are also implemented for employees in the workplace where all employees are expected to be respectful, open to diversity and have strong beliefs in equality towards all groups and minorities despite any differences in gender, age, ethnic background,religion. This form of openness towards diversity is something that I have come to deeply appreciate. Before my internship I have studied about diversities in the workforce,however have not heard of it in practice in third world countries like Bangladesh. I have learned a lot about how an ideal workplace environment should look like in real life from the organization.

2. **Learning the process of data collection-** In these three months I have been able to observe as well as be part of the data collection process for the research findings of the IMCI Application. I have been able to see how health workers and their patients have participated in order to collect data using the digital tools of IMCI which made the data collection process easier and more efficient. The overall research process and implementation process taught me the overall steps from beginning to the end of analyzing research findings.
3. **Time Management and efficiency-** I was often required to send letter and applications to SCI's Organization members along with outside members such as partners and external stakeholders within the day, due to the limited time I learned to write more promptly yet also efficiently. This helped me to ensure to learn to manage time efficiently and my supervisor with what they need within the required time.

4. **Communication Skills-** As someone who would often face challenges in having clear communication and needed improvement on social skills, going on field visits inside and outside Dhaka helped me to have more confidence in myself as well as helped me to inhabit the skills of how to communicate effectively and approach different stakeholders of an organization.

5. **Acquired professional skills such as:**

- Organizational skills through event management
- Technological skills which were required to analyze the data of the IMCI Application.
- Technical skills such a report writing, formal letter and application writing, inputting data on excel
- Learning to work effectively as a team player
- Keen on completion of given tasks on time
- Coordination with colleagues and organizational stakeholders

1.3.3: Problems/Difficulties (faced during the internship period)

During my internship in SCI, I faced various issues and challenges working as a new intern in an international organization, however with the support of my supervisor, seniors and colleagues, the journey towards adapting to the pace of the organization was smoother and my ability to provide a better performance did not remain limited. However, despite being able to learn and experience various things through these struggles, some the struggles I faced involved,

One of the struggles I faced was to keep up with the working pace of the organization, as the dissemination event for the research findings for the IMCI Application was close, when I joined, I struggled to keep up with the tasks and duties initially assigned as I was still learning how the organization works and the duties given to me, I needed to pick up the training and retain the skills I was taught in order to act accordingly.

As said before, there was much needed improvement needed for my communication skills in order to approach my colleagues, partners and stakeholders on behalf of the organization. As a result, as I started going out of the organization for the field visits inside and outside Dhaka, there was a struggle initially to make myself clear and improve my social skills along with completing my assigned tasks.

1.3.4: Recommendations (to the company on future internships)

My colleagues and seniors have been helpful throughout my internship journey thus with most of the challenges I was faced with, I was guided on what I can do next to help my work become smoother and efficient. As an intern, since my colleagues were happy to guide me I would have liked to explore and carry out duties in other projects of the Shishuder Jonno Programme to expand my knowledge on how other projects in the organisation are carried out. Overall enabling the intern to work in different departments would help the intern's broad based exposure.

Chapter 2: Organization Part

Save The Children International

2.1: Introduction

Founded back in 1919 by Englantyne Jebb and her sister Dorothy Buxton , Save The Children was established in the UK in response to the children suffering after World War I. It is now an international independent organization that intends to provide children with their fundamental rights with their operations working in over a 100 countries, striving to ensure all children are able to live the lives they deserve.

Among the many countries Save The Children continues to operate in, they played an impactful role in Bangladesh, beginning their operations in 1970 during the devastating Bhola Cyclone. Currently, they are one of the largest as well as most established organizations in Bangladesh which works for all of the 64 districts in Bangladesh. Overall, Save The Children's Shishuder Jonno Programme in Bangladesh strives to focus on a few specific areas involving Child Welfare:

- Maternal, Newborn, and Reproductive Health
- Health and Nutrition
- Child Protection
- Disaster Risk Reduction (DRR)
- Education

Despite the barriers faced in third world countries like Bangladesh, the organization has reported to reach over 2.6 million children over the years according to Save The Children U.S reports,2024. This form of vast scale-up in Bangladesh and contribution to the humanitarian crisis over the nation will be analyzed in the report. The report intends to show readers from these findings how a vision like this can be achieved through their successful initiatives and strategies,overall being a guideline to not only local organizations of Bangladesh, but the whole global humanitarian sector striving to achieve the same goal.

2.1.1: Objectives

The Broad objective of the report is :

The broad objective of the internship reports is to provide an insight of SCI's HR practices, marketing mix, financial performance,operations system and an overall overview of the organization's industry and competitors.

The specific objectives of the report are:

- Understand origin and structure of Save The Children International
- Analyze SCI's leadership/management styles, human resource practices and the policies implemented by the HR department on employees.
- Understand the marketing strategies and practices implemented by non-profit organizations like SCI
- Evaluate SCI's financial and accounting strategic performance over the years
- Analyze the incorporation of technology in operations system and informations system to see overall digital transformation of SCI

- Industry review of the non-profit and humanitarian sector of Bangladesh will be conducted as well as a competitive analysis will be implemented to understand the position of SCI in comparison to other local and international organizations.

2.1.2: Scope of Study

The overall objective of the report is to provide an insightful perspective on the organization's broader strategies and concerns to understand their financial performance, HRM strategies, operation management practices, and marketing policies. The paper intends to show the financial performance of SCI over the years through their profitability, liquidity, efficiency and overall accounting quality.

The paper will have a special focus on SCI's marketing strategies in order to assess their growth over the years. It will involve applying the 4 P's, SWOT, SMART goals, branding strategies, promotional activities in order to analyze the market position of the organization.

In the wider aspects of how the strategies are applied, there will be a focus on how they operate and enhance their management through recruitment, training, and performance monitoring.

The report intends to show the process of operations system and information system management practices to provide an insight on the digital transformation, resource and quality management of SCI.

The competitive analysis and industry overview will also be done in the study based on SWOT analysis in order to understand the competitive position of SCI through their strengths, weaknesses, opportunities and threats.

However, the research done for the project may consist of mostly secondary data through previous annual reports, sustainability reports and overall activities done as stated in their digital platforms.

2.1.3: Methodology

The Research and data collection methodology will be conducted through both descriptive and analytical research methods for the study of Save the Children International which will consist of secondary research sources and primary sources. This approach aims to analyze SCI's organizational activities and their strategic initiatives.

The report involved a collaboration of both qualitative and quantitative research methodology in order to present an evaluation of the financial performance, market positioning and overall overview of the organization over the recent years (2020-2024).

Data Sources

Primary Data: The source for the primary data involves my daily observations of the organizational activities. Data gathered through communication with my supervisor, senior colleagues and other departments, as well as learnings from the duties I carried out as an intern for SCI during my 3-month internship program.

Secondary Data: For the secondary data, SCI's and IMCI's website, other digital platforms along with their former reports were sourced for the study. The sources for the study include,

- Annual Report of Save The Children (2023,2024)
- Official publications and reports sourced from Save The Children International's website
- Data collected from the IMCI Application and digital platform .

Tertiary Data : Tertiary data was collected in order to evaluate the recent of SCI as well as their recent findings for IMCI digital platform from articles published and press release from The Daily Inqilab, Business Standard, Dhaka Tribune, Dhaka Post and other valid sources.

Data Collection Technique

In order to ensure the relevance and validity of the information provided for the report, authentic sources such as Save The Children's official website and reports were used along with other authentic research databases. Articles and journals from established and well-reputed news sources are used for the tertiary data.

2.1.4: Significance of Study

The study holds significance due to its contribution towards providing vital knowledge in humanitarian aid, child rights and overall development of children's welfare in Bangladesh. The report is set to establish its significance through academic implication, institutional implication and practical implication in the humanitarian sector.

Academic Implication: The report provides data required to understand and contribute to the growing humanitarian sector of Bangladesh by providing a thorough analysis of the globally recognised and well established organization, Save the Children in Bangladesh. It helps to add more value to academic implications and studies as the report intends to provide a framework of

how an international non-profit organization operates in Bangladesh through integrating their management practices, finance performance and marketing strategies in order to strive for further growth throughout the nation.

Institutional Implication: The study will focus on the strengths, weaknesses, opportunities and threats of Save the Children Bangladesh, the organization can use various marketing frameworks to understand how they can set themselves apart from so many International and local NGOs. An evaluation on child protection, child poverty, child rights governance and other areas of child welfare will help the organization to understand their strategy development and their ability to maintain the regulation standards of an international non-profit organization.

Practical Implication: The report's significance can also be seen through its practical implications. Organizations under the humanitarian sector of Bangladesh will be benefitted from this study as it will highlight the overall activities by Save the Children. For the organization, this report will be a chance for an authentic source for credibility and authenticity of their organizational decisions. The organization's continuous work for the welfare of children is something that will inspire the Bangladeshi humanitarian sector and motivate them to adopt their actions and organizational decisions as well, leading to a more enhanced and sustainable industry, which is what third world countries like Bangladesh needs.

2.1.5: Limitations

Despite the effort made for a systematic analysis and conducting a comprehensive evaluation of the organization, this report inevitably will contain certain limitations and potential deficiencies. This may overall affect the completeness and validity of the findings.

