

Report On

The Role of ERP Systems in Enhancing Procurement Operations: A Practical
Insight from Stichting BRAC International

By

Tahfim Ur Rahman

ID: 20304002

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

BRAC Business School

BRAC University

May, 2025

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Declaration

I hereby formally declare that the internship report I have submitted is a product of my/our original endeavors while pursuing my degree at BRAC University. I affirm that this report does not incorporate any material previously published or written by a third party, unless it has been appropriately cited with full and accurate referencing. Furthermore, it is confirmed that the content of this report has not been accepted, nor is it under consideration for any other degree or diploma at any university or other educational institution. Additionally, I have duly acknowledged all primary sources of assistance and support that were instrumental in the completion of this report.

Student's Full Name & Signature:

Tahfim Ur Rahman

ID: 20304002

Supervisor's Full Name & Signature:

Takmilla Tabassum, Lecturer

BRAC Business School

BRAC University

Letter of Transmittal

22nd May, 2025

Takmilla Tabassum,
Lecturer, BRAC Business School
BRAC University
Kha 224, Bir Uttam Rafiqul Islam Ave,
Dhaka 1212

Subject: Submission of Internship Report

Dear Ma'am,

I am pleased to submit my internship report titled "The Role of ERP Systems in Enhancing Procurement Operations: A Practical Insight from Stichting BRAC International," based on my experience at BRAC International under the Corporate Affairs Department.

This report summarizes the key insights, findings, and contributions from my internship and has been prepared in alignment with academic requirements. I have made every effort to ensure it is concise, well-organized, and submitted on time.

I sincerely hope the report meets your expectations and is accepted for evaluation.

Thank you for your continued guidance and support.

Tahfim Ur Rahman

ID: 20304002

BRAC Business School

BRAC University

Date: 22nd May, 2025

Non-Disclosure Agreement

This confidentiality agreement has made on December 1, 2024, between Stichting BRAC International, a Non-Governmental Organization, and Tahfim Ur Rahman (ID:20304002), a student of BRAC University. The purpose of the confidentiality agreement is to protect any sensitive or confidential information of the intern shared during their internship at the Corporate Affairs Department of BRAC International.

During the internship period, the intern may have privileged access to non-public documentation and data which may include: internal financial documentation, budget plans, projections, audit records, internal policies and procedures, as well as strategic business information. The intern recognises this information is confidential in nature and shall not be disclosed to any third party or used for any purpose outside the scope of their duties performed on behalf of the organization.

Finally, the intern shall not retain copies of all physical or digital materials that contain confidential information and must return all physical or digital confidential materials to BRAC International at the end of the internship. There can be serious consequences, including legal action, for any violation that results in an unauthorized disclosure and/or misuse of such confidential information, at the discretion of BRAC International.

Student's Full Name & Signature:

Tahfim Ur Rahman

ID: 20304002

Supervisor's Full Name & Signature:

Tania Ashraf

Head of Corporate Affairs Department

BRAC International

Acknowledgement

First of all, I truly appreciate the Corporate Affairs Department at BRAC International for allowing me to do my internship with them. This has been a valuable experience for me in multiple aspects of my learning and personal life. I was able to carry out real work on actual procurement assignments and apply on ERP systems and MIS that I was only able to study before. I'm extremely grateful to Ms. Tania Ashraf, my supervisor at BRAC International, for all her guidance—she advised me, pointed out the areas I could work on, and consistently motivated me. Thanks to her and the members of the team, I was able to develop valuable skills and understand better how ERP systems worked in the real world.

I also extend my thanks to Ms. Takmilla Tabassum, my university supervisor, and Ms. Fairuza Mehreen, my co-supervisor. Their advice and support shaped my report for the better. their suggestions also provided direction for the internship research process.

Finally, I am forever grateful to my family and friends for their continued support thru my process. Their encouragement gave me strength and helped me navigate difficult moments.

Executive Summary

This internship report investigates the transition from manual, spreadsheet-based procurement to a fully integrated ERP Procurement Module at Stichting BRAC International's Corporate Affairs Department. Over a three-month period, I supported end-to-end procurement operations initiating ERP requisitions, maintaining work plans and registers, drafting purchase orders and tenders and delivered administrative, travel, and analytical support across head and country offices. To ground system design in real user needs, a mixed-methods survey gathered input from 50 procurement stakeholders spanning five country offices. Quantitative ratings revealed that 56% of users find current manual workflows very inefficient, with 46% spending more than an hour on each requisition and over 80% experiencing data-entry errors weekly or daily. Approval routing and decentralized Excel forms emerged as the biggest bottlenecks. Stakeholders uniformly prioritized five ERP capabilities: supplier/ vendor management (68% rated high importance), procure-to-pay automation (74%), self-service requisitions (70%), spend analytics (62%), and integration with Finance/ HRMS (70%). Moreover, 70% of respondents expressed strong confidence in learning a new system and favored multi-modal training particularly in-person workshops, live virtual sessions, and on-the-job coaching. These findings underscore an urgent need for an ERP solution that centralizes supplier data, automates approval workflows, embeds data validation controls, and delivers real-time dashboards. The report concludes that implementing these modules will dramatically reduce cycle times, eliminate errors, enhance compliance, and free procurement teams to focus on strategic activities like supplier relationship management and cost optimization.

To support a successful implementation of the ERP Procurement Module across BRAC International, this report strongly recommends focusing on three pivotal areas. First, it is essential to invest in an intuitive and user-friendly self-service requisition system that empowers staff to independently raise purchase requests while reducing the administrative burden on the procurement team. Second, seamless integration between procurement and other key ERP modules such as Finance and HR is critical, as it allows for real-time data sharing, minimizes duplication of effort, and enhances transparency across departments. Finally, a blended training approach that includes both in person and virtual training, along with practical on-the-job coaching and easy to get learning materials, will boost user adoption and ensure that staff feel confident directing the new system from day one.

Table of Contents

Letter of Transmittal.....	3
Non-Disclosure Agreement	4
Acknowledgement	5
Executive Summary	6
List of Acronyms	9
Chapter 1: Overview of Internship.....	10
1.1 Student Information.....	10
1.2 Internship Information.....	10
1.2.1 Period, Company Name, Department, Address	10
1.2.2 Internship Company Supervisor Information	11
1.2.3 Job Scope – Job Description/Duties/Responsibilities	11
1.3 Internship Outcomes.....	11
1.3.1 Student’s Contribution to the Company.....	11
1.3.2 Benefits to the Student	15
Chapter 2: Organizational Overview.....	19
2.1 Company Introduction	19
2.1.1 History of BRAC	20
2.1.2 Vision, Mission and Values	21
2.2 About BRAC International	22
2.2.1 Major Programme details of BRAC International.....	24
2.2.2 About Corporate Affairs Department.....	30
2.2.3 Organizational Structure	32
2.3 Management Practices	33
2.3.1 Leadership Style	33
2.3.2 Human Resource Planning	33
2.3.3 Procurement Practices	34
2.4 Communication Practices.....	36
2.4.1 Communication Strategy.....	36
2.4.2 Target Customers, Targeting, and Positioning Strategy	36
2.4.3 Communication Channels	37
2.4.4 Advertising and Promotional Strategies	37
2.5 Financial Performance of BRAC International.....	39
2.5.1 Ratio analysis	39

2.5.2 Net Asset Ratio	42
2.5.3 Du-Pont Analysis:	44
2.5.4 Accounting Practices in BRAC International	50
2.6 Operations Management and Information System Practices	51
2.7 Industry and Competitive Analysis	53
2.7.1 SWOT Analysis	53
2.7.2 Porter's Five Forces	55
2.8 Summery	58
2.9 Recommendations/ Implications	59
Chapter 3: Project Part	60
3.1 Introduction	60
3.1.1 Background and Problem-statement	61
3.1.2 Objectives of the Study	61
3.1.3 Significance of Study	62
3.1.4 Scope of the Study	62
3.2 Literature Review	63
3.3 Methodology	64
3.4 Findings and Analysis	67
3.4.1 Lack of efficiency of the current (manual) Procurement process	67
3.4.3 Adoption and training requirements to utilize the updated Procurement ERP	78
Interpretations	78
3.5 Summary and Conclusion	80
3.6 Recommendations/ Implications	81
References	83
Appendix	86

List of Acronyms

Acronyms and Full forms

BBA - Bachelors of Business and Administrations

BI - BRAC International

RO - Regional Office

CO - Country Office

ERP - Enterprise Resource Planning

HRMS - Human Resource Management System

KPI - Key Performance Indicators

PO - Purchase Order

RFP - Requesting for purchase

RFQ - Requesting for Quotation

SBI HO - Stitching BRAC International Head Office

Chapter 1: Overview of Internship

1.1 Student Information

Name	Tahfim Ur Rahman
ID	20304002
Program	Bachelors of Business Administration
Major	Marketing & MIS

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Duration	6 Months
Company Name	BRAC International
Department	Corporate Affairs
Address	BRAC Centre, 75 Mohakhali, Dhaka 1212

1.2.2 Internship Company Supervisor Information

Name	Tania Ashraf
Designation	Head of Corporate Affairs

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Internship programs are arranged by university authorities for the students in order to get an experience of the real-life working environment supported by the subject knowledge. It is usually completed by the student after completing all the course credits i.e., after the completion of 4th year or 12th semester. I also did the same and I got an opportunity to complete my internship from BRAC International. I was working as an intern in the Corporate Affairs Department. I have worked there under the guidance of some brilliant and highly experienced employees, and they guided me all through the journey by enriching my knowledge level.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

When I worked at BRAC International as an intern in Corporate Affairs Department I used to do three main areas of responsibilities including procurement management with ERP input, conducting administrative responsibilities along with analytical tool development. Below is a larger description that demonstrates the variety of scope in contributions I made.

Procurement Operations

Initiating Requisitions in ERP

Working as an intern at BRAC International, I used BRAC International's Enterprise Resource Planning (ERP) system for requesting and tracking procurement requisition lists. I learned that procurement requisitions need critical and precise input to submit orders correctly, including item descriptions, item quantities, expected delivery dates, and budget coding. To be fully informed before requesting procuring requisition approval, I often communicated with end-users or budget holders before submitting requests to understand product specifications and client expectations for

delivery. I discovered that by confirming product specifications and delivery expectations, errors in ordering were minimized. I also learned from this experience that accurate metadata is important in a procurement workflow. There is one ongoing responsibility of supporting the maintenance of the organization's Procurement Work Plan and Procurement Register. I have frequently updated the organization's Procurement Work Plan that reflected a consolidated overview of status investments and expected management for requisitions further giving Management real time visibility into the status of their requisitions and the anticipated delivery dates. I also maintained the Procurement Register, which is a log of all procurement activity at an audit-grade standard. The procurement team recorded purchase actions through the Procurement Register to allow better planning of resource requirements and to mitigate poor forecasting and reduce the last-minute ordering follow-up activity that may occur. I did my best to support the procurement team by tracking all procurement activity in the Register, in accordance with BRAC's procurement policy. A key part of my role also involved producing Purchase Orders (POs), Requests for Quotations (RFQs) and tender documents. I was instructed by the Procurement Lead, who provided me with cut and paste particulars that I supported with a template, put together the documents on the remaining procurement materials, and coordinated with team members in the Legal and Finance departments to finalize the signing of contracts, terms, and budget. When the documents were signed, I would send them with the relevant purchase order suppliers through the ERP vendor system. I also assisted with bid queries and bid collection. The preliminary checks I conducted to meet the supplier eligibility gave me 'real' exposure to supplier evaluation. This experience enhanced my understanding of procurement compliance, as well as how transparent documentation and fair competition can be upholders of ethical supplier selection.

Administration & Travel Support

Day-to-Day Logistics and Material Distribution

During my internship, I played a role in overseeing the logistics of office supplies, training materials, and program materials across several teams. The work required interfacing and coordinating with multiple teams across departments to ensure the timely delivery of important items while contributing to the operation of these items. I made a basic tracking spreadsheet to keep tabs on stock so we knew when to order missing items; in regard to ordering supplies, we went from 60% stock-out instances to considerably less than 40%, a reduction of approximately 20%. I also coordinated the delivery of official documents, e.g., agreements, compliance certificates, and

training documents, making sure to deliver items to the proper recipient within a 24 hour period from the time it was received. I worked diligently to better organize and prioritize our daily operations, but also the importance of demonstrating transparency in the process in a structured manner with documentation.