- **Limitation of time:** With the provided time period, it was difficult to do a more thorough exploration of all areas of services Save the Children provides as there is vast amount of information required from those areas. For example, in-depth operational activity analysis or the evaluation of international activities of Save the Children of over 120 countries.
- **Confidential Resource Constraints:** Due to confidentiality of the organization, a lot of information such as operational vulnerabilities of the organization, financial performance, internal funding strategies, internal audit reports are not available publicly. This caused the research to be narrowed into what information is publicly available.
- **Evolution of organizations regulation:** As most of the information provided are as of 2024, there may be new changes in the organization's internal and external activities due to the changing socio-economic and political climate. However information of the latest year is available to access.
- **Potential Reporting Bias:** Resources provided directly from the institution may be subject to organizational bias, thus causing their successes to be highlighted more than any shortcomings.

2.2: Overview of the Company

Save the Children Bangladesh has been around in Bangladesh since 1970, over the years they played a major role in the humanitarian sector of the company, focusing on 5 areas of child welfare,

- Maternal, Newborn, and Reproductive Health
- Health and Nutrition
- Child Protection
- Disaster Risk Reduction (DRR)
- Education

Currently the organization has become one of the leading non-profit organizations, not only in Bangladesh but also globally in around 100 countries. They are striving to achieve their goals of changing how children are treated by 2030 through ensuring no child dies from any preventable causes before the age of 5, children are rightfully provided quality education as well as no violence upon children. They have been able to stay committed to their goals having changed the lives of more than 2.6 million children as of 2025.

2.2.1: Historical Background & Accomplishments (Save the Children and the IMCI Application)

According to Save The Children International Website,

Period	Accomplishment
--------	----------------

1970	Began operations in response to the Bhola cyclone, providing medical care and food supplies.
2009	Responded to cyclone Alia, providing food supplies, health care and child friendly spaces
2010-2013	Implemented a project called “ Strengthening NON-State Actors (NSA) and Local Bodies (LBs) to decrease child poverty and child labour.
2012	Created education programmes that reached around 965,000 children in early child care , development and basic education.
2017	Providing food and shelter of 469,000 children since the beginning of Rohingya Crisis
2020	Successful implementation of READ Project in response to COVID-19.
2024	SCI reached 39 districts, helping more than 1.1 million children and 1.4 million men and women in Bangladesh.

IMCI Digital Platform

2022-2023	Integration of IMCI Application with three other government health systems
2024	Field Testing in Barishal, Bhola and Manikganj
2025	Piloting and implementation research of the app in Barishal in 312 Government facilities

2.2.2: Mission ,Vision and Values

Mission: Save The Children wants to inspire breakthroughs in the way the world is treating children and help to achieve immediate and everlasting changes in their lives. The organization continues to strive in their mission as they now have a reach to children globally in over a 100 countries. Overall, Save The Children is ready to do whatever it takes to ensure the safety of Children.

Vision: Save The Children aims to create a world in which all children have the right to survival,protection,development and participation. The organization has always ethically led their employees to ensure that all of them are striving to achieve their goals for the future of all children.

Values: The organization strongly believes that in all the actions they take, they continue to demonstrate their accountability,ambition,collaboration,creativity and integrity. Their commitment towards their values is what has made them stand out from other organizations and become the leading non profit organizations both in Bangladesh as well as globally.

2.2.3 : Organizational Structure of Save The Children Bangladesh

2.2.3.1:Functional Structure and Chain of Command:

Based on the organogram of Save The Children in Bangladesh, the organizational structure can be seen as hierarchical, with the organization led by the country director. Reporting directly to the country director is Cox Bazar Area director, New Business Development Director, Program

Development Quality, Deputy Country Director, HR Director, Awards Director, Finance Director and Safe & security coordinator.

This structure represents a clear chain of command where all forms of functional, administrative and security based roles report to the top, leading to better communication, a lack of alienation or neglect among the workforce and an efficient division of labour.

2.2.3.2 :Breakdown of major divisions of the organization:

Save the Children Bangladesh consists of 8 major divisions as of 2024, these divisions are involved in child protection, child rights governance, child poverty, education, health and nutrition, humanitarian, Rohingya Response and sponsorship, which will be closing at the end of 2025. Overall all these major divisions and programmes strive for the welfare of all children.

Child Protection : This division is dedicated to having a gender inclusive, transformative and accountable system to ensure the protection of children and adolescents from all forms of exploitation and violence. Their work focuses on improving existing systems, advocating for child rights as well as promoting peace among children. They implement prevention, response and mitigation services on sectors such as,

- Violence against children
- Child Labour (including supply chain industries)
- Online Safety
- Protection during emergency and conflicts
- Protection from climate crisis
- Unsafe migration and trafficking

Child Right Governance : Every child deserves to have their basic rights met. The CRG division helps to tackle the systematic issues that prevent children from accessing their fundamental rights. In order to create lasting effects of the progress, they ensure inclusive and responsible governance along with the better usage and allocation of resources like public funds. Their key priorities involve,

- Empowering Children to actively demand their rights
- Promote good governance through child-friendly local systems and child-centered social accountability
- Involve children in accountable budgeting process
- Advocate for the national budgets that cater to their needs

Child Poverty: The child poverty programme has been created to help with the improvement of children's health, nutritional as well as educational status. By implementing their National Social Security Strategy, they are able to take initiatives in order to focus on areas facing extreme poverty, malnutrition and protection risks. There are various programmes under this currently under this division that are working to meet these goals, one of them are Education for Youth Empowerment (EYE) programme that is helping the youth to elevate their social status through access to education and vocational training, leading them to find better job opportunities in the future.

Education: In order to increase access to education for children, they are focusing on collaborating with the Minister of Primary and Mass Education (MoPME) for making their

systems stronger and to develop policy reforms. They are also strategically partnering with Directorate of Primary Education (DPE) and Bureau of Non-Formal Education (BNFE) to reach out to out of school children and provide them with cost-effective learning opportunities. They also ensure a diverse classroom environment with more female students and inclusive classrooms for children with disabilities.

Health & Nutrition: Save The Children wants every child to be healthy, in order to do so they are collaborating with the government and key stakeholders by improving health systems through technical assistance, strengthened technical assistance and capacity. They help with constant specialized care of mothers before child birth with specialized care for sick and premature newborns and children who suffer from malnutrition.

Humanitarian: In collaboration with the Ministry of Disaster Management and Forest and Climate Change, this division helps review and update policies regarding effects of disasters and climate crises on children. Contingency plans and enough resources are prepared for areas prone to natural disasters. Overall, their priority is to provide immediate aid to vulnerable children and their families during emergencies and help create awareness among them so they also are prepared to face such a crisis.

Rohingya Response: Their team is dedicated to ensure the security of Rohingya children and families and provide them with food, shelter, kitchen supplies, clean water, sanitation and hygiene facilities. They strive to provide child friendly spaces that cater to vulnerable children at risk of violence and trafficking.

Sponsorship: They have had a significant contribution in the organization as they apply integrated programmes together in humanitarian and development context, where different beneficiaries are identified from the same source by a single point of community based workers ,this causes to reduce cost as well as avoid issues such as duplication or exclusion of beneficiaries.

2.2.3.2: Organizational Structure:

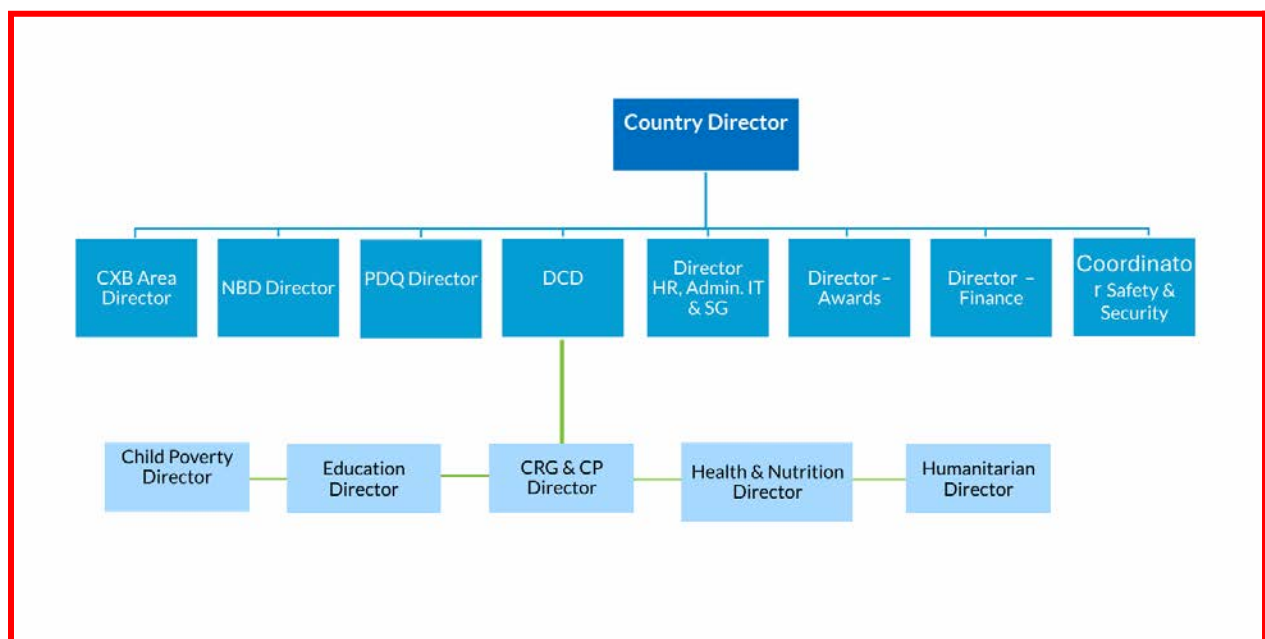


Figure 1: Organogram of Save The Children in Bangladesh

2.3: Management Practices

2.3.1: Leadership Style at Save The Children Bangladesh

At Save The Children, the leadership style and overall HRM system is very unique in context of usual organizational culture and management in a third world country like Bangladesh. The style of Leadership in Save The Children Bangladesh does not only implement strategic approaches, but also strives to be ethical, diverse and respectful to all. Their leadership style is strongly connected to the organization's principle where the culture is performance driven but also empathetic towards the workforce, ensuring everyone shares the same goal: the welfare of children.

2.3.1.1: Leadership practices

- 1. Having a strategic vision for all operations-** Management and top leaders are prioritizing scale-up of their projects and programmes in all of Bangladesh, thus always ensuring the relevance of all programmes. They have established clear goals beforehand on what their target is and what measures their planning to take in order to achieve them.
- 2. Performance Recognition:** SCI has always been ensuring that their employees and overall workforce always feels appreciated and validated. Along with leaders giving a small token of appreciation annually, employees are also encouraged to be appreciative of each other. As they dedicate a week to celebrating their employees, employees feel satisfied, motivated and encouraged to dedicate more efforts towards the organization.

3. Diversity and inclusion in leadership: Save the Children's core principles have always aligned with diversity and inclusion as they firmly believe that everyone should feel respected and included whether it is a child or an employee in the workplace. From the beginning, they have been welcoming to all irrespective of their social background, age, sex or ethnic background. This form of leadership has caused Save The Children to currently have a diverse workplace where it is strongly monitored that everyone, no matter their identity, feels welcome and validated.

4. Compliance and continuous improvement: SCI believes in continuous improvement and adoption to changes, globally Save The Children has changed various policies for the welfare of their employees in mind, thus all countries under SCI are expected to comply with the international standards. Changes are often communicated beforehand and implied with the consent of employees, training and meetings are held in order to ensure there is no lack of communication or alienation. ([Annual Report, 2024](#)) This is further discussed in "Training and Development Initiatives".

2.3.2 : Training and Development Initiatives

Save the Children has high regards for training their employees, these training are not an investment only limited to career development but also ensures ethical and sustainable development among the workforce. These training initiatives help employees to develop their career lives as well as be a part of a social impact, resulting in a respectful and ethical workforce.

The areas that are focused on training development initiatives are not only useful, but also diverse, they involve:

- Mandatory training
- Personal development
- Leading People
- Leading Leaders
- Humanitarian
- Common Approaches
- Project Management
- Functional Development
- Safety and Security

Save the Children has focused on having a comprehensive and multi-faceted approach to training with various sectors and target audience of all backgrounds. Despite so many branches of training, Save the Children has made sure all their training contents align with their organizational mission and their core principles. Their dedication towards their training structure shows how the organization prioritizes both organization required competencies as well as ethical compliance.

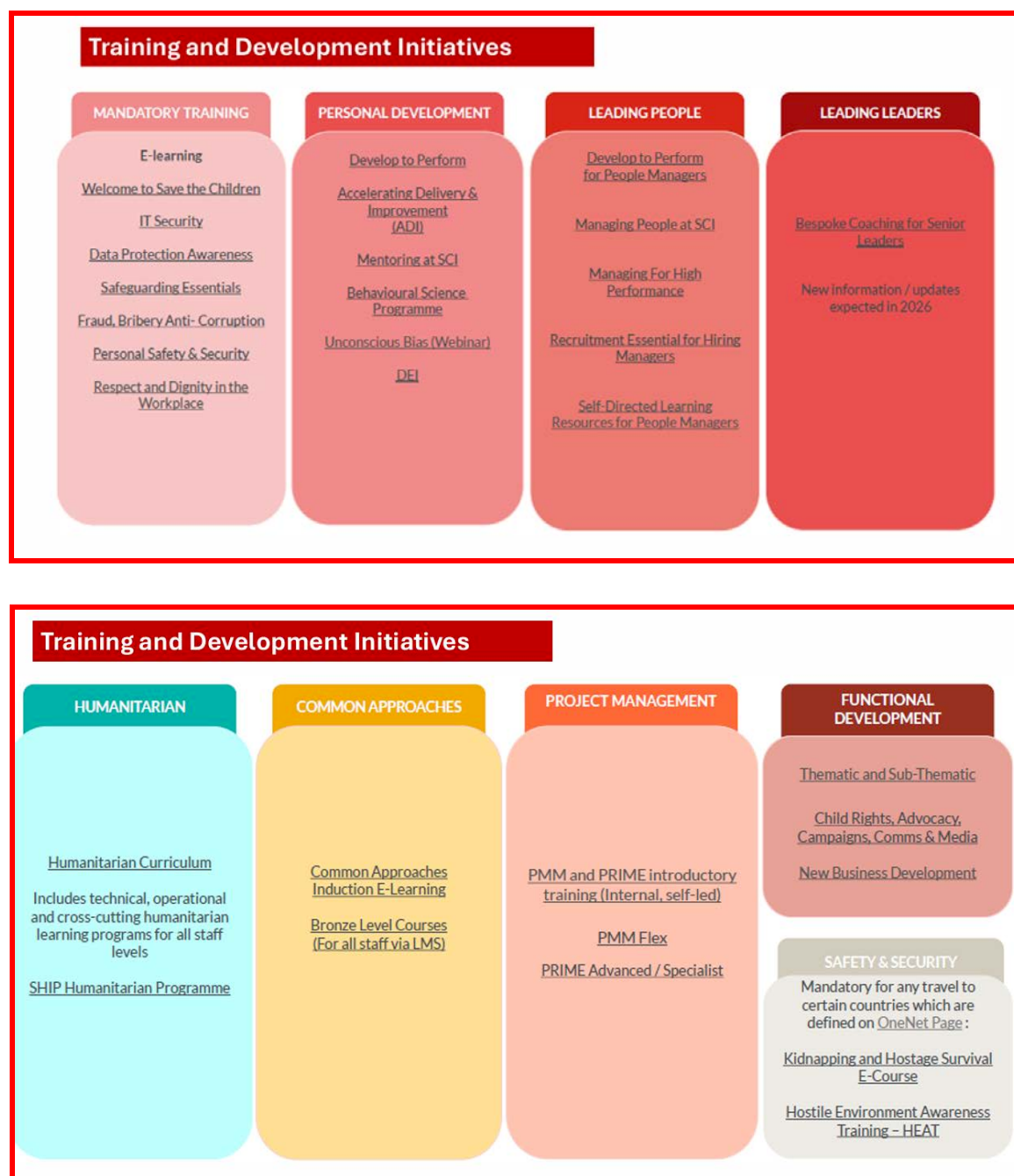


Figure 2: Sectors of SCI's training Development Initiatives

2.4: Marketing Practices

2.4.1: Marketing Strategies

As a humanitarian organization, marketing tools utilized by Save the Children are different from the approach of organizations of other industries. They employ a marketing and communication strategy that is mission driven as well as is focused on promoting advocacy, social responsibility and behavioral change , meanwhile also focusing on institutional fundraising, rather than the traditional commercial marketing tools.

2.4.1.1: SMART Goals:

SCI has adopted SMART objectives to ensure that their strategies are clear and precise, implementing tools like these help when they are trying their strategies to be targeted, impactful and most importantly measurable. As Save the Children has stated their goals by 2030, ensuring every child- learns, survives and is protected.

The SMART objectives consist of,

S-Specific

M-Measurable

A-Achievable

R-Relevant

T-Time bound

Anchoring to those objectives, these ambitions can be broken down into SMART goals,

SURVIVE:

Specific- SCI aims to ensure that children do not die from preventable deaths, malnutrition and improve child mortality rates , thus setting the objective of increasing the percentage of children under five, receiving essential health and nutrition in 15 targeted upazilas. These SCI is already

conducting various health programs such as MaMoni, IMCI, vision camps and other general health programmes.

Measurable: SCI closely monitors their programs to ensure that the results can be recorded and improved, digital tools and field work is often implemented in order to understand their overall progress for all projects. In vision camps in Barishal held by SCI, they had vision screening in more than 600 schools, and treated an estimated 80,000 students. This form of measurable outcome shows the success of the programme.

Attainable and Relevant: They plan their goals in such a way that ensures that these goals can be achieved and is relevant for scale-up, failure to do so will cause them to not have a clear idea for the validity of their projects. SCI led the coalition to provide about 48 million pneumonia vaccinations around Bangladesh.

Time-bound- By 2024, SCI ensures that 15 million children, adolescents globally including Bangladesh are receiving support for preventing and treating malnutrition, catering to the overall goal of survival by 2030.

LEARN:

Specific- Improve the reading skills of early grade children, the learning outcomes for out-of-school children as well as former school dropouts in remote and rural areas.

Measurable- Achieve an 80% or higher rate of higher School pass/completion rate for children enrolled in their “SHIKHON” programme, a non-formal primary education programme with an accelerated learning model.

Attainable/Relevant- Their education programmes have provided children with learning material as well as trained teachers to ensure quality education is provided and children are benefiting from the programmes.

Time-Bound- Projects are completed within due time so that children are not left behind in comparison to other peers and they are able to keep up with others.

BE PROTECTED:

Specific: Decrease incidence of early/child marriage in particular communities through mobilization, awareness and advocacy.

Measurable: SCI has recorded their progress and has been able to increase their public health project by 18% and dedicated a significant part into child protection, through their successful advocacy campaigns.

Achievable/ Relevant: Their projects to protect children from mitigating the risks by not only providing them with help but also training on what they can do in those situations, for example, training children and parents during climate crises like floods.