Ticketing and Travel Arrangements

I was also tasked with arranging travel logistics for both domestic and international staff travel for BRAC International. This included identifying and comparing all transport options, obtaining vendor-generated group discounts, and developing trip itineraries and field visit summaries. With immersion visits and program-related travel, I coordinated with the finance team to marry travel budgets with the organization's travel policy. I developed cost estimates that facilitated early approvals and disbursement of funds. I was able to follow-up consistently with travel agents and with visa-processing teams to ensure all travel occurred without delays or cancellations. I developed further insight into managing multi-step, time-sensitive workflows, as well as an appreciation of meticulous planning.

Immersion Visit Budgeting and Logistics Planning

To support the logistics of multi-day staff immersion visits, I helped the programme team devise best estimates for accommodation, meals, transport, and contingency costs. I managed the bookings, catering arrangements, and transport logistics on the ground. I developed and updated a real-time budget tracker for the budgets and tracked cost overruns in relation to the costs estimated. The tracker flagged when planning was flagged costing over estimated costs and aided to keep costs within budget. I was fortunate to negotiate with the various providers in obtaining package deals that were approximate 10% cheaper than costs estimated. This part of my role enhanced my knowledge of planning for costs efficiently and improved my negotiation and vendor management knowledge and skills.

Cross-Functional and Analytical Support

While I was completing my internship in the Corporate Affairs Department, a key part of my job was to support multiple cross-functional initiatives that required analytical, design and communication capacity. I often worked alongside my supervisor and team members on a variety of output, such as Excel/ Power BI Dashboards and PowerPoint Presentation to monitor departmental performance or convey procurement updates. Many of these outputs were rolled out

during internal meetings, often to report operational insights for others or reveal data trends to executive stakeholders about procurement timelines, approval bottlenecks or administrative key performance indicators (KPIs). A particular highlight was designing some slides to articulate the ERP requisition process (the internal process to request a purchase) into an understandable way for users. The slides were originally prepared for an internal review but eventually made their way into official training material for new ERP users. This was an accomplishment, as it meant my work had a concrete, long-standing impact on others' work. Somewhere through this coursework, I was able to be less apprehensive about data storytelling: constituting graphics from the raw numbers and technical details into the right graphics that can be consumed and acted on by non-technical stakeholders. My experience sharpened my Excel and PowerPoint capabilities, plus it helped me refine the art of anticipating stakeholders needs and designing messages for their purposes.

Designing and Monitoring Departmental KPIs

I never thought I would play an administrative role while there, but in addition to completing daily administrative duties, I was able to shadow the team and work on defining and monitoring KPIs related to procurement and general administration. This included tracking requisition approval turnaround times, purchase order accuracy, and the comparative cost of travel between Departments. I was able to develop automated reporting tracking tools in Excel to calculate reporting on the KPIs at a weekly interval. Much of this reporting formed part of the ERP dashboard specification documentation. The dashboards provided departments with a tool to illustrate trends, such as the lag in requisition approvals or local vs international travel cost inconsistencies. When available, the leadership team were able to make better-informed decisions using timely data. I also found it most gratifying to see something I created and contributed to, that could be used to improve internal processes and develop a data-based culture. In the effort I participated in, I also developed a better understanding of how KPIs work in the real world, that was not particularly taught in class.

Enhancing Operational Tracking Tools at Country and Regional Offices

Another significant component of my internship was reviewing and improving the operational tracking tools that other coworkers in the Country Offices (CO) and Regional Offices (RO) used for procurement work plans, assets, and daily tracking. I reviewed the process of how the information was entered and maintained, and suggested more uniform formats that would help enhance the way the documentation can be presented for easier viewing. I also proposed more standardization across the various teams. A major part of my contribution was providing nurtured

methods of validation (e.g. dropdowns and conditional formatting) that can produce further accuracy of data. I developed centralized trackers with headings that were descriptive. These entire trackers can be shared among teams by simply copying and pasting. To ensure that many people could adapt to the proposed formats, I reached out to several different colleagues over Zoom to talk them through the trackers and how they would allow for duplication and reduce errors. This undertaking enabled teams to become closer together, not only in the existing geography, but also in the full tool to enhance the quality of procurement data as a whole.

1.3.2 Benefits to the Student

I spent six months in the Corporate Affairs Department at Stichting BRAC International where I experienced a complete paradigm shift from an academic environment to a corporate workplace. My experience in the Corporate Affairs Department has produced valuable personal and professional development achievements along with self growth:

Improved Time-Management & Prioritization

During the internship, I often found myself managing tasks with significant overlap by conducting (or assisting with) ERP requisitions, managing procurement registers, coordinating travel logistics, and developing KPI dashboards. Working in this fast-paced atmosphere provided me the opportunities to create a greater degree of time management planning. I learned how to effectively manage complex assignments by deconstructing them in to smaller, action items; use digital tools to manage my progress; and communicate realistic time frames to supervisors. My organizational skills served me well and helped me deliver quality results ahead of deadlines. Also, I learned that it's vital to stay organized when you're under pressure. I imagine my ability to prioritize will serve me well in any future position where I am required to juggle multiple responsibilities with inputs from other departments.

Improved Communication and Stakeholder Relations

At the outset of my internship, I encountered difficulties in addressing senior managers, cross-functional teammates, and external vendors, depending on my ambivert personality. Most times I was communicating whether it was setting up ERP requisition meetings, arranging travel via multiple offices, or presenting P2P and procurement data - communicating became second nature. I could gradually adjust my communication styles based on my audiences; for instance, if I was

presenting technical dashboards to non-technical staff teams; or curating spend analysis summaries for my senior leadership. All of these experiences have greatly developed my general communication skills, and were quite beneficial in the way I understood active listening and engaged stakeholders in clear, concise, and sensitive manners.

Building Productive Relationships and Networks

The cross-functional aspect of my internship offered exposure to a range of professionals working in procurement, finance, HR, and country operations. I was able to foster solid working relationships through collaborative projects and day-to-day discussions. My conversations provided me with meaningful insight into the role of an international development organization, but also contributed to my professional network. I am currently still in touch with connections on LinkedIn, and still follow up with informal catch-ups. I am confident that moving into roles working in the fields of MIS or Marketing, will allow me to access opportunities for guidance, direction and openings.

Boosted Confidence & Professional Agency

Before starting my internship, I had minimal experience with real-life ERP systems or procurement practices or any corporate world. However, from a mix of purposeful, active work environment, directed mentoring, and ongoing feedback, I found my way to the learning possibilities. I gradually grew more confident in being able to take ownership of my work especially after completing pivotal tasks like drafting tender documents, troubleshooting ERP data verification issues, and creating training resources for staff. These experiences enhanced my analytical and problem-solving skills and fostered a sense of professional ownership. By the end of my internship. I was no longer reliant on stepwise instructions but capable of recognizing process gaps and suggesting solutions independently - something I would never have thought I could do before this job opportunity.

Applied Technical & Analytical Skills

During the course of my internship, I successfully expanded upon the foundational tool kit I built early on, specifically with Excel and ERP systems. I used data manipulation techniques including VLOOKUP, pivot tables, and conditional data validation when creating dashboards to portray insights for procurement and administration and translated increasingly complex raw-data into useful information. In addition to the technical aspect of the work that I did, I was able to apply fundamental, earmarked, concepts grounded in MIS related to mapping a process, creating a KPI,

and documenting a system to real work-based processes in the Corporate Affairs department; these experiences enhanced the visibility of current work processes and increased the accuracy of reporting. Furthermore, my ability to understand how the ERP system employed a sandbox environment, and the way in which the technical data was translated into performance insights, gave me practical insight into the way digital experience tools can provide operational efficiencies in a realm of work. Overall, my experience has created a strong foundation for the next steps in my career toward roles related to business process, ERP, or digital transformation-related work.

1.3.3 Difficulties Faced During Internship

The internship at BRAC International's Corporate Affairs department proves a very wonderful and valuable experience, the internship also posed its challenges and difficulties time to time. The first and most challenging part that had I faced was learning to adjust to a fast-paced with diverse work environment. Due to the variety of responsibilities and tasks, ranging from procurement-related tasks, to providing administrative support and pan-regional data management, the first couple of weeks of the internship proved to be somewhat overwhelming and challenging for me to manage everything. When I was in immense pressures of the early stages of the year, also known for being a busy time for BRAC International as they prepare for the year ahead, the first few weeks were a true learning curve. Another challenge involved using the organization's ERP system, especially in my early days of the internship. I was able to become comfortable with user-initiated requisitions and procurement workflows via the ERP system, but I was not immediately familiar with the action buttons and features of the system, nor was I able to confirm the actual catalogue of different departmental task-action protocols clearly. Markedly, collaborating with colleagues from various country offices posed logistical and communication challenges. When coordinating the procurement of a regional team or preparing onward accountability (invoice approvals) endemic to multi-country programming, the variances in time zones, potential delays in email responses, and differences in level of digital access can cause delays on tasks requiring regional inputs. As concerns some of my tasks were to provide logistical support and build support into the immersion visit plan, last minute travel requests or budgetary strains always seemed to challenge the immersion visit. Lastly, as an intern, I frequently relied on others for access to documents, approvals, software's or to clarify a task. There were moments in my internship where dependence on others distracted the flow of my work or limited uninhibitedness to take initiative. Nevertheless, those experiences made me more proactive and patient and more resourceful than before and I

believe those skills will be of great use to me in my professional future.

1.3.4 Recommendations

While the overall internship experience at BRAC International was informative, fulfilling and well handled, there are also several opportunities for improvements that would benefit future interns overall learning experience. The interns could be better supported by providing a short orientation or onboarding session for interns. This could potentially outline the Procurement system, key department processes and the tools that will be used frequently. Having something structured for this purpose would help get the interns onboarded faster and have an overall better experience as the learning curve is lessened, especially for interns who may not be used to corporate systems and/or procurement process. Having a designated mentor or go to person who can act as a point of contact can significantly improve an intern's ability to get their questions answered. Overall, the team was supportive of my needs, however, if interns had someone designated as a mentor or supervisor would help them catch up faster, provide more confidence and provide better feedback on their work.

Aside from the orientation and onboarding support, potentially provide interns with more of a roadmap of what they will be working on and what their expected deliverables are during with the department. Again, I understand the flexibility that is necessary however, providing interns with some kind of structure could help with time management and ensure interns are participating in the right priorities with the department. Check ins every week or every other week could help interns properly manage their own workload and priorities, while staying connected to the department priorities. This would help them not only to learn and catch but also to provide better informed contributions during the time of their internship.

These small, but meaningful modifications can go a long way in making the internship opportunity even more meaningful and impactful for both the interns and the organization.

Chapter 2: Organizational Overview

2.1 Company Introduction

Operating as one of the largest Non-Governmental Development Organizations in the world BRAC Bangladesh has four major programs that serve 3 audiences: the incomeless population needing financial resources while conducting social development work for poor people and providing rural landless communities through its women's empowerment programs. The pairing of microcredit with health and education initiatives combined with training programs at BRAC allows for transformation to happen while also enabling people to build resilience for their environment. In developing countries like Bangladesh, in addition to undeveloped countries, NGO is a common way to provide essential humanitarian support. The term Non-Government Organization is defined as a not-for-profit Agency which fulfils social purposes and does not provide financial benefits to sponsors, but serves the public interest according to the social science dictionary. The existing of an NGO in Bangladesh allowed women to achieve empowerment through creating multiple career opportunities to locals. There are many, many people all over the world who have no access to food or clothing, and no education, and no access to basic health facilities. The principal mission of NGOs in Bangladesh entails developing poor deprived populations who are financially disadvantaged. The operations of BRAC extend to all 64 districts of Bangladesh through their activities in microcredit services and health care and education provision and training for the nation. Throughout 2022 BRAC successfully provided healthcare services to 65.6 million people and WASH (Water Sanitation Hygiene) facilities to about 316,000 individuals (BRAC, 2020). A total of 4.8 million women learned financial literacy and the organization provided psychosocial and social and economic reintegration support to 6,200 returnee migrant workers and trafficking survivors. BRAC provided assistance to forty percent of all people living in Bangladesh.