Time-Bound- Their programmes such as Rohingya Response ensured their camps are safely being transitioned into with the target of June 2022, thus there were no delays into getting children of refugees into a safer environment.

2.5: Accounting Practices

Organizations like Save The Children maintain their books in accordance with international best practices, following the Financial Reporting Standard. Meanwhile also ensuring consistency, transparency and accountability in their bookkeeping activities.

There are a few different divisions in the accounting department in order to ensure operational flow and have an efficient distribution of budgets and expenses. The overall goal of the accounting department is to ensure smooth and secure transactions with all stakeholders within and outside the organization. The different divisions that overlook the accounting department according to the SCI's manager of FPA are,

- Treasure and Payable (including payroll process)
- Control and compliance
- Financial Management System (FMS)
- Financial Planning and analysis (FPA)

Treasure and Payable :

This division serves as a center for all organizational payments, while also meticulously overlooking as well as recording the complete procedure. Its core function is ensuring every payment, regardless of scale, is in compliance with a systematic and auditable approach.

One significant role they are a part of involves managing the disbursement of funds to the organization's partners, ensuring transparency in their transactions. Furthermore, although the payroll section is formally considered a separate division, this team plays the vital operational

role in executing and recording the periodic payroll process. Overall, the division guarantees all organizational cash flows are managed precisely and efficiently.

Control and Compliance:

The division of control and compliance is mainly responsible for thoroughly reviewing all operational processes to mitigate risks and financial integrity. This division facilitates and manages all audits, in coordination with stakeholders such as international donors as well as partner NGOs .

In addition, the team also is involved in overseeing the essential process of fund clearance for all incoming foreign donations, making sure that these critical funds are being correctly processed and is compliant with national and international regulations before being disbursed for programme use.

Financial Management System (FMS):

The financial management system also known as FMS plays an essential role in SCI's accounting and financial resources; this crucial programme provides support by facilitating the allocation of costs across all projects and programs undertaken by SCI.

However their most critical task is to overlook the Enterprise Resource Planning (ERP) System , “Agresso”. The team utilizes this system in order to post the coding process of every project into the system in order to ensure accurate charges and rigorous adherence to their budgetary

guidelines. The Agresso system is essential for the accounting division as it helps their key financial processes such as,

- Budgeting
- Financial planning
- Expenditure tracking
- Reporting.

By diligently managing the ERP system, the FMS team is able to ensure the integrity of SCI's entire financial lifecycle.

Financial Planning and Analysis (FPA)

The responsibility of the FPA team involves overlooking budgetary lifecycles,overseeing critical operations such as proposal budget development ,budget realignment, division of budget ,and financial budget forecasting.

This team has employed a dynamic approach to financial reporting and planning, they produce an annual budget report every three months and create an early estimate for upcoming operations (the Master Budget) in the first period, and later on adjust the budget realistically in accordance to internal and external factors in the second or third period . The three budgets done over the year are,

1. Master Budget
2. First Forecast
3. Second Forecast

The FPA team's core function is also involved in the financial budget analysis of SCI, where they evaluate by performing Budget vs. Actual (BvA) analysis. These reports are circulated in order to efficiently monitor expenses and ensure adherence to approved budgets. Finally, they also are contributing to their transparency requirements through preparing and evaluating donor financial reports.

In conclusion, the SCI accounting team has a highly structured and centralized accounting practice, which is essential for managing internal cashflows as well as managing complex international grant funding in a developing country context.

2.6: Operations Management and Information System Practices

For an international organization like Save the Children, it is important that they have a robust IT Team that ensures operational flow while also ensuring the safety and security of Save The Children's personal data. Overall, they cater to all operational needs whether it is financial accountability, project monitoring and various other organizational activities.

2.6.1: Adoption of ERP System:

The IT Department uses an internal IT System for finance and operations, Aggresso. As discussed in the accounting practices of SCI is an ERP system that helps to create smoother financial management through services such as cost allocation, financial visibility and overall procurement.

2.6.2: Programme Management:

The management information system has allowed SCI to use information systems and complex digital tools to enhance the quality of their projects as well as incorporate more technology into their programmes.

Implementation of digital platforms :

One recent accomplishment is the launch of an integrated digital health platform like IMCI that has been implemented in numerous clinics with the collaboration with the government with the goal of reducing child mortality. Thus, successfully implementing their goal with more efficiency and ease for health workers and cost effectiveness of the project.

Learning Management System (LMS):

SCI has utilized learning management systems like “Moodle” for programs such as Girls Non-Formal Education in Emergency (AGNEE) programme where they are able to provide blended learning, track their process as well as facilitate communication for vulnerable children and youth. ([Moodle Website](#), 2021)

2.7: Industry and Competitive Analysis

SWOT Analysis of Save The Children

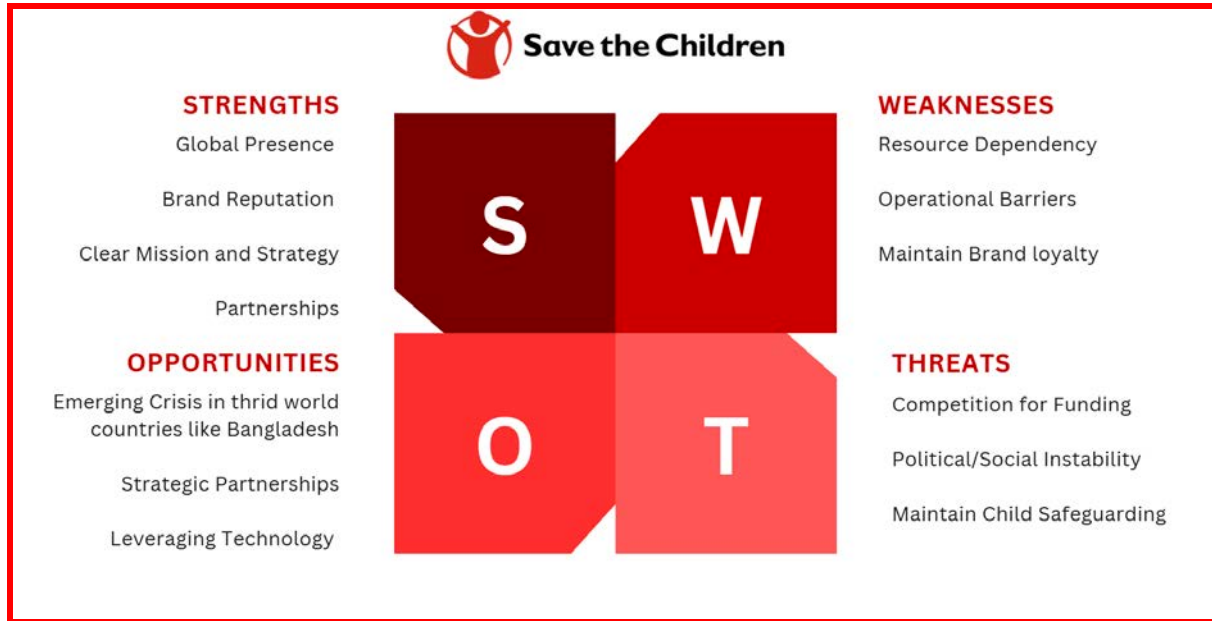


Figure 3: SWOT Analysis of Save The Children

Strengths:

- **Global Presence:** Over the years Save The Children's has had a global presence in over 100 countries globally as well as in Bangladeshi districts at both local and remote areas, providing children with the support and help they need to thrive. Thus, leading to gaining public trust, locally and globally.
- **Strong brand reputation and authenticity :** Due to their strong brand image and transparency on their core beliefs, Save The Children International has been able to gain authenticity. The organization has received positive feedback from established charity evaluators like "Charity Watch" and "Charity Navigotor" and other well known charity sources . Overall, proving their worth as a charity organization. ([Save The Children Official Website](#), 2025)

- **Clear Mission and strategy-** The organization has clear vision plan on what they are planning to achieve by 2030 (Annual Report,2024) , Having such precise and clear goals help them have unique propositions as they have given an idea for what they can expect from them in the future,sharing that they have goals and ambitions such as,
 1. Survival- Children do not die from preventable deaths before the age 5.
 2. Learn- All children are able to access basic quality education.
 3. Be Protected- Zero tolerance against violence against children.
- **Partnerships-** Save The Children has collaborated with many partners over the years, this has allowed it to have better relationships with other NGOs and local entities in Bangladesh, some of their partners are Action Aid Bangladesh, Disabled Child Foundation, Ashar Alo Society and many other well established organizations. These collaborations overall help to strengthen their linkage to achieve the game goal of welfare for all children.

Weaknesses:

- **Resource Dependency-** As Save The Children is a charity organization, their source of income comes through donor fundings and sponsorships, thus causing instability in income streams due to changing fundings from donors, partnerships etc. This inconsistency in funding may hamper projects and programmes that are under Save The Children.
- **Operational Barriers-** When working in third world countries like Bangladesh, it is difficult to reach or have access to children in remote areas or areas where means of

communication is limited, transport problems, conservative approach of rural crowds and need for constant monitoring plays as a barrier and adds to the external factors in SCI's operational challenges. ([Save The Children Bangladesh Resources](#),2020)

- **Maintain Brand Loyalty-** With established NGOs and INGOs like BRAC, UNICEF, WHO in the Bangladeshi humanitarian sectors, donors and partners may want to invest and collaborate with these organizations, leading to less recognition and awareness of Save The Children's work in the community.