2.1.1 History of BRAC

BRAC was founded in 1972 by Sir Fazle Hasan Abed as a response to the devastation caused by the Bangladesh Liberation War. After initial short-term relief project, BRAC quickly realized the need for long-term solutions to address countries' poverty and economic instability. From the mid-1970s to the early 1980s, BRAC adopted a flexible and holistic approach for the rural development, which soon became internationally popular. BRAC expanded its reach and operations by focusing on women empowerment and providing them with access to economic and social resources. BRAC's adaptive strategies and commitment to learning from experience have allowed them to scale their project and make the best possible outcome from it. This is why by 2002, BRAC began its first international operations in Afghanistan, implementing successful models in the middle of unstable economic, political and conflict-ridden conditions. BRAC International, is BRACs extension version set up as a non-profit foundation in the Netherlands, governs and manages all BRAC entities outside Bangladesh, except for its affiliates. It works like a same non-profit organization as the run their operation in Bangladesh holding a mission to empower people and communities who are under poverty line, illiteracy the rate is high, disease, and social injustice and inequality among the peoples. BRAC International most operates is based in countries across Asia and Africa, where most of the deprived community are living are committed to give them continuous support learning, and meet the needs of diverse communities with humanitarian support. BRAC operation in different continues is proven to reduce poverty, reaching over 130 million people worldwide and contributing significantly alleviating other societal issues and working for the global development alignment.

2.1.2 Vision, Mission and Values

VISION

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

MISSION

Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realise their potential.

VALUES

Integrity
Innovation
Inclusiveness
Effectiveness

2.2 About BRAC International

BRAC International operates as a separate branch of BRAC and is responsible for overseeing all international program work in various partner countries. Before starting a new entity or country course of action, a formal proposal must be submitted to and formally approved by the headquarters of BRAC International in Bangladesh. The central office of BRAC International oversees all recruitment and selection activities in the respective countries, but it is also responsible for all financial transactions, reporting procedures, and establishing salary structures and employee benefits for every international entity. Concerning financial governance, BRAC International is involved in both fund management and capacity-building. BRAC International is also responsible for training in cooperation with Senior team members; the communications department delivers training to staff members targeted to best prepare them to train the field staff. The department is also in charge of human resources policy and procedures, aiming to develop a consistent human resource development policy across countries. BRAC Bangladesh participates in deliberate and strategic market-deliverable discount field work, follow-up investment decisions by occasionally commissioning more significant discount involvements, and if warranted, appoint empirical country analyses as interim-coordinating directors. A subsiderate of a global initiative is BRAC International Holdings B.V (BIHBV), a non-profit organization established to assist people from disadvantaged communities with access to sustainable income-generating opportunities. BIHBV's mission is to provide access to microfinance services that will (re)empower women, provide financial literacy, and improve the living standards of people that are less fortunate than ourselves.

BRAC has grown its microfinance initiatives since its first tran-national expansion in 2002, BRAC microfinance now has expanded internationally into six different national jurisdictions across Asia and Africa and services more than 650,000 clients, with that more than 96% of them women.

[illegible]

2.2.1 Major Programme details of BRAC International

Agriculture, Food Security and Livelihood

Hunger around the world presents a major global crisis. A factors of varieties have intensified the crisis; climate change decreased causing agricultural productivity; food delivery systems collapsed by inefficiencies; inflation; inadequate transportation networks; and social and political instability. While there is potential to increase agricultural innovative technology through productivity, many parts of the world are still disturbed by food insecurity because they cannot access or afford innovative technologies. Addressing food availability and stability globally will require continued promotion of sustainable agricultural practices and equitable distribution practices. Efforts like these must involve collaboration across multiple sectors as well policy engagement. Despite producing an approx 80 percent of the food in Asia and Africa, smallholder farmers remain vulnerable to the safety of the foods and extreme poverty due to poor environment and challenges. BRAC's Agriculture, Food Security, and Livelihood (AFSL) programs address these issues by providing climate-resilient tools, building supply chains to link farmers to markets, and supporting farmers to grow their earnings. An emphasis is placed on empowering marginalized sectors of society, including women and youth, in the informal economies of these communities (BRAC International, 2019). Agricultural productivity in many developing countries is greatly below potential due to a multitude of constraints including: limited access to education and training; limitations on the use of modern agriculture tools and infrastructure; the increasing impact of climate change; and exclusion from financial systems. For example, in Tanzania where more than two-thirds of the population lives poorly in rural areas, and depends predominantly on subsistence farming, agriculture is a lifeline to communities, yet also a barrier to poverty alleviation. To address this, BRAC has been piloting tried and tested agricultural models from Bangladesh in multiple geographical contexts, locally, and newly in Africa. Agricultural extension programs in Tanzania have demonstrably increased both livelihoods and food security outcomes. Gulesci (2017) found the program had increased participation in commercial farming over 10% in those households. Additionally, for every dollar spent on the program, participating farmers produced an additional \$1.15 in agricultural output. This represents a 50% increase in productivity compared to the control group, although farmers reported on average nearly 98 additional hours of work, meaning increased productivity for these farmers came at a cost. Time is an additional factor to assess when looking at a change in smallholder agriculture and livelihoods, as programs have transformative power if potential smallholder farmers can be in the business of agriculture for rational and sustainable livelihoods. These findings on productivity, time, cost and impacts to their livelihoods do illustrate how agricultural smallholders switch their orientation to an emergent economic reality.

Education

Educational deprivation continues to be a huge issue in many low income countries, because of underfunding, inadequate infrastructure, and chronic resource deprivation. In these situations, children often have no choice but to work in order to eat. As a result, they are unable to access formal education. Political instability and conflict can also destabilize schooling systems, adding to the difficulties of providing consistent, high quality education. Cultural traditions and structural gender inequality further limit an opportunity to learn for females, especially in rural or marginalized communities. To shift these challenges needs broadening access to education and equity and inclusivity for all the learners. To take these issues, BRAC partnered with the Mastercard Foundation to implement the Scholars Programme in Uganda. This was designed to support students' transition from secondary to higher education and potential employment opportunities.

Under the Scholars Programme approximately 70% of students who transitioned from primary school after passing their primary school leaving exams and started in secondary school, benefited from long-term financial support. They received funding for six years relieving the economic burden on families while students pursued education without the interruptions associated with education cost. (“Increasing Agricultural and Livestock Productivity Of Marginalized Smallholder Farmers in Tanzania”) 2021. BRAC has been upfront to look at gendered barriers to education. We recognize that gender norms provide barriers, sometimes leading to girls marrying and having children early, particularly young girls. BRAC worked and provided innovative learning with a focus on inclusion and building resources with the help of communities by including various stakeholders. One such stakeholder, the Foreign, Commonwealth & Development Office (FCDO) provided much support in partnership with BRAC's Girls' Education Challenge (GEC) project. This direct activity helped to support and benefited 15,900 girls aged between 12 and 18 about both primary and secondary education supports. When you break it down, there were 13,950 girls in grades 5 and 6, with the remainder (1,950) were out-of-school girls to reintegrate their learning for secondary education (Gulesci, 2017). We designed interventions focused on the needs of at-risk girls, in turn we continue to achieve a quit larger goal commensuration the purpose of closing the gender gap in education and enabling young women through learning.

Health

In many developing nations of the world public health constitutes a persistent issue in part on account of the fragile health systems and limited availability of basic health services. These problems are sometimes compounded by vast malnutrition and high incidence rates of infectious diseases, resulting in a cycle of poor health and life of diminished quality. If these issues addressed successfully will require systemic changes to health systems and improved access to preventive and curative health services to underserved populations. BRAC has made significant advances in closing these gaps through their community-based health work. A key aspect of their community-based health programs is to invest in local women, training them to be the first point of care in health systems. These community health volunteers provide support with basic medical care, they identify health risks and can refer to formal health-care services when necessary. Their areas of intervention include maternal and child health, family planning, nutrition education, and ultimately disease prevention. In addition, allowing these volunteers to supply health commodities at low-cost, provides them with a modest income while also enabling them to support their communities. Since 2017 BRAC has improved the ability of health workers by providing them with a mobile based digital application to help record and monitor health data for almost 500,000 households. The data obtained has improved the care of pregnant women, newborns, and children with preventable diseases (malaria, pneumonia, diarrhea) significantly (Health – BRAC International, 2021). This is a new approach that demonstrates that digital health interventions with community-based care that can help improve health outcomes in low-resource settings.

Ultra-poor graduation

This UPG was developed in Bangladesh in 2002 through BRAC as an innovative response to extreme poverty. Since BRAC initiated the UPG, it has gained significant international notoriety, and over 100 organizations in nearly 50 countries have adopted it. Following the initial success in Bangladesh and the positive results of pilot projects abroad, BRAC

International (BI) began scaling this model in earnest - formally launching it in 2009. To date, the Graduation program has been implemented in numerous countries in Asia and Africa including Afghanistan, Pakistan, South Sudan, Liberia, and Uganda - reaching more and more extremely vulnerable people across a range of socio-economic contexts (Ultra-Poor Graduation – BRAC International, 2021).

The Graduation program also stands out for its tailored approach to supporting people living in ultra-poverty, with needs both immediate and in terms of sustainable management. Participants are first provided with a consumption stipend, so they can purchase the essential items for survival, such as food, after which productive assets in the form of livestock, tools, etc. were provided to support income generation. BRAC also provides comprehensive training in financial literacy, business devices, and savings. During the program, participants also receive continual mentoring, alongside psychosocial support. This program is holistic, so that participants acquire a livelihood, and can achieve sustainable independence from poverty and successful reintegration into the formal economy.

Youth Empowerment Programme

BRAC, in addition to poverty alleviation, is investing in its future with the Youth Empowerment Programme as it predominantly works with young people and adolescent girls in marginalised communities. The Youth Empowerment Programme creates safe spaces, inclusive opportunities and enables young people to participate in educational and empowerment opportunities through educational and empowerment activities together. This Programme currently combines learning modules, mentoring and community and is based on three components: resilience and self-esteem, access to education, and economic independence. Overall, BRAC has been a supportive partner for young people who are developing important life skills such as leadership, decision making and interpersonal skills. Within the programme, young people were learning about reproductive health and rights, gender norms and personal rights and responsibilities, extending their ability to traverse and manage complex changes in an evolving social world. The offered activities in this programme are created to be participatory the main activities include: storytelling, sport, games, and positive peer conversations to support their experience of socialising and relationship building. with this process BRAC is intentionally creating a holistic context by engaging local leaders, family and community and verifying and sanctioning acts of their actions by others within their expanded social networks to gain additional levels of verification and/or legitimacy. women (Youth Empowerment – BRAC International

Microfinance

BRAC has a variety of financial products designed for low-income communities, which contribute to long-term financial resilience and inclusive economic development. The microfinance program is the cornerstone of BRAC's plan for community empowerment and is designed with the clients as the center of service delivery, in ensuring that they are accessible and that there is change for the least served and marginalised in the community. By the end of the reporting period, December 31, 2022, the microfinance program was able to focus on gender, rural populations, and low-income populations:

As of December 31, 2022, 96%, of the 69,160 clients reached by the program, were female, 57% were from rural environments, and 70% were living on less than \$5.50 a day. The results of the clients supported by the microfinance program in 6 countries showed that 78% reported that they did not have any other means to access the financing and thus, the Bridging organization is contributing to the bank markets by providing financial services to underserved communities (BRAC International Microfinance, 2022). The microfinance program operations from BRAC International is conducted through decentralized network of the independent entities and registered in their respective BRAC International is a nonprofit organization. The main goal of BIHBV is to make women in rural and remote areas financially included, which is done through offering microloans and savings products to impoverished women to give them the tools they need to become financially self-sufficient.

Ultra-poor graduation initiate

The fight against extreme poverty remains a leading goal of our time with over 700 million people currently living under the severe poverty and inequality, with an estimated additional 50 million added by December 2021 (BRAC Ultra Poor Graduation Initiative, 2024). In response to the global crisis, BRAC's Ultra Poor Graduation Initiative (UPGI) offers a revolutionary solution to enable the most poor and vulnerable communities to break the cycle of extreme poverty and achieve economic independence. It considers three key components of interest: livelihood development, social protection and financial services access to assist individuals in creating sustainable livelihood only and enabling greater resilience. The UPGI is unique, as it focuses not just on direct service delivery but on enabling others to act. Since it was established in 2016, the UPGI has consistently placed an action emphasis on working with governments and development partners across Africa and Asia to design and implement locally adapted Graduation programs. These partner interventions seek to equip institutions with proven tools, accelerative guidance and technical assistance to assist with embedding poverty alleviation strategies within their existing structures. The UPGI has a goal of supporting 4.6 million households escape extreme poverty by 2026 and is committed to systemic change. The initiative aims to include Graduation principles in national regulations and public programs for the ultra-poor to ensure solutions are scalable and sustainable (Ultra-Poor Graduation – BRAC International, 2021b). In this collaborative and holistic manner, BRAC is building a global movement toward equity and dignity for the poorest of the poor.

Mastercard Aim programme

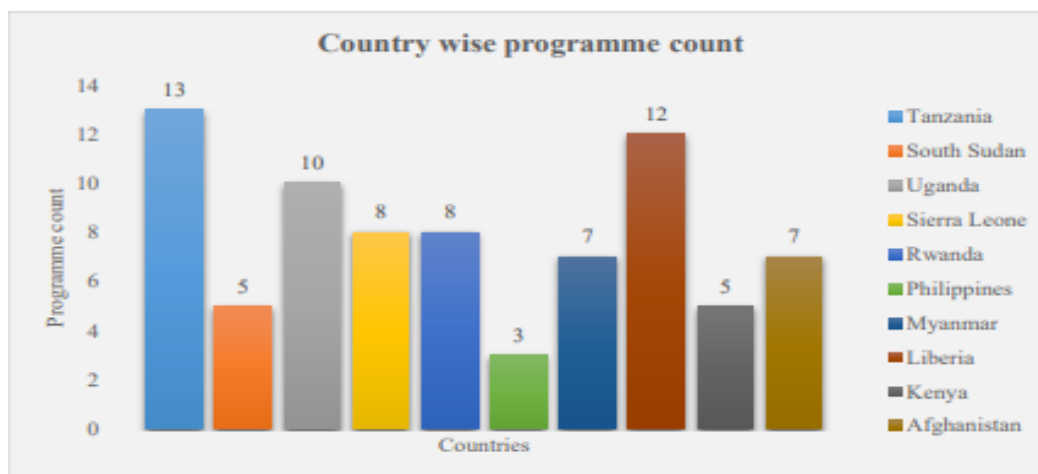
The Accelerating Impact for Young Women (AIM) initiative, a collaboration of BRAC and the Mastercard Foundation, is an ambitious, seven-nation initiative that visions to empower 1.2 million adolescent girls and young women (AGYW) across Africa. Knowing that adolescent girls and young women face a lot of obstacles, AIM provides support for different

stages of their life. They will provide pathways towards self-sufficiency and economic inclusion through a mix of training in entrepreneurship, employability, and life skills.

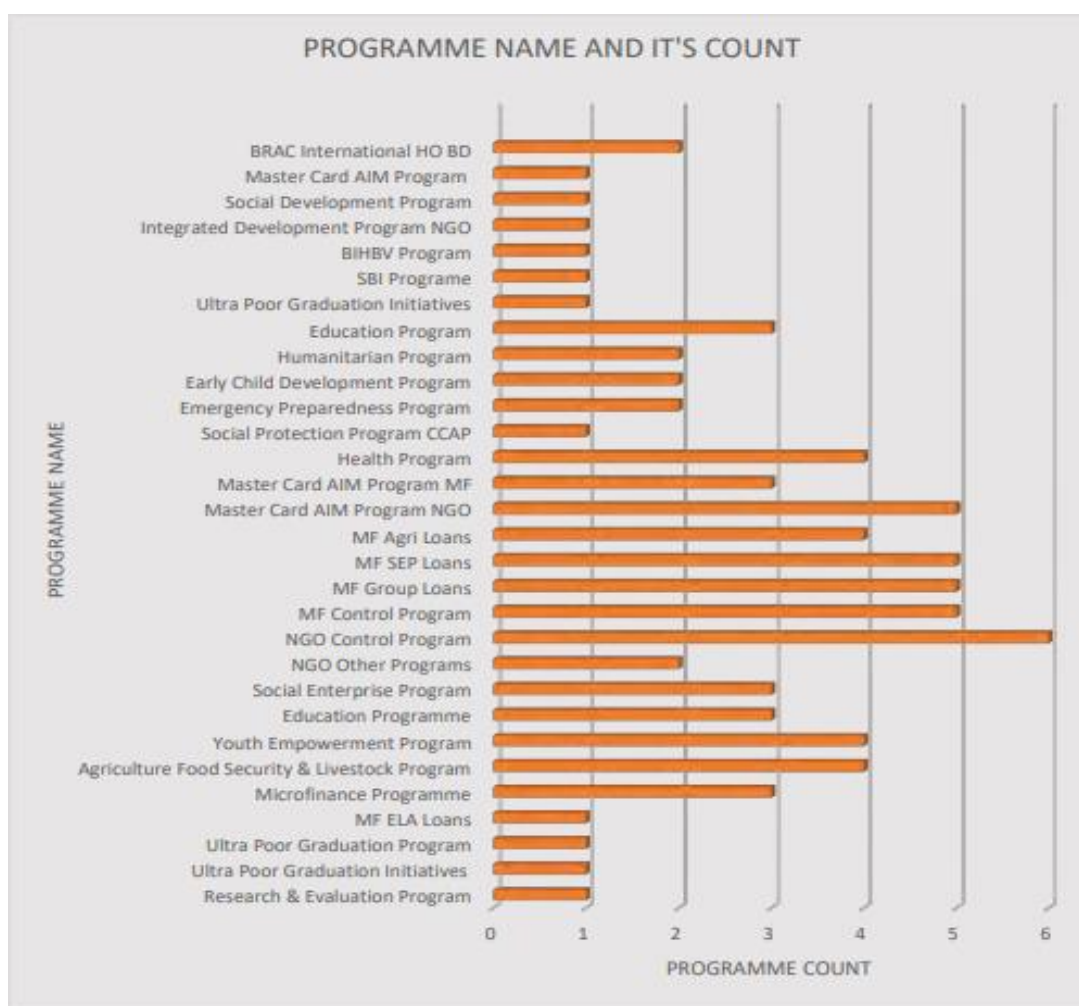
For girls aged 12 to 17 who are currently in school or able to return to school, AIM provides educational support, life skills sessions aimed at building confidence, peer mentorship networks, and basic financial literacy training. The aim of intervention aimed at adolescent girls is to keep them in school while developing young girls' confidence and knowledge to make informed life choices.

For girls aged 15 to 17 who have not been in school for barriers such as early pregnancy or caring for family, AIM takes a different approach. The aim here is to restore their confidence and provide them with tools and skills that lead to generating income to become financially independent given their circumstances.

Young women between the ages of 18 and 35 gets benefited from the program through an expanded ways focused on building life skills, social awareness, and entrepreneurship. Young women engage in livelihood, starting small businesses, and being more involved as decision-makers in their communities. A very relevant aspect of the program involves gender-sensitization initiatives focused on developing respectful relationships and social understanding for young men and women. With this systemic model, girls can advocate for themselves, while contributing to a more inclusive social environment that has gained critical acceptance for their social role potential (Accelerating Impact for Young Women - BRAC International, n.d.).



At a glance of country wise programme count



Name of Programme Operates by BRAC International

(Programme counts are highly inconsistent, it can change any time based several factors)

2.2.2 About Corporate Affairs Department

The Corporate Affairs Department at BRAC International is key to supporting the overall efficiency and effectiveness of the organization's operations internally. As the hub of administrative and technical support, the department is responsible for everyday and strategic efforts happening behind the scenes at BRAC International, allowing the organization to exemplify professionalism and impact.

Administrative & Logistical Support

The services rendered by the administrative team can sometimes be lost in the hierarchy of priorities across an organization as they are not as overt as the digestible pieces of the organization. The administrative team undertakes a host of operations tasks. From those operational activities, the administrative team support onboarding activities, to ensure that staff have a workstation, proper equipment and transportation to ultimately attend an orientation. An important function of onboarding is to ensure Staff have everything possible organized to set them up for a successful start. The administrative team is always on top of the operations side of the floor overseeing asset management, floor space arrangements and furniture, equipment maintenance tracking, coordinating when and with whom to renew leases on office space, organizational logistics for field mission and official visits, as well as promoting the organization in many different places.

Travel and Visa Coordination

This unit manages the complexities of travel, both at home and internationally, ensuring that travels for both employees and visitors are as trouble-free as possible. The unit manages ticketing, travel fund management, and fully supports our travel visas, which includes liaising with embassies, applicable government clearances (for example: MoHA, MoFA), and arranging on-arrival visas. Not only does this unit fix issues that arise, they primarily ensure that every travel is taken without interruptions, especially for senior leadership and international visitors.

Procurement Functions

Procurement operations at the Head Office are managed through a process of scrutiny with some concern about transparency and compliance. The department serves all procurement activity within the organization providing initial instructions to teams and country offices. Their role encompasses all areas of the procurement framework from hands-on assistance with sourcing to setting up procurement training for departments. This makes all visible transactions, creating opportunities for improvement anywhere purchases are made internally and ensuring damages incurred represent a reasonable value, conforming to internal processes and regulations from external bodies. Enabling the credibility and efficiency of BRAC International's financial systems and operational systems, robust procurement practice is key.

High-Level and Immersion Visits

Corporate Affairs holds responsibility for dignitary and leadership visits and create meaningful and impactful itineraries in partnership with programme units and the Advocacy team. And the

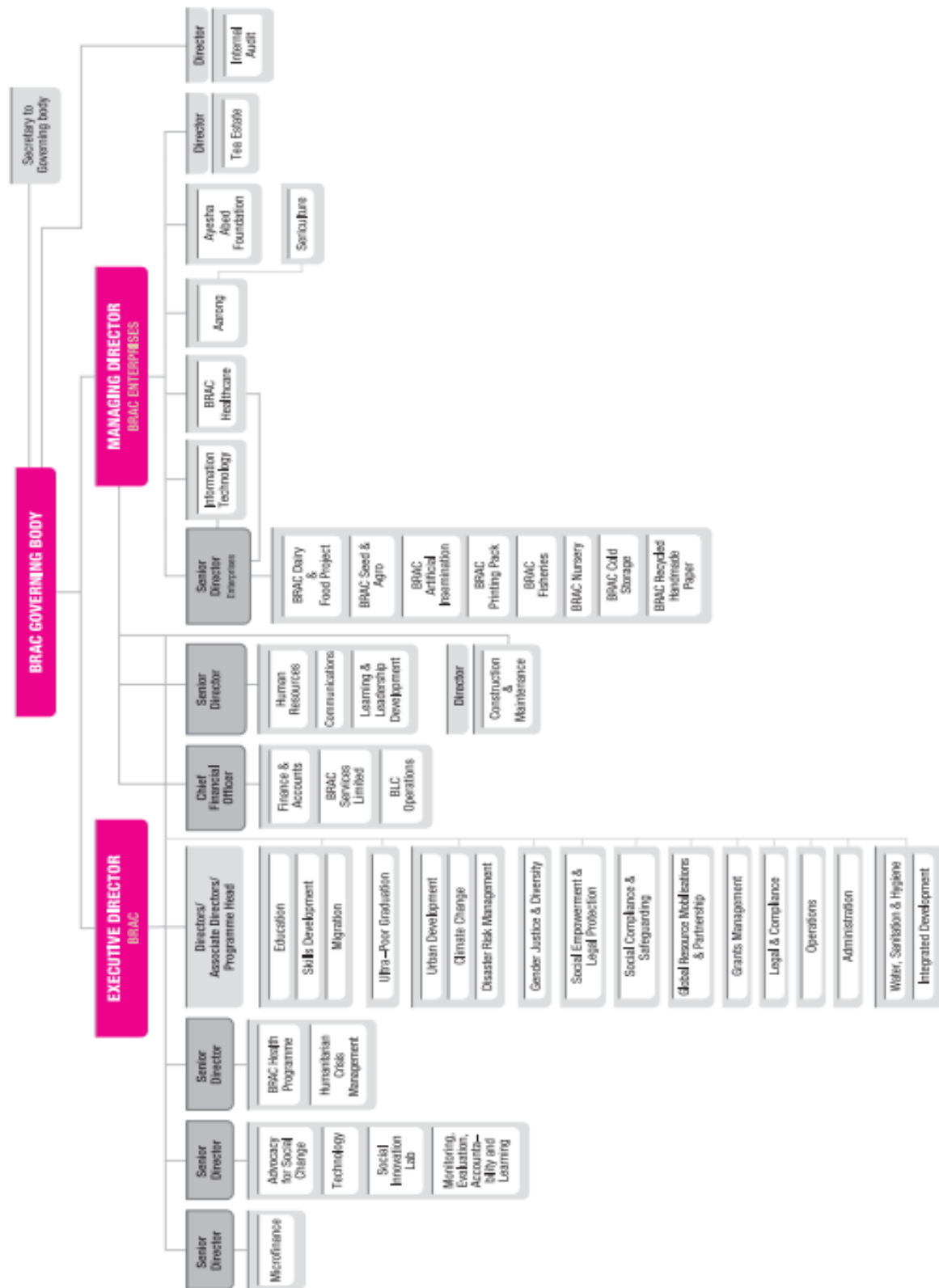
immersion visits, which occur approximately every two months, are also carefully developed to showcase the follow up, values, and strategies of BRAC International. They also allow stakeholders to be engaged and trained to bridge the practical divide between executive decision making and the day-to-day working realities of the field for clarity of the work that the organization does.