Opportunities:

- **Emerging Crisis-** Developing countries like Bangladesh have various issues that need to be focused on, many children are put in vulnerable situations where there is still early marriage, death from preventable diseases, disabilities, lack of access to education, climate crisis and more, thus non-profit organizations have been able to create project and programmes in order to help these children to get the help they need to have a bright future ahead of them.
- **Strategic Partnerships-** Save The Children keep looking out for strategic collaborations and partnerships for access to better resources, overall helping children more efficiently. Collaborating with the local government and NGOs have helped them to access resources that were closed to them previously, therefore helping them provide a better output and also enhancing their credibility.
- **Leveraging Technology-** Save The Children has been incorporating technology not only in their organizational workflow but also in their projects and programmes. They have

incorporated AI tools in their projects for better data collection, cost effectiveness and smoother operational flow.

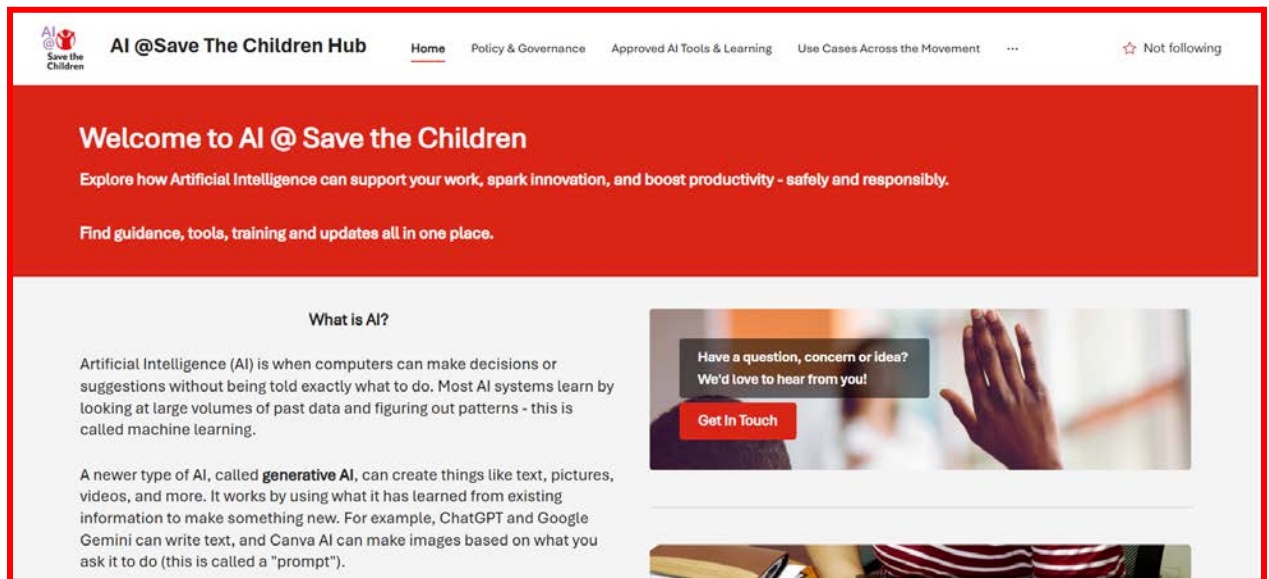


Figure 4: AI@ Save The Children

Threats:

- **Competition for Funding:** SCI's weaknesses may turn into future threats as Bangladesh has a strong humanitarian sector with many NGOs and INGOs covering various areas related to children, this may cause there to be limited donor funds, if the organizations get competitive, Save The Children's accomplishments may get hidden, thus achieving lower funds and partnerships.
- **Political/Social Instability-** Since July 2025, international organizations have been facing barriers in their operational flow, Save the Children may face issues conducting

their projects in different parts of Bangladesh. Aid Budgets may reduce due to this changing government policies or rising inflation.

- **Maintaining Child Safeguarding-** For non-profits like SCI, they must constantly ensure their authenticity and transparency to their core beliefs, many predators/abusers often use their linkage to NGOs to harm children thus SCI always closely has to monitor and ensure their policies are clear to all their stakeholders while also maintaining a strong child safeguarding policy. ([SCI Safeguarding Policy](#), 2025)

2.8: Summary and Conclusions

In conclusion, Save the Children in Bangladesh has fully committed to incorporating changes and any restructuring required to stay up to date with modern operational and organizational activities. Their dedication for helping children and commitment since 1970, has helped them to reach over 12 million children and covering 64 districts. All the different departments of the organizations are aligned with their mission and vision, all sharing the goal of welfare for children.

2.9: Recommendations/Implications

Save the Children can incorporate more use of digital tools into their programmes to ensure better data collection and better efficiency in monitoring progress of their projects, although they have started taking their steps towards aligning digital tools and AI tools, however more investment in leveraging technology will help them to stand out from other organizations in the humanitarian sector.

Most importantly, they must invest in donor relations and sponsorships for their organization, due to lack of funding one of their divisions is getting diluted into other sectors of the organization, thus Save the Children needs to continue to invest in promoting and increasing institutional fundraising through better strategic marketing strategies in the competitive humanitarian industry of Bangladesh. These strategies may involve,

- **Engaging in donor relations-** create more engagement through proactive outreach, providing consistent updates and personalized interactions in order to foster a strong and long-term linkage.
- **Demonstrate and communicate Impact-** implement robust monitoring and evaluation frameworks to track progress and analyze the outcomes. Save The Children in Bangladesh can advocate for more data-driven story telling and promote them through personal testimonials and visuals.
- **Ensure Transparency-** maintain accountability through open communication with donors and provide them with transparent projects updates and financial reports creating a trust among donors.

Chapter 3 : Project Part

Leveraging Social Marketing to boost IMCI App Adoption and Enhancing Child Health Outcomes

3.1: Introduction

Social Marketing plays an highly important role in Bangladesh, serving as a mechanism to provide with large scale social and public health initiatives. This form of marketing overall strives to achieve societal and humanitarian goals with commercial tools with the main goal of promoting the behaviour shifts among individuals towards positive change. For humanitarian organizations, this is not only important for non-profits organizations to get their message across to the target audience, but also significantly important for public safety awareness. By strategically applying the 4P's of social marketing- product, price, place and promotion, their services are not only promoted but also brings in positive behavioral changes. This overall leads to Bangladesh becoming an ideal benchmark for social change through using strategic communication tools.

WHO and UNICEF designed the Integrated Management of Childhood Illness otherwise known as IMCI, in order to help those who require access as well as quality healthcare for their newborns. This strategy has helped in enhancing the skills of health workers, strengthening their health systems, meanwhile also improving their family/community practices. With the

core goal of preventing and managing childhood illnesses and reducing the mortality rate of children.

Save The Children had also contributed towards this initiative. According to the IMCI Website,2025, in collaboration with DGHS, the Sponsorship Program with the support of the Country Office IT team and Health Sector, developed a digital tool–“IMCI (Integrated Management of Childhood Illness) Application” to strengthen the management of common childhood illnesses in Bangladesh.

IMCI Application has been developed following the National IMCI guidelines. The tool aims to streamline the process of managing childhood illnesses in line with the standards set by national health authorities. The tool is designed for the assessment, classification, and referral/treatment of sick children aged 0-5 years for common childhood illnesses, such as pneumonia, diarrhea, malnutrition, fever, and ear infections.

This report intends to show how utilizing social marketing tools can help digital platforms like IMCI to enhance their adoption process and help with efficient utilization of the application leading to the successful implementation of the project and strengthening collaboration with the government. Overall, without social marketing, IMCI would have just useful software, however social marketing has allowed it to become a system-wide practice. All of it leads to the goal of ensuring a more standardized child health outcomes.

3.1.1: Background and Problem Statement

In third world countries like Bangladesh where the mortality rate of Children under 5 is 31 per 1000 live births according to Unicef (2025), caregivers and health workers are constantly tending to children who are suffering from potentially fatal diseases. Most of these fatal diseases involve pneumonia, diarrhoea, malaria, dengue often sourced from malnutrition. Despite the lack of accessibility of healthcare for many low-income families and families who live in remote areas, it is still possible to prevent childhood deaths from happening with effective interventions.

Due to the high mortality rates it has become more and more important to raise public safety awareness as well as accessibility in order to help with preventable childhood deaths, so that children are able to grow and flourish into a healthy adult. Although there is a decrease of child mortality rates globally, humanitarian and healthcare sectors in countries like Bangladesh must continue to strive to achieve reducing mortality rates for the welfare of children.

This study overall intends to dive deeper into this issue and present its findings on how efficient use of social marketing tools will help to improve the under five child mortality rate of Bangladesh through digital applications like Bangladesh. If such marketing tools are not used, IMCI's lack of reach would lead to training deficiencies among health workers having to deal with children with potentially life-threatening illnesses.

3.1.2: Objectives

Broad Objective

The overall objective in the broader perspective for the report is to examine the impact of social marketing tools in promoting IMCI Application with the goal of improving under 5 children's mortality rates : A study on Save The Children in the Bangladeshi humanitarian sector and to assess the role of social marketing in their organization and the IMCI digital platforms.

Specific Objectives

In order to break down the report into measurable and feasible parts, the study will involve:

- Deploying Social Marketing Principles- the 4 P's
- Demonstrate the effectiveness of social marketing tools
- Use and implementation of these marketing tools
- IMCI's goals for resource mobilization and utilization
- Implementation challenges and recommendations for IMCI Application

3.1.3 : Significance

This study will help to understand how non profit international organizations like Save The Children operate in third world countries like Bangladesh along with the importance of social marketing and how it serves as a significant tool for organizations in the humanitarian sector,as well help to improve social awareness.