Safety and Security Oversight

Safeguarding the staff is still a priority. The department applies emergency and safety protocols and raises staff awareness through emergency preparedness training. A lot of the department's work is about collaboration with country offices to implement safety and security plans that are appropriate for their context. This proactive work by the department helps staff work safely, for both the headquarters and field work; and when crises arise reminds of the mechanisms to act promptly.

Overall, the approach to Corporate Affairs and the breadth of work creates a valuable system of support for BRAC International. The department's work is about delivering on outstanding operational effectiveness, encouraging collaboration across teams and supporting the organization's ability to respond to both internal and external demands. More than a service unit, it illustrates the strategic backbone of BRAC's broader mission to deliver sustainable social benefits to the world.

2.2.3 Organizational Structure



2.3 Management Practices

2.3.1 Leadership Style

Starting out as an organization in Bangladesh, BRAC is one of the largest non-governmental organizations in the world, with a presence in many countries. As BRAC has grown and developed its work, the leadership styles have also shifted considerably to align with the grand scale and complexity of the work it undertakes. Whereas BRAC could be thought of as operating from a linear, mechanistic model based on a normative structure, BRAC uses a more contextual model that incorporates a range of leadership styles depending on the specific context and challenges of the operation.

i. Participatory (Democratic) Leadership

BRAC tends to emphasize a process of collective decision-making, including aspects of its programme design and implementation. This process brings together a variety of participants such as employees, members of the local community, and programme beneficiaries to express their opinions. Stakeholders' participation ensures an increased sense of ownership at the grassroots level, and that programme interventions are designed based on local realities.

ii. Contextual (Laissez-Faire) Leadership

In other contexts, BRAC may operate with a high degree of autonomy for its regional offices, or local leadership teams. As BRAC is an international organization, this enables the respective teams to respond better to a combination of cultural, social, and operational specificities to the country. Local staff have decision-making powers since they have the contextual knowledge of doing business in that environment.

2.3.2 Human Resource Planning

I. Recruitment and Selection Process

BRAC operates within a structured recruitment process that differs depending on the position, function and contract type. Despite this process, there are two hiring processes that tend to be most consistent: intern recruitment and the appointment/renewal of contract staff. These processes offer clarity, fit the needs of the organization, and adhere to policy.

II. Training and Development

BRAC is heavily invested in the ongoing professional development of its staff. The Learning and Development Unit is responsible for this training, which varies across BRAC's many operational contexts and jobs. While the training will differ for different types of positions, formats and content will vary based on the work. BRAC's commitment to creating a learning environment supports staff's growth in terms of their technical and leadership skills, their ability to adapt to technology, and their ability to respond to shifts in the industry. Employee development improves staff capabilities and, above all, helps with retention when highly motivated, high-performing individuals who share the philosophies and values of BRAC are attracted to the organization.

III. Compensation System

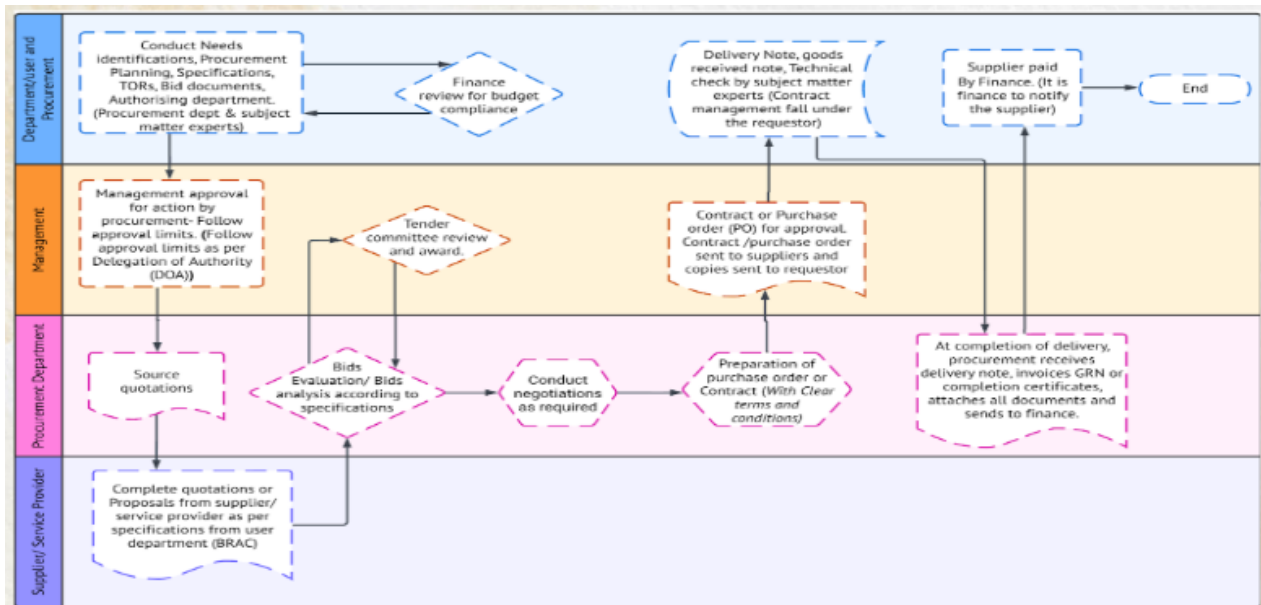
BRAC uses a role-based compensation system that is structured according to pay grades and pay levels. Employees have a defined base salary and high performing staff are rewarded using a performance-based incentive system to reinforce a meritocracy. In addition, BRAC offers a variety of non-monetary benefits, including comprehensive health insurance, flexible hours to pursue personal commitments, support for professional development including certifications and training, and a provision for emergency access to funds. Staff are entitled to two days off per week, and can carry over unused leave from year to year. Paid time-off for holidays and medical reasons help promote a successful work/life balance.

IV. Performance Appraisal System

Performance review at BRAC is executed using a structured appraisal system to improve accountability and enable development. Employees have clearly defined objectives at the beginning of every cycle, and the achievement of objectives is monitored continuously throughout the cycle, with regular feedback provided by supervisors, and a tracking of performance. Evidence of expected performance can often include revenue of programme level, response to fundraising performance, and measurable impact. Staff are requested to be active participants in the appraisal process by discussing their success, working towards improvements throughout their MID process, and actively engaging with supervisors. The organization has adopted a systematic approach to evaluating, assessing and documenting and developing staff performance at all levels using the Performance Management System (PMS) tool.

2.3.3 Procurement Practices

BRAC operates a procurement system based on the principles of transparency, efficiency and accountability to achieve a responsible procurement of goods and services. The procurement process begins with identifying the needs of the end-user followed by a procurement process that includes budgetary review, approvals by management, access of suppliers to compete for contracts, and the conclusion of the contract. Throughout the procurement process all parties involved such as the requesting departments, procurement team, management and vendors have articulated responsibilities which provide transparency and accountability at every stage of the procurement process. In addition, throughout the procurement process, the Delegation of Authority (DOA) from the organization is applied which helps to support ethical supplier selection, minimize institution.



I. Needs Identification and Strategic Planning

At BRAC, the procurement process starts with the Procurement Committee, technical team members, and the requesting departments working together to establish the technical requirements, delivery timeframe, and understanding of expectations. Identifying the needs of the aligned stakeholders puts everything in place for planning the annual procurement plan for the organization, ensuring compliance with internal policies and external regulations. Involving stakeholders in the process at this stage plays an important role in preemptively thinking about potential barriers or challenges as well as establishing more accurate estimates for budgets and the costs of various activities.

II. Budget Scrutiny and Management Approval

All procurements must go through a financial "check-up" with finance. In a procurement "check-up," finance must confirm that funds are available, appropriate cost estimates are made, and that everything falls in accordance with BRAC's internal financial policies. Once confirmed, the procurement request will then go for approval following BRAC's Delegation of Authority (DOA) process. The two-phase process establishes a financial "checkpoint" that provides assurances of accountability and reduces the risk of unauthorized expenditures.

III. Supplier Engagement and Competitive Procurement

In the interests of fairness and market competitiveness, BRAC's Procurement Department mails out Requests for Quotations (RFQs) or tenders to suppliers from the approved supplier database. All quotes are first reviewed to ensure they are complete and reasonable, and then for compliance with our conditions of contract. The next step is to evaluate the shortlisted bids in a technical and financial review conducted by the Tender Committee. This multi-step process increases transparency and provides assurance that the best vendor is selected.

IV. Contract Execution and Monitoring Deliverables

When the vendor is selected, BRAC will draft a detailed contract (or Purchase Order) that specifies every detail of the agreement including the deliverables; the payment conditions; any timelines; and performance benchmarks. The procuring process representatives and subcontractor will execute the agreement. As deliveries are received, procurement staff will confirm receipt with documentation like Goods Received Notes (GRNs) for Record and the technical team will have confirmed quality and compliance. If there are discrepancies the appropriate corrective measures will be taken.

V. Processing and keeping payment records

Once deliveries are received and accepted, all records that can include but is not limited to delivery logs, notes logged from inspections, vendor invoices are submitted to the Finance Team. Payments are processed according to pre agreed terms, and the vendors are notified with confirmation of remittance. All records will be retained and stored in the BRAC's archiving system to ensure shared traceability, licensing audits, and identification of continual procurement improvements.

2.4 Communication Practices

2.4.1 Communication Strategy

As BRAC does not work in a traditional product or service-based business model, it is also defined by its marketing which is predominantly communication-based. In line with its business model, BRAC strategically communicates its values, strategies and impact to stakeholders, beneficiaries, and partners through strategic communication. Rather than moving product or selling a service, BRAC's communications focus is on awareness, advocacy, and public engagement as a means to extend the possibilities for the organization to reach others and attract potential participants, beneficiaries and partners. In summary, BRAC works to communicate with its audience through this lens to the extent that it serves its purpose to guide social development. This communication therefore to the extent that there are some similarities, is very different than that of traditional commercially defined marketing promotions. BRAC's communications strategy is developed around and organized in its mission to influence meaningful social change, contribute to policy change and create lasting impact in communities.

2.4.2 Target Customers, Targeting, and Positioning Strategy

In nonprofit entities like BRAC, donors are the primary customers since they are the source of revenue that sustains the organization and its impacts. Donors come in different footprints: individual donors may be cash contributors with ongoing support or single-use cash contributors; high-net-worth individuals frequently donate large philanthropic cash gifts; and businesses

contribute as part of a corporate responsibility program. Volunteers also exist as the people who work with NGOs and contribute their time to work for free, as an expression of civic duty or desire to address urgent social needs. Community members also participate in activities and events led by the NGO, extending the organization's grassroots outreach and building social capital. Partnerships can also extend the reach of the NGO. Corporate partners can be involved as productive members sometimes using in-kind contributions or co-implementing development projects. Likewise at times, BRAC might collaborate with other nonprofit organizations on joint programs, thus extending social impacts. Public figures—celebrities, influencers, advocates, etc.—may similarly contribute to elevating awareness of and legitimacy of the organization, and thus can amplify differentiate. Finally, while the general consuming public is not necessarily often viewed as a donor or a volunteer, it does represent an additional customer as a stakeholder. They get benefited from BRAC's involvement and sometimes serve as informal ambassadors, supporting the NGO's objectives through word of mouth and peoples endorsement.

2.4.3 Communication Channels

Digital communication is one of the primary mediums of engagement for nonprofit organizations such as BRAC, to connect with their various stakeholders, ensure transparency and foster trust with the public. A website serves as a beacon of information to LEAP's (Learning, Evaluation and Performance) audience ranging from overviews of programs, existing or past impact stories, donation buttons, or find volunteering or employment opportunities. The website places everything wanted and needed for the interested audiences supporters, beneficiaries, and future partners all in one place to discover. Social media outlets are quite cleverly utilized strategically for visibility across BRAC. Facebook is primarily used for community-building, marketing events, and relaying impact stories, which connect with supporters' emotional sentiments. Instagram acts as a visual storytelling device by using a curated set of images and short videos to best capture fieldwork or human-centered impact. LinkedIn predominantly provides professional connections for recruitment and talent, offers policy briefs or annual reports. YouTube is used to document longer form video segments that hand in hand with the other collaborations/impacts of BRAC's various projects. In addition to the previous platforms, BRAC also utilizes blogs/content marketing to publish longer articles about its programs highlighting long term impact, as well as touching on broader social issues relevant to its overall mission. These stories play an important role in sharpening audience knowledge and consolidating the organization's thought leadership in the development sector. Similarly, direct communication vehicles, including phone calls and SMS, still help build personalized outreach. These are important at engaging regular donors, and when it comes to relationships, they reinforce engagement relationships by making the meaning of communications more personal.

2.4.4 Advertising and Promotional Strategies

BRAC campaigns are focused on specific development agendas. Their online fundraising and crowdfunding activities are usually goal-oriented which ensures that every campaign strives to meet community organizational agenda goals. These efforts enable BRAC to marshal resources from a

global donor community. These strategic collaborations with business partners are also key in advancing BRACs outreach. The partnerships are designed to achieve mutual advantages for businesses who receive visibility through alignment with a reputable non profit and BRAC who gains additional resources, expertise, or marketing support. To broaden its outreach and focus on important messages, BRAC works with public figures and celebrities as well as social media influencers. This helps BRAC reach wider constituents and enhance the campaign's credibility as well as emotional appeal. The organization keeps its mission tact and identified through branded items like T-shirts, mugs, branded stationary, and other products. These items create awareness about BRAC and help the sense of community among its stakeholders and staff. These campaigns strategist works on digital marketing techniques which is also important for BRAC. On social media and through search engine optimization (SEO) we are able to target ads to get different parts of BRAC to relevant audiences. BRAC also uses its research findings and media coverage to continuously drive organic traffic through its platform, and helps develop its reputation through credibility and transparency. At BRAC, we allow research to inform our decisions and hold press conferences or high visibility events to announce major milestones, initiate new projects, or show the impact/outcomes of a project. They are used as a vehicle for stakeholders to learn about our work in some cases, but primarily they create public engagement and create media visibility.

2.5 Financial Performance of BRAC International

2.5.1 Ratio analysis

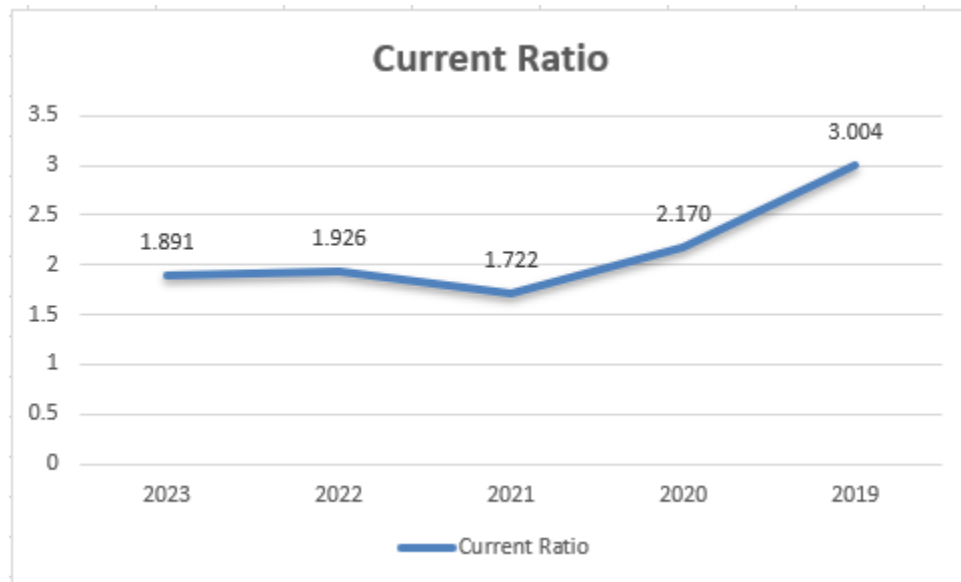
A liquidity ratio considers cash available or current assets that can be quickly turned into cash in defining a firm's ability to pay short term financial obligations. It shows if the business is in a position to take on more debt that has to be settled in the near future. Liquidity measures are very important because they show whether or not an organization is able to honor its obligations to pay debts which is fundamental because any organization that is economically sound can be deemed bankrupt if they fail to fulfill their obligations. The most commonly used liquidity ratios are the current ratio and the quick ratio.

Current ratio = Current assets / Current liabilities

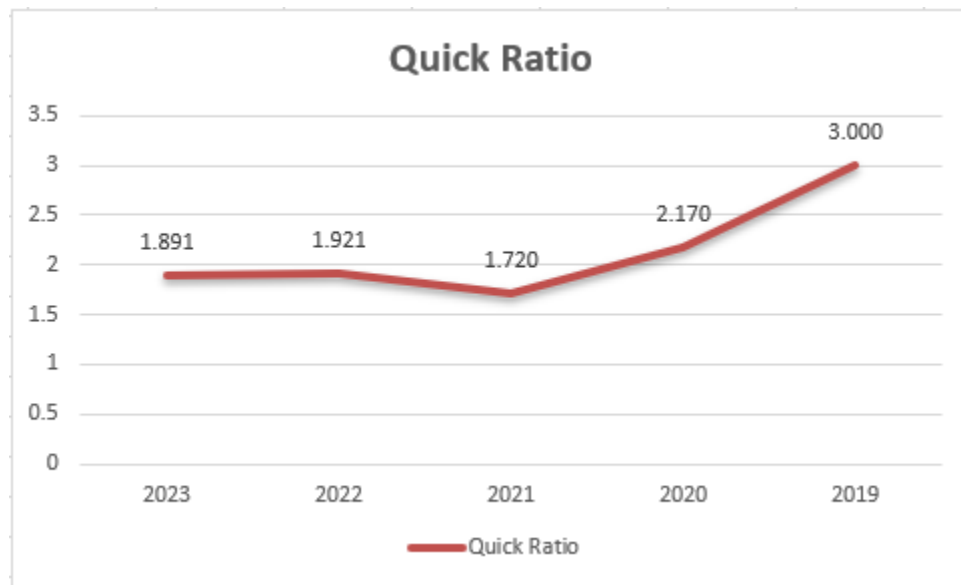
Quick ratio = (Current assets - Inventories) / Current liabilities

For Year	Current Ratio	Quick Ratio
2023	1.891	1.891
2022	1.926	1.921
2021	1.722	1.720
2020	2.170	2.170
2019	3.004	3.000

Note: Information is taken from the annual report of BRAC International from 2016 to 2021.



For the 2022–2023 period, BRAC International’s current ratio stood at 1.891, a slight decrease from 1.926 in 2021–2022 and indicative of a modest tightening of liquidity. In 2021–2022, the ratio had climbed to 1.926, up from 1.722 in 2020–2021, reflecting a meaningful improvement in the company’s capacity to meet short-term obligations. The 1.722 ratio recorded in 2020–2021 was sufficient to cover liabilities but marked a decline from the 2.170 achieved in 2019–2020, when BRAC enjoyed a robust liquidity position. The 2.170 ratio in 2019–2020 remained below the five-year high of 3.004 reached in 2018–2019, a period that demonstrated the firm’s strongest solvency. Prior to that peak, the current ratio registered at 2.766 in 2017–2018 signifying solid liquidity, albeit marginally lower than earlier levels and at 2.429 in 2016–2017, confirming a consistently sound capacity to satisfy short-term debts.

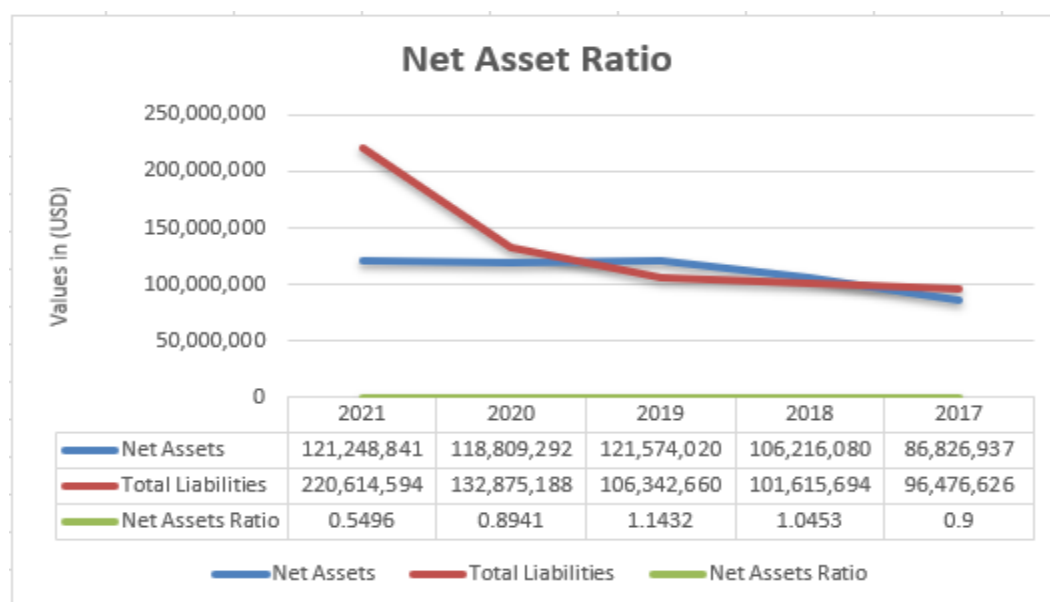


For the 2022–2023 period, BRAC International’s quick ratio stood at 1.891, a slight decline from 1.921 in 2021–2022 and indicative of modestly reduced liquidity. In 2021–2022, the ratio of 1.921 represented a meaningful improvement over the 1.720 recorded in 2020–2021, when the firm still maintained enough liquid assets to cover each dollar of short-term liabilities despite a downward shift from the prior year. The 1.720 ratio in 2020–2021 followed a 2.170 reading in 2019–2020 another strong liquidity position, albeit lower than the 3.000 peak reached in 2018–2019, which showcased BRAC’s highest quick-asset buffer in the five-year span. Before that apex, the quick ratio measured 2.670 in 2017–2018 still robust but marginally below earlier levels and 2.410 in 2016–2017, confirming a consistently sound capacity to meet immediate obligations.

2.5.2 Net Asset Ratio

For Year	Net Assets Ratio
2021–2022	0.4631
2020–2021	0.5496
2019–2020	0.8941
2018–2019	1.1432
2017–2018	1.0453

Note: Information is taken from the annual report of BRAC International from 2017 to 2022 by calculating Net assets and Total liabilities.



The net assets of the company kept increasing from 86.8 million USD in 2017 to 121.2 million USD in 2021. From 2017 to 2020, there was a gradual increase, after which there was a slight downfall in 2021. Total liabilities decreased drastically from 220.6 million USD in 2021 to 96.4 million USD in 2017, with the most significant fall being between 2020 and 2021. This

indicates a decrease in the overall company liabilities between 2020 and 2021. Net Assets ratio talks about the proportion of net assets to total liabilities. A higher ratio means a sounder financial position. In the year 2021, this has been 0.5496, which means net assets covered approximately half of the total liabilities. It increased significantly in the year 2020 to 0.8941 and reached the peak in 2019 to 1.1432, meaning that in 2019, the net assets of the firm outweighed the liabilities.