3.1.4: Scope of Study

- **Use of Social Marketing Tools** : How social marketing is effective for organizations and social awareness with the goal of shifting individual behaviour.

- **Save The Children:** Operations and activities of Save The Children in the Bangladeshi humanitarian sector. A reflection of how other organizations can adopt these strategic decisions and activities into their workforce.
- **Method:** Primary, secondary and tertiary data were integrated into the study, an analysis of IMCI application was done through the analytical data collected from their official website. There may not be enough primary field-data in the report , for data such as surveys and questionnaires for a large target sample such as health workers' experience using the IMCI Application.

3.2: Literature Review

Theoretical and Analytical Framework: This study is based on the evidence sourced and overall tools and theories of social marketing and its impact in the humanitarian sector. Thus, showing the change in influence through the IMCI application, as unlike commercial marketing that seeks profit, the objective of social marketing is to promote public health and achieve specific behavioral goals for a social good.

The implementation of IMCI Application- The paper will focus on providing an insight on how digital platforms like IMCI is implemented to address child mortality in third world countries like Bangladesh, where there are high under-five child mortality rates. The components of this application overall will help to ensure the management skills of health workers and most importantly provide better opportunities for quality health for children. (Donald et. al.,2020)

Challenges in digital solution and implementation: Due to lack of trained human resources there was an overall difficulty in managing and training workers initially. Issues like time constraints and paperwork because of turning a paper based system into digital data collection system has time consuming as everything used to be done manually before.

3.3: Methodology:

Research Design: This paper explores the qualitative and quantitative research done on the IMCI application and its relationship with social marketing tools. The design itself is explanatory as it makes an effort to show the cause and effect relationship of social marketing and digital health platforms like IMCI.

Data Collection:

- Official databases like Save the Children's official website , IMCI Application Website, Dissemination Report and other sources were collected.
- Organization Specific Information was collected through annual reports (2024), tertiary data collection and performance evaluation through established sources like The Business Standard, ATN News etc.

3.4: Findings and analysis:

3.4.1: Implementation of social marketing tools in IMCI Application

Social Marketing has been used in the humanitarian sector for many years, these have been mainly used to change the perspective or behavior towards a specific cause, just like traditional marketing, social marketing consists of 4 P's that provide a strategic framework, Product helps to address a particular need or solution, price represents the overall costs required, Place represents the chosen distribution channels and Promotion refers to the communication strategies implemented to spread more awareness. (P.Kotler & Lee,2005)

3.4.1.1: Product

In context to social marketing, the product is not the only physical application of IMCI but rather the desired behavior from the product and the awareness of the benefits of the products to the target audience- caregivers, health workers. As the product's use has multiple layers, it must be strategically placed and marketed in order to ensure consistent use in health clinics.

Core Purpose: Meeting the gap in the market

In countries like Bangladesh where the mortality rate is high, Save The Children and DGHS have been marketing for the consistent adoption of the system and use the IMCI application as standard protocol for diagnosing sick children (0-5 years). This behavior will overall lead to the social objective of reducing child mortality rates.

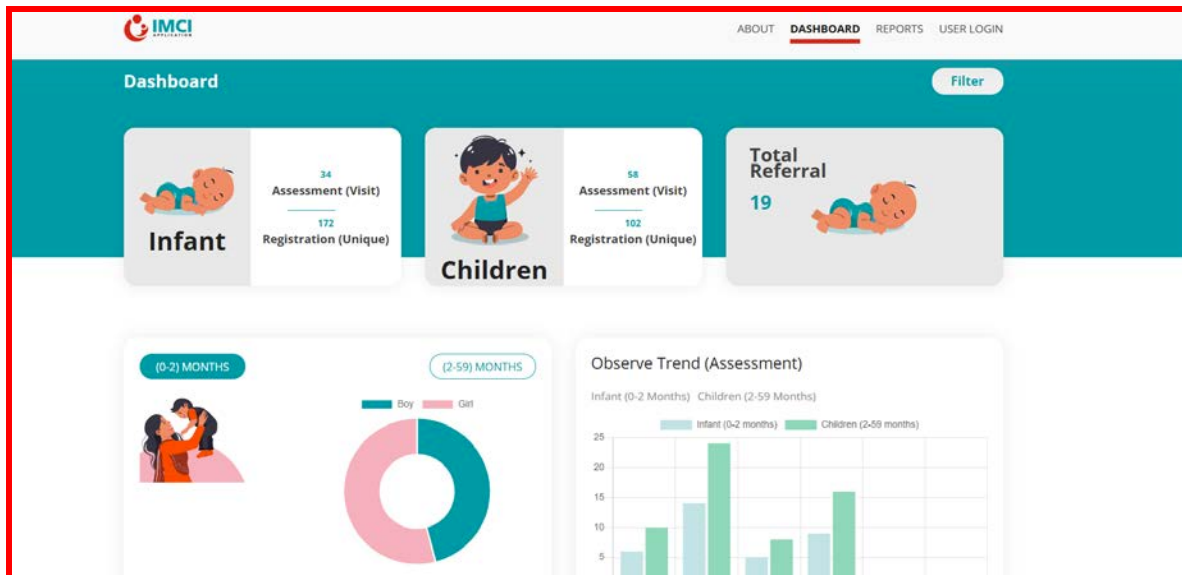


Figure 5: Dashboard of IMCI Digital Platform

Features of the digital platform

The application itself has been advertised as a direct solution for the health workers/caregivers who have struggled with the former paper based system,

- **Automated Data Collection-** Unlike the manual data entry and the endless lengthy paper register required for the diagnosis for each patient, the IMCI App has helped health workers to automatically collect the data from the assessment, thus health workers are able to have a much more reduced workload as well as time savings.
- **Algorithms based on diagnosis-** the digital platform has shown and guaranteed health workers that using the application according to protocol will overall lead to the appropriate diagnosis and treatment classification. When a health worker was asked for their opinion the application, they mentioned that when diagnosing, they often forget to ask certain questions to the patient regarding their disease or usual question during

checkup, however through IMCI as they are filling out the questions and answers in front of the patient, they have felt that no questions that would should have been asked during diagnosis are being left out. Thus ensuring quality health care in clinics and less chances of human error.

Implementation

- From May to October 2025, they have trained 342 health workers and will continue to provide them with training on how to use the application efficiently. There will help real time IT support for any issues faced as well, there mankind this product not only a stand alone solution but also is marketed as support system from all health workers. Thus ensuring that there will be consistent use by health workers as it continues to scale up all over Bangladesh.
- **Empowerment-** along with using the application for better diagnosis leveraging technology in their diagnosis will also help them to enhance their credibility in the community thus building the trust of patients and behavioral change of parents taking their children to the clinic.

Overall, when implementing social marketing, the application itself is not marketed as the product, but as a means of providing children with standardized health care with a more accurate diagnosis, thus meeting the needs of smoother operational flow for health workers.

3.4.1.2: Price

The cost effectiveness of this operation also plays an important role in the marketing of the application, a cost benefit analysis of the IMCI Application in Bangladesh was done by Shafiun Nahin Shimul, professor and Director of the institute of Home Economics, University of Dhaka.

Key Findings:

Health Gains -The IMCI digital app averted between 42 and 694 DALYs annually in Barishal district, depending on the analytic scenario (objective, hybrid, or provider-reported). These estimates reflect rescaling to 292 community clinics and correspond to significant reductions in unnecessary outpatient and inpatient visits

Cost-Effectiveness Results (ICER) :

Provider scenario: ICER = BDT 1,492 per DALY

Hybrid scenario: ICER = BDT 18,202 per DALY

Objective scenario: ICER = BDT 24,543 per DALY

All ICERs remain far below the $1 \times$ GDP per capita threshold ($\approx$ BDT 270,000), confirming the IMCI app is highly cost-effective under all assumptions.

Economic Returns:

Provider scenario: BCR = 1,848 (societal)

Hybrid scenario: BCR = 139 (societal)

Objective scenario: BCR = 112 (societal)

Even under conservative assumptions, each BDT 1 invested yields BDT 112–1,848 in societal benefits, mainly through avoided hospitalizations, reduced household spending, and productivity gains.

No paper cost savings: Excluding the annual BDT 1.4 million system saving from discontinued paper registers has minimal effect—BCRs fall marginally (e.g., 1,848 → 1,847 in provider scenario), confirming the robustness of results.

The findings strongly support nationwide adoption of the IMCI digital app. Recommended steps include integrating it into national MIS and digital health systems, allocating funds for training and IT support, ensuring device coverage for all clinics, and leveraging donor or CSR financing for rollout. The intervention is pro-poor, reducing out-of-pocket expenditures and advancing equity. With strong government ownership, the IMCI app could become a flagship example of cost-effective digital transformation in child health.

The IMCI digital application delivers exceptional value for money, combining health improvements with economic savings. It strengthens primary care, enhances clinical quality, and contributes to UHC and SDG targets. Scaling up the IMCI app is a strategic investment that will yield sustained health and economic dividends for Bangladesh. The social marketing campaign ensures the enhanced value proposition of their projects through their successful cost effectiveness.

3.4.1.3: Place

Although the plan for IMCI is to scale up in all of Bangladesh, they have started their implementation strategy and overall distribution channels in Barisal, Bhola, and Manikganj. The IMCI application has treated over 11,000 children in about 312 Barishal's Health Facilities. Their main focus was on Barishal (intervention) and Jhalokhati (control) districts, where they implemented their research on the effectiveness of the platform and if this can be converted into a national scale.

Their main target sample and distribution channels are,

- **Primary Health Facilities-** They are deploying IMCI on the devices at Upazila Health Complexes (UHCs), Union Health and Family Welfare Centres (UH&FWCs) and Community Clinics. These government primary care centre has become a central hub for IMCI's delivery service, particularly in rural areas.
- **Training Centres-** Upazila-level training rooms can be used to show community health workers a demonstration of the application and give them hands-on training on how to use it for diagnosis. This will ensure that the product is adopted before placing them into high-pressure clinical settings

Relevance of National Scale-Up:

According to the cost benefit analysis report, 2025,

If expanded nationwide: Base case: ~ 33,300 DALYs averted, BDT 91.8 billion in annual societal benefits, BCR $\approx$ 1,846, with total program cost $\approx$ BDT 49.7 million/year. + 50% device requirement: Adds BDT 163 million/year (7,000 computers $\times$ 70,000 / 3 years), total cost $\approx$ BDT 213 million/year.

No paper cost savings: Total cost unchanged (BDT 49.7 million).

Thus their findings shows that scaling up and expanding their distribution channels will be effective across all national scenarios. The IMCI digital app continues to generate exceptionally high health and economic returns, confirming its fiscal and public-health justification for nationwide scale-up. Therefore, the “Place” strategy helps to ensure there is

accessibility, legitimacy as well as convenience during adoption as they continue to expand their distribution channels.

3.4.1.4: Promotion

In order to continue the implementation of IMCI, SCI had to ensure clear communication strategies with all stakeholders, whether they are community health workers or their partners who they are collaborating with- DGHS, the Sponsorship Program with the support of the Country Office IT team and Health Sector. They need to ensure that this project is worth investing in for national scale-up.

A significant part of the scale up is possible if the government is willing to collaborate and invest on the project, therefore as a part of their promotional strategy to demonstrate their findings about the IMCI Application, Save The Children held a dissemination event to show their findings so far.

The IMCI digital service was developed and initially integrated, followed by workshops and field tests in Barishal, Bhola, and Manikganj between 2021 and 2023. The app was re-tested in 2024 and 2025 and fully implemented in Barishal in 2025. Lessons learned were documented, along with implementation research and a cost-benefit analysis.

The dissemination event of the IMCI Digital Platform

This dissemination event was arranged to share implementation research findings, insights, lessons learned, cost-benefit analysis findings, experiences and to discuss strategic directions for national expansion of the IMCI app. Representatives from the Directorate DGHS Dhaka and Barishal divisions, National MIS, Ministry of Health and Family Welfare (MoHFW),

Community Clinic Health Support Trust (CCHST), Directorate General of Family Planning (DGFP), Mohammadpur Fertility Services and Training Centre (MFSTC), Dhaka North City Corporation (DNCC), Upazila Health Complexes (UHC), and Community Clinics in the Barishal division convened to discuss the impact of the IMCI app and strategies for scaling it up to strengthen child healthcare services nationwide.

Abu Ahammad Al Mamun, Director, MIS, DGHS, said,

“The IMCI app has been successfully implemented on a limited scale without additional staff, proving its potential for nationwide expansion. Positive outcomes in Barisal show its potential. With continued support, including from Save the Children, we aim to scale this initiative further.”

Herolal Hawlader, a Community Health Care Provider said,

“I strongly recommend launching this app across the country so we can diagnose diseases accurately and provide better services to children.”

The event marked an important milestone in advancing digital health solutions for child healthcare in Bangladesh. With ongoing support from the government, stakeholders, and development partners, the IMCI app has proven its ability to reduce early childhood mortality and strengthen the overall child health system. By replacing traditional paper-based processes, it will also minimize high costs and operational challenges. The research findings and cost/benefit analysis presented during the event clearly demonstrate that digitalizing IMCI services is both effective and sustainable. Based on this evidence, the IMCI app is ready for nationwide

expansion, which will create a foundation for a stronger, more efficient child healthcare system that will significantly improve health outcomes for children across Bangladesh.



Figure 6: National Dissemination Event with SCI and DGHS

3.5: Summary and conclusion

Moving forward, in conclusion the priority will be to accelerate the nationwide rollout of the IMCI application through a cost-effective and sustainable approach, while strengthening digital infrastructure and enhancing capacity building across all levels of the health system. Continued collaboration with Save the Children will be essential to support nationwide scale-up, alongside strong government leadership and active stakeholder engagement.

Key priorities include,

- community engagement
- tailored training for healthcare providers
- reliable internet connectivity,

- robust monitoring and feedback mechanisms
- standardized data security protocols.

Based on the successful pilot, cost-benefit analysis, and evidence of improved child health outcomes, the IMCI application has demonstrated clear cost-effectiveness and strong provider adoption. To ensure sustainability and maximize impact, partnerships with the government, Save the Children, and other organizations will drive large-scale implementation, improve service delivery, and significantly enhance child health and well-being across Bangladesh's healthcare system.

Overall, it can be seen that implementing these social marketing tools have helped them to have a successful outcome for their project. Leveraging such tools is crucial for non-profit organizations in order to help them stand out in the humanitarian sectors by providing people with the help they need as well as changing their attitudes and behaviors for the sake of their welfare.

3.6: Recommendations

- **Ensure strong internet connection:** To ensure that the application is able to function efficiently, it is necessary to provide the healthcare facilities with a stable wifi. This minimizes any delays in decision making and ensures to avoid any technical difficulties while following the clinical protocols. Overall, helping to ensure that the digital tool is an helpful asset in the face paced healthcare environment.

- **Training for Healthcare Providers:** Arrange customized, hands-on training sessions for health workers to enhance their proficiency with the App and its functionalities. In order to ensure the effectiveness of IMCI, it is vital for the healthcare professional to be able to bridge the gap between technology and clinical practice. Providing continuous support as the workers continue to navigate the application and use the tool with confidence, ultimately offering accurate information and enhanced patient safety.
- **Community Engagement:** Properly enlightening the community and parents will make the initiative more effective, achieving the highest outcomes in detecting, classifying, and referring to childhood illnesses. When caregivers and guardians understand the importance of pediatric care, they will become more encouraged to seek out medical help for their children. Educational awareness will help in early referral and represent trust and awareness among the community.

Overall, implementing these recommendations into their strategies will help to create IMCI from a digital tool to a new community-wide used life-saving standard in healthcare facilities, overall helping them to achieve their goals of having a reduced childhood mortality.