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

2.5.3 Du-Pont Analysis:

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

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

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

For the year 2021,

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

For the year 2020,

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

For the year 2019,

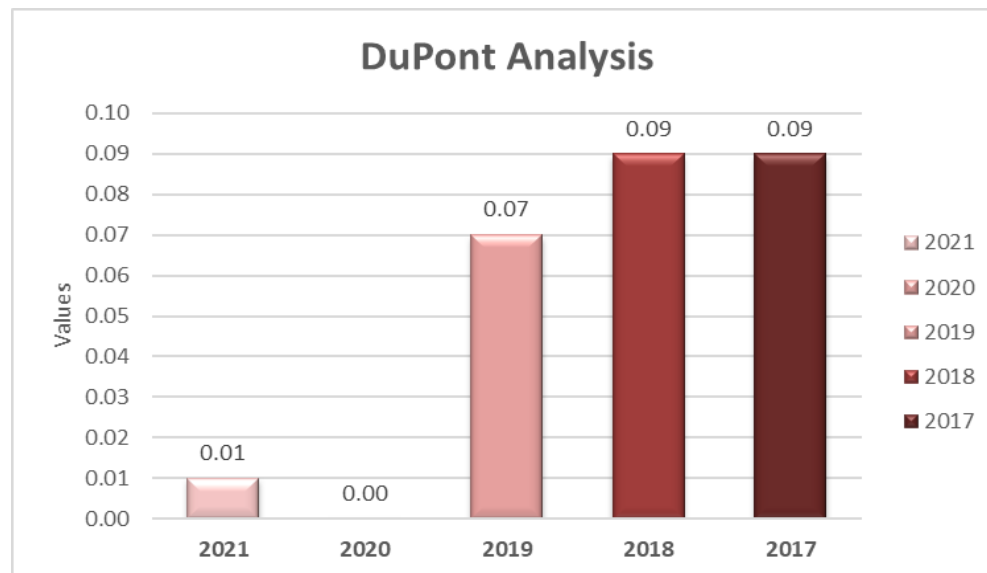
2019 Fiscal Year	
Particulars	Amounts
Grant Income	37,140,000.00
Service Charge Income	59,112,000.00
Other Operating Income	9,483,097.00
Total Revenue/Income	105,735,097.00
Net Income	13,137,960.00
Net Income Margin	0.12
Total Assets	227,916,680.00
Asset Turnover	0.46
Total Liabilities	106,342,660.00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

For the year 2018,

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

For the year 2017,

2017 Fiscal Year	
Particulars	Amounts
Grant Income	43,603,033.00
Service Charge Income	52,676,880.00
Other Operating Income	6,345,994.00
Total Revenue/Income	102,625,907.00
Net Income	19,026,046.00
Net Income Margin	0.19
Total Assets	183,303,563.00
Asset Turnover	0.56
Total Liabilities	96,476,626.00
Net Assets	86,826,937.00
Financial Leverage/Equity Multiplier	0.9
DuPont	0.09



*Note: Information's are taken from annual report of BRAC International from year 2017 to 2021 by calculating "ROE = Net Income Margin * Asset Turnover * Financial Leverage".*

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

2.5.4 Accounting Practices in BRAC International

BRAC International follows a formal and transparent accounting framework in complying with national and international governance requirements. BRAC International uses the accrual basis of accounting in identifying its revenue and expenses in the period when they are earned and incurred, albeit not necessarily when cash is exchanged. The accrual basis provides a more accurate assessment of position and performance and complies with the matching concept. The financial statements of BRAC International are prepared in accordance with Dutch GAAP, specifically Part 9 of Book 2 of Netherlands Civil Code. BRAC International also applies Guideline 640 as issued by the Dutch Accounting Standards Board, which is designed specifically for non-profit organizations; It should also be noted that BRAC International uses particular aspects of IFRS where appropriate i.e. IFRS 9 for financial instruments, to provide further robustness to its reporting. For the management of assets, BRAC International uses the straight-line method for the depreciation of tangible assets. Under this method, the expense recognition of an asset is done evenly over its useful life, reflecting the predictable systematic reduction of the asset's book value. The organization regularly reviews the useful life and residual value of its assets, making reasonable a project changes as appropriate and is reasonable in terms of the changed use and to reflect new technology. BRAC International uses the accounting cycle to account for all its financial transactions from the inception of recording the transaction to making the financial statements, which include the balance sheet, income statement, cash flow statement, statements, and notes to the accounts. Financial statements, prepared to initiate the accounting cycle help users of the financial statements understand how the organization used its funds. The financial records maintained by the organization can be relied upon ('properly maintained') because BRAC International employs regular internal controls, maintains an audit trail, and obtains an additional external evaluation of its financial reporting annually.

Apart from the empirical reliability of the financial records, BRAC International is also committed to complying with the financial reports to be fully transparent and accountable to its donors, regulators, and other interested stakeholders. The organization provides a lengthy disclosure on some of the most significant areas of the financial statements in its annual report, which at minimum includes revenue recognition, resource function and expense allocation, reserves and surpluses. This disclosure lends credibility to the funding and spending of its donors and stakeholders throughout the year. Transparency, accountability, use of donors' money/sources, and integrity reflect positively on the working operations of the finances governed by BRAC International.

The accounting methods utilized by BRAC International demonstrate a conscientious effort to maintain accuracy, transparency, and compliance with widely recognized standards of financial reporting. BRAC International will comply with Dutch GAAP and only include IFRS guidance as it relates to the nature of its operations. With a documented audit process in place, BRAC International is confident about maintaining the integrity and reliability of its financial reporting.

2.6 Operations Management and Information System Practices

Unlike other large organizations, BRAC should manage its substantial data flow, store information, and use software for lots of organizational needs. Since BRAC operates internationally, an online-based database is really important for staff to access data from anywhere in the globe. Considering country demographics, internet access availability, and software literacy to ensure that all staff can use the system easily through BRAC. Some of the systems and methods are given below.

Marketplace

Digital Marketplace is an online procurement platform designed to streamline and digitize the organization's purchasing processes. It enables vendors to register, submit bids, and participate in tenders electronically, thereby enhancing transparency and efficiency in procurement activities. The platform supports real-time tracking of procurement statuses and maintains a comprehensive audit trail of transactions, aligning with BRAC's commitment to operational excellence and accountability.

Orbit

Orbit is a web-based enterprise platform developed and maintained by BI's IT division that consolidates key back-office functions (finance, procurement, human resources, document management and program reporting) into a single system. Through Orbit, staff can initiate and route purchase requisitions in line with the Delegation of Authority, upload and share tender documents, track the status of bids and approvals in real time, and maintain a full audit trail of transactions and tasks. By automating multi-stage workflows, enforcing policy controls and providing dashboard-style visibility, Orbit enhances operational efficiency, transparency and compliance across all BRAC International units.

Oracle

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

SAP

SAP is a globally recognized provider of ERP systems and services used by numerous companies. They offer a variety of ERP solutions, allowing organizations to subscribe to the specific services they need. BRAC uses SAP SuccessFactors, a comprehensive suite of cloud-based human resource management software, to manage their workforce efficiently and to determine staff performance goals and compensation.

Jira

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

KoboToolbox

KoBoToolbox is an open-source tool for collecting and analyzing field data. It is primarily used in humanitarian, development, and research contexts. BRAC relies on field data to gather accurate information before making any major decisions. Using this toolbox, BRAC can create complex survey forms with various questions. KoBoToolbox facilitates collaboration among multiple users on data collection projects, with permissions set to control who can view, edit, and manage data. It also supports geographical data collection, visualizing data on maps, which provides real geolocation data.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis



Strengths:

Over 50 years, BRAC has built a strong reputation earning trust from different communities in Bangladesh through impactful societal contributions. BRAC staff are experienced, have fieldwork exposure, enabling them to collect accurate data, build strong relationships with people, and enhance impact through instant action. BRAC has expanded its organizational model over traditional NGO development sectors into different areas such as banking, social enterprise. This diversification allows BRAC to use different human resources and expertise across other entities. Internationally, BRAC operates in dozens of countries, boosting its brand reputation as a leading NGO. Emphasizing a holistic approach, BRAC works with education, healthcare, livelihoods, research, and gender equality to achieve a great impact and give them strength to compete with other NGOs.

Weaknesses:

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

Opportunities

BRAC can expand even further by leveraging its capacity and experience operating in several countries to fill unserved areas globally. New technologies will improve the efficiency of service delivery, as well as assist in data management and communication, which will help make projects more saleable and realize more impact. By partnering with governments, corporations, and other NGOs, BRAC International can also tap into their diverse pool of rich resources. With BRAC's deep experience in the field, they can advocate policy changes to support communities and will be better able to get sustainable development on their way.

Threats

BRAC do experience competitions from organizations such as Save the Children, UNICEF, Red Cross, and many other local and International NGOs. As the competition increased due to other NGOs, government or private sector projects can reduce funding sources, and outreach can be impacted. Additionally, local laws and regulations referring to foreign NGOs can be limiting as BRAC works in the many countries.

2.7.2 Porter's Five Forces



1. Threat of New Entrants (Low):

Launching a new non-governmental organization requires resources, credibility and a strong network of contacts. BRAC's long history in the field makes it difficult for others to enter. As well, laws governing NGO operations in Bangladesh are strictly regulated and each NGO must comply with various laws an NGO will be a challenge for a newcomer. In addition, BRAC has developed connections with community agencies, government agencies, and international funders, which adds another layer of difficulty for new NGOs that lack these networks, relationships and local knowledge.

2. Bargaining Power of Suppliers (Medium):

High-level funders heard from, e.g., donor agencies, governments, and private foundations, can greatly influence BRAC, because of the money they provide. Nevertheless, BRAC has such wide-ranging support that it filters the influence of high-level funders rather well. Local partners, e.g., NGOs, community-based organization and suppliers have moderate influence over BRAC. With BRAC's scale and purchasing power they have some leverage. Volunteers and staff have a very

important role in BRAC and they had some bargaining power especially those who had unique skills or expertise.

3. Bargaining Power of Buyers (Low):

BRAC often serves communities and individuals that have few other options for the range of services it provides, which include education, healthcare, and economic development programs. These groups can exert some influence on BRAC, particularly with respect to funding priorities and program design, but BRAC is in a strong position to negotiate and secure funding on terms that are favorable to it, given its credibility and established record of effectiveness.

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

Because of the resources at its disposal, BRAC pursues an extensive number of programs and projects. The programs which BRAC implements are unique, and most NGOs do not have better alternatives to offer. Moreover, BRAC's commitment to provide integrated services and engage the community is also unique. While some of BRAC's other NGOs may have substitutes from using new technologies and offering service delivery in a different way, BRAC's history of innovating and adapting limits the risk of this occurring. Consequently, it is difficult for other NGOs to offer substitute services.

5. Industry Rivalry (Medium to High):

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

Given this overview, we conclude that BRAC can focus on its long-term strategy and growth potential. BRAC has a strong bargaining position when engaging its customers, or beneficiaries. BRAC's services are significant and will not be lost or easily replaced, so demand remains steady. BRAC must also carefully manage its supplier relationships to ensure that costs do not rise or suppliers do not drop out of the supply chain. To keep the competitive advantage that will inevitably

arise with any change in BRAC's market, BRAC needs to continue to innovate and improve.

2.8 Summery

This Chapter 2 has offered a robust description of BRAC International and organizational structure, with a specific focus on the Corporate Affairs Department's functions. As a global organization, BRAC International works within a wide array of country contexts that warrant coordination and administrative congruence. With this consideration, the Corporate Affairs team supports this coordination by facilitating procurement processes, administrative logistics, travel logistics and operational documentation as supportive tasks to ensure delivery of programme across countries are operational and within limits for compliance.

This chapter also described aspects of practical and procedural procurement processes in the organization and the role of digital tool evolvment such as ERP. Understanding of workflow with structure around procurement depends on key cooperation and the interplay the units of procurement, finance, and administrative units are structured. Beyond this nerdy detail, the chapter conveys the need for digitization as a platform, and how to go about this, as an organization first in general policies and an organizational culture level, there are issues in balancing centralization of policies with local operation adjusting field related impacts impacting planning, organisation design and ultimately suitability for ERP Procurement Module implementation and use.

In summary, this chapter provided a strong contextual background to the ERP implementation initiative outlined in subsequent chapters. It has shown the internal features, common practices, and cross-functional connections that need to be taken into account in relation to major technology shifts such as an enterprise system. The organizational information presented in here provided a broader appreciation for institutional readiness for change, which is a main factor for effective ERP adoption for Procurement and other related departments.