Appendix

Chapter 2

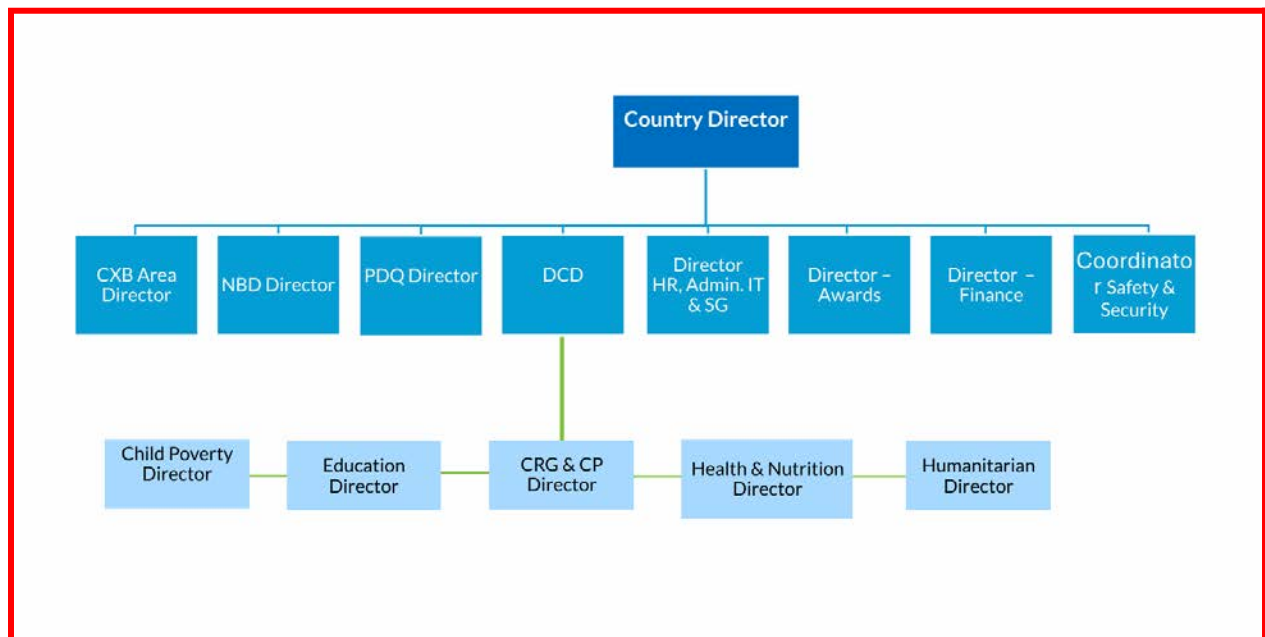


Figure 1: Organogram of Save The Children in Bangladesh

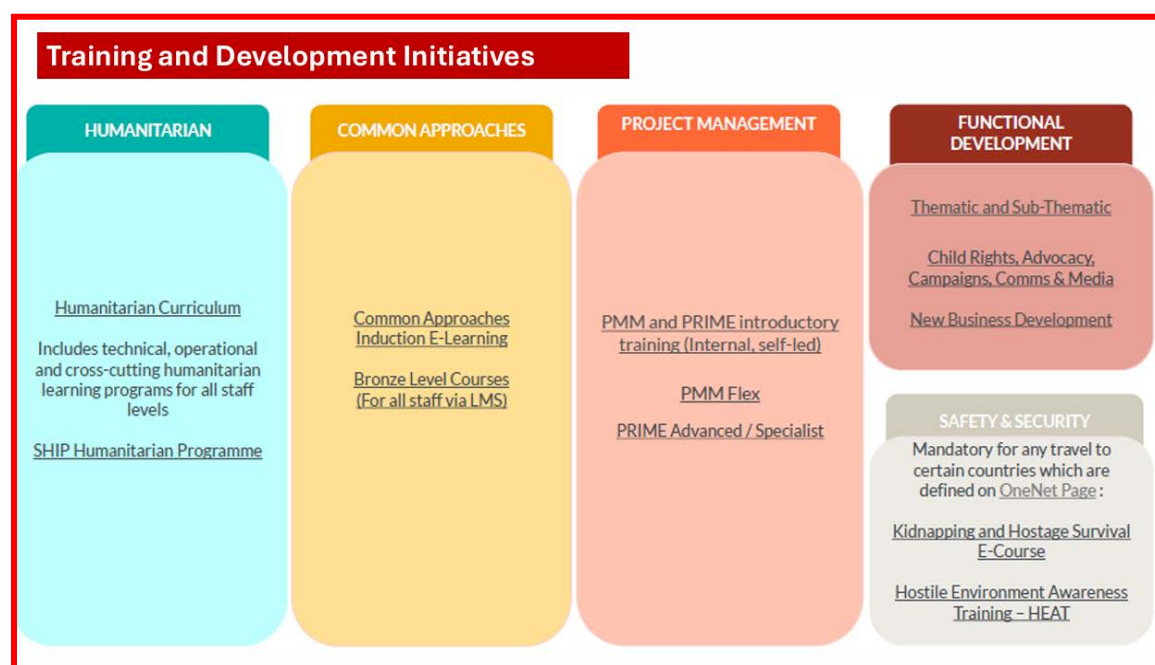


Figure 2: Sectors of SCI's training Development Initiatives

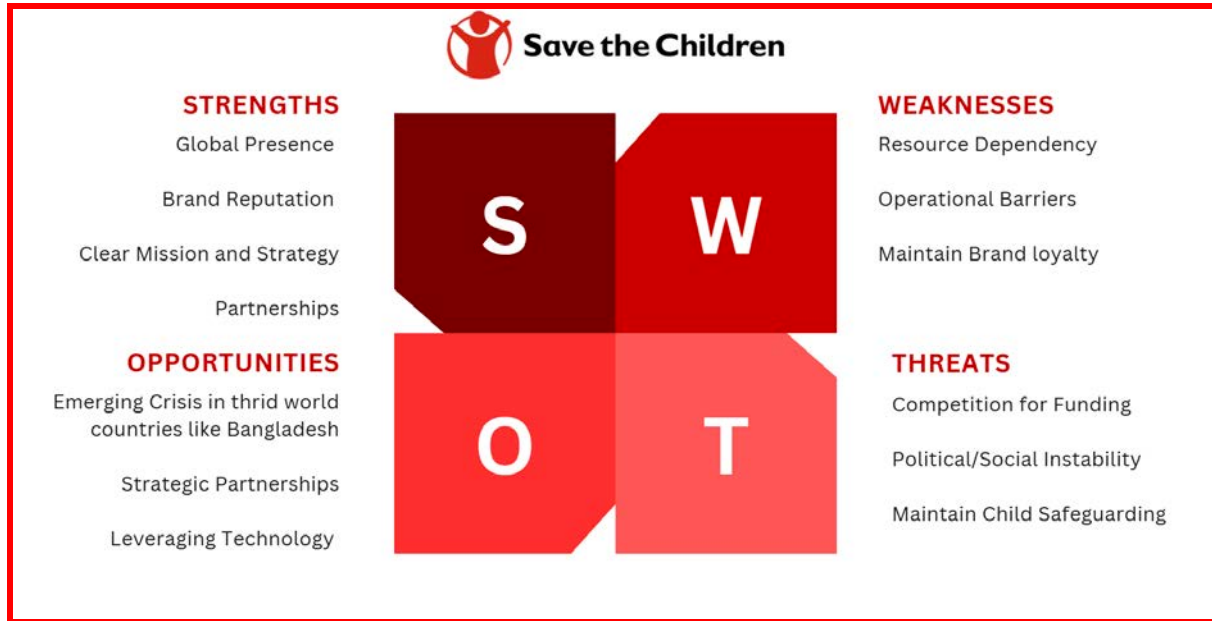


Figure 3: SWOT Analysis of Save The Children

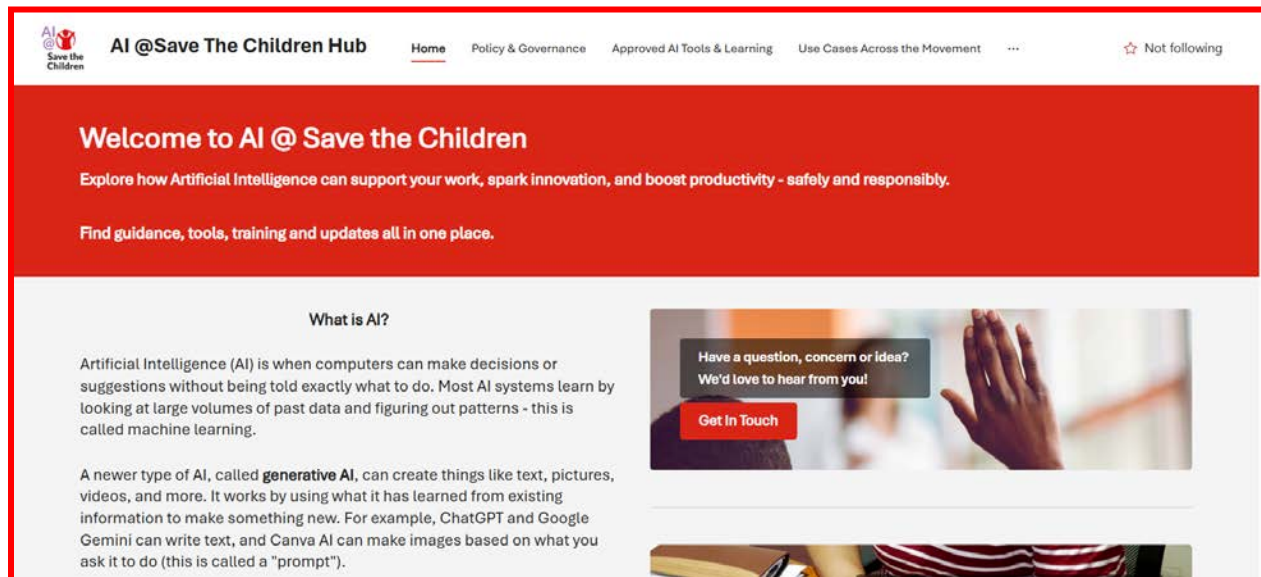


Figure 4: AI@ Save The Children

Chapter 3

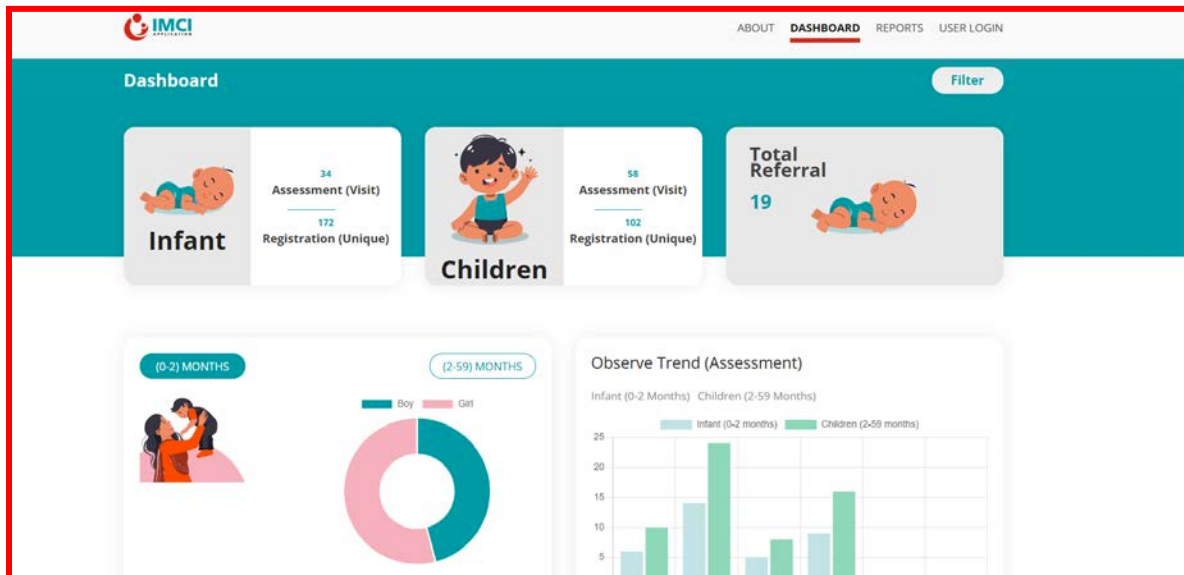


Figure 5: Dashboard of IMCI Digital Platform



Figure 6: National Dissemination Event with SCI and DGHS

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