2.9 Recommendations/ Implications

To advance operational effectiveness and exploit the full potential of ERP integration, some strategies could be suggested for BRAC International on the basis of the findings of this chapter. First and foremost is to intensify the core communication and internal awareness on the ERP implementation. Not all country office staff know exactly how new functionality will affect their daily tasks. Clear communication, timely updates, and feedback loops will build ownership and minimize fear and resistance to change.

Second, better cross-functional teaming and integration across departments – especially between procurement, finance and IT – will be a critical enabler in aligning business processes with the capabilities of ERP systems. Engaging these departments in the decision making and platform design stages will help ensure the platform meets real-world operational needs without duplication or disconnect between departments. This will also help information alignment, as well as enable better data integration and accountability.

Finally, the company should institutionalize continuous training and capacity-building after the initial onboarding. Since the development sector is a high turnover industry and because large scale is required in the development sector, one-time training is not enough. Regular booster sessions, peer learning, and on-the-fly help resources such as short video tutorials or manuals—will encourage ongoing system use and compliance with the procurement rules. The investment will enhance system take-up as well as position BRAC International with the necessary long-term operational resilience and digital maturity.

Chapter 3: Project Part

3.1 Introduction

The broad presence across numerous countries notwithstanding, BRAC International currently has a highly limiting HR control mechanism simply because of the large employment engrossed under each entity and its Programme. This deficiency undermines BRAC's ability to generate timely, fact-based decisions, which hinders operational effectiveness and strategic decision making. To this end, BRAC International recently commissioned a project to implement a new HRMS system that is more suited to its global level way of transacting business. Project 4, on the other hand, is faced with serious challenges in project life cycles (planning, execution, control and monitoring) and it needs careful attention to plan the successful implementation and integration because it runs across the entire countries in which it operates.

Many issues can be encountered in the life cycle process such as, poor integration of the updated HRMS system into present system and process. For instance, a need for large amounts of training for staff based in various countries. There were technical difficulties in the deployment of updated HRMS-ERP, and the necessity for ongoing support and feedback was constant. And Coordination issues due to the project in different lifecycle phases in the different Regions.

BRAC International started its operations in Afghanistan as its first international venture. BRAC has since grown to work in over 12 countries. Facilitating HR operations and effective monitoring of staff performance is proving to be a bit of a nightmare for BRAC as it expands worldwide. Big corporate houses and NGOs requires ERP systems in order to operate efficiently and take business decisions & budgeting planning and monitor the performance of organization as whole. The BRAC had an ERP HRMS system before, however, now the system needed some key changes. Consequently, BRAC International initiated the implementation of a new Procurement ERP system that seeks to be the common HR information standard across all countries of operation.

3.1.1 Background and Problem-statement

BRAC, which is known as one of the world's largest non-governmental development organizations, has grown out of Bangladesh to offer health, education and other services to communities throughout Asia and Africa. BRAC works in both a country level branch and an international headquarters structure with a wide array of social development interventions, including micro-credit, education, ultra-poor graduation programs, and youth empowerment programmes. Given the increasing magnitude and complexity of its operation the efficiency in its internal management especially in areas such as the human resource, procurement, communication and donor relationship can not be underestimated. Even with the strong brand and systems of BRAC, working across countries with different regulatory frameworks and cultural norms creates particular operational challenges. The pressing need for more efficient staff management, procurement process, donor communication and digital integration mean there is a never-ending cycle of change and refinement. Also, the residence in Bangladesh is supposed to serve BRAC VAN and the International Head Office of BRAC (where field support has the flexibility – in concept though – to gain and give support to decentralize and centralize at the same time, but this has room yet to be implemented).

Therefore, the study was objectively launched to inform the understanding about how important functional departments-such as Corporate Affairs, Communications, Procurement, Human Resource- impacts the efficient and responsiveness of BRAC International.

It also questions whether current operational approaches meet the needs of the organization, as well as its partners and the populations they effect; or, is the organization in fact constrained by its operations.

3.1.2 Objectives of the Study

Broad Objective

To examine the ERP Procurement Module's design and implementation at Stichting BRAC International, with a focus on the requirements-gathering, major obstacles encountered during development, and the general benefits for procurement operations in the head office.

Specific Objectives

1. To examine the existing procure-to-pay lifecycle and understand how the new ERP Procurement Module will enhance and simplify this cycle.
2. To identify and rank the HFoS such as supplier management, sourcing, contract management, and spend analytics with input from procurement stakeholders across BLAC International.
3. To identify the primary issues and threats experienced during the requirements and development phases and how these were managed.
4. To know what training, guidance, and change management is necessary for successful ERP implementation by the purchasing team as well as other end-users.

5. To assess what value, it might derive in operational terms - namely, it could mean a boost in procurement efficiency, better compliance, enhanced visibility of data, and perhaps even a greater degree of user engagement with the procurement module.

3.1.3 Significance of Study

Deploy an advanced, full blown ERP Procurement Module to replace manual processes and cut down the dependency on systems like Excel and Google Sheets. By automating the mundane day-to-day work, procurement teams will have a greater opportunity to focus on the bigger strategic picture such as maintaining their supplier relationships and managing the most essential categories. Having one set of procurement system for all the countries will ensure that the approval process, contract management and compliance are standardized. Direct access to spending and supplier performance data enables management to make faster, informed decisions—empowering them to control budgets more effectively, and reduce off-policy spend. User friendly ERP system will also enhance staff experience by providing clear purchase requests updates and smoother inter-department, inter-regional offices communication with programmed teams. With time, the results from the ERP rollout are expected to become clearer: faster processing, fewer errors, stronger compliance and deeper data insights. These returns will in turn provide economic saving and improved belief and buy-in from stakeholders in support of BRAC International’s mission and efficiencies.

3.1.4 Scope of the Study

This study primarily focuses on BRAC International’s Head Office support functions and how these systems facilitate the organization’s global operations. It explores the operational scope and impact of departments such as Corporate Affairs, Human Resources, Procurement, and Communications. Practices for hiring and choosing employees, systems for training and development, performance management frameworks, procurement processes, safety and security protocols, and internal and external communication channels are some of the specific areas of analysis.

The research also considers the alignment of these functions with BRAC’s mission and values, particularly in terms of responsiveness to field needs, donor accountability, and operational transparency. While the study is rooted in the Head Office context, it draws reference from how these systems influence or support field operations across countries in Africa and Asia. However, it does not attempt to evaluate the country-level programmatic outcomes in detail or measure beneficiary-level impact, as those fall outside the administrative focus of the research.

3.2 Literature Review

ERP

From basic automation tools to integrated platforms that oversee entire organizational processes, enterprise resource planning (ERP) systems have undergone significant evolution in recent years. According to Gupta and Misra (2020), contemporary ERP systems integrate finance, logistics, human resources, and procurement into a single, centralized solution that facilitates strategic decision-making. ERP platforms are now more flexible and scalable thanks to the integration of cloud computing, artificial intelligence, and real-time data processing (Ben-Daya et al., 2021). Improved data visibility, increased process efficiency, and lower operating costs are all advantages for organizations that use ERP systems. But even with these improvements, ERP implementation is still difficult because it frequently calls for a lot of planning, resource investment, and customization (Tajudeen et al., 2022). Organizational operations can be significantly improved in a number of ways by implementing an ERP system. Tangible benefits often include substantial reductions in lead times, with some implementations showing improvements of up to 60%. Businesses may also experience on-time delivery rates nearing 99%, along with noticeable gains in sales performance and efficiency. ERP systems can help increase inventory turnover by approximately 30%, shorten production and operational cycles by as much as 80%, and reduce the volume of work-in-progress items by 70% (Tarhini, A. (2022). Beyond these measurable outcomes, organizations frequently report enhanced customer satisfaction, stronger supplier relationships, increased agility in responding to market changes, reduced costs related to quality issues, more efficient use of organizational resources, greater data accuracy, and more informed decision-making processes. Furthermore, the misalignment between organizational needs and ERP features frequently leads to implementation delays or partial adoption (Almajali et al., 2022).

Project Management in ERP Implementation

Effective project management is a foundational pillar for successful ERP implementation. ERP projects are often large-scale, cross-functional, and long-term, requiring meticulous planning, defined roles, and continuous stakeholder engagement. According to Rahman et al. (2022), robust project governance frameworks that include time management, risk assessment, and performance tracking increase the chances of successful ERP rollouts. Senior management support plays a crucial role in resource allocation, conflict resolution, and organizational buy-in (Wibowo & Taufik, 2021). Involving users early on in the ERP selection and process redesign process also promotes ownership and reduces change resistance. Project objectives, progress, and challenges must be transparent throughout the implementation lifecycle, and communication strategies must be clear, ongoing, and tailored to various stakeholders (Sharma et al., 2020). Another crucial element is training; companies that make investments in continuous user education and post-go-live assistance are more likely to see faster adoption rates and more seamless transitions (Hoque & Rahman, 2023).

ERP Adaptation Challenge

ERP adoption has many obstacles that, if not adequately addressed, could jeopardize success despite the possible advantages. Organizational resistance, which frequently results from a lack of training, a fear of change, or unfamiliarity with new systems, is one of the main challenges (Wibowo & Taufik, 2021). Acceptance may also be hampered by cultural mismatches between local work

practices and standardized ERP procedures, particularly in global or mission-driven nonprofit organizations (Tajudeen et al., 2022). Implementation is made harder by technical problems like data migration, system compatibility, and dangers related to cybersecurity. In addition, a lot of businesses minimize the total cost of ownership, which consists of ongoing expenditures like staff training, vendor support, and system upgrades in addition to the initial investment (Hoque & Rahman, 2023). Project delays, interrupted operations, and in certain situations, total project demise, can result from a failure to acknowledge these obstacles. It is essential to carry out comprehensive readiness assessments, include cross-functional teams in system design, and execute gradual rollouts with feedback loops in order to reduce these risks (Rahman et al., 2022).

3.3 Methodology

Research Design

The quantitative research design used in this study is based on a structured survey that is circulated using Google Forms. Both closed-ended and open-ended questions were included in the survey to gather accessible information about the relative significance of different ERP procurement Expectations for the future system, issues encountered in current workflows, and module features. The inclusion of open-ended questions allowed participants to elaborate on specific concerns or suggestions, enriching the dataset with contextual responses while still remaining within a primarily quantitative framework. This approach provided a comprehensive understanding of user priorities and pain points, enabling analysis through frequency distributions, ranking scales, and categorized feedback summaries. No interviews or qualitative fieldwork were conducted, so the findings rely solely on survey responses to draw conclusions.

Primary Sources

The primary data for this study were collected via a structured Google Form survey distributed among selected BRAC International employees. Respondents included:

- Procurement-involved staff across departments of Head Office (e.g., requisitioners, approvers, finance liaisons).
- Members of the Corporate Affairs Department such as procurement coordinators, logistics officers, and administrative support staff.
- Observations made by the intern while participating in day-to-day procurement tasks (e.g., working with Excel trackers, assisting with ERP testing, and preparing ticketing documentation).

The survey captured quantitative data using Likert-scale ratings to assess ERP module priorities, multiple-choice formats to quantify issues like processing delays and error frequencies, and open-ended responses to surface additional perspectives around training needs or workflow bottlenecks.

Secondary Sources

To contextualize and support the primary findings, a brief literature review was conducted using the following sources:

- Internal policy documents and ERP-related materials, including the "Procurement Register/Procurement Workplan" spreadsheet.
- BRAC International's official website, procurement manuals, and published strategic plans.
- Academic databases and knowledge platforms such as Google Scholar and ResearchGate, with an emphasis on ERP adoption case studies within non-profits and service-driven organizations.

These resources informed the survey design, helped frame benchmark indicators (e.g., industry-standard cycle times), and supported the recommendation framework developed later in the report.

Sampling Method

The research applied a non-probability, purposive sampling method, selecting individuals who are actively involved in procurement-related processes. The sample size was 50 respondents, representing staff from:

- BRAC International's Head Office in Bangladesh (Corporate Affairs and Procurement functions).

This sampling strategy was not intended to be statistically representative of all BRAC employees but was deliberately targeted to gather practical, frontline insights from those most familiar with the procure-to-pay lifecycle and related system challenges.

Limitations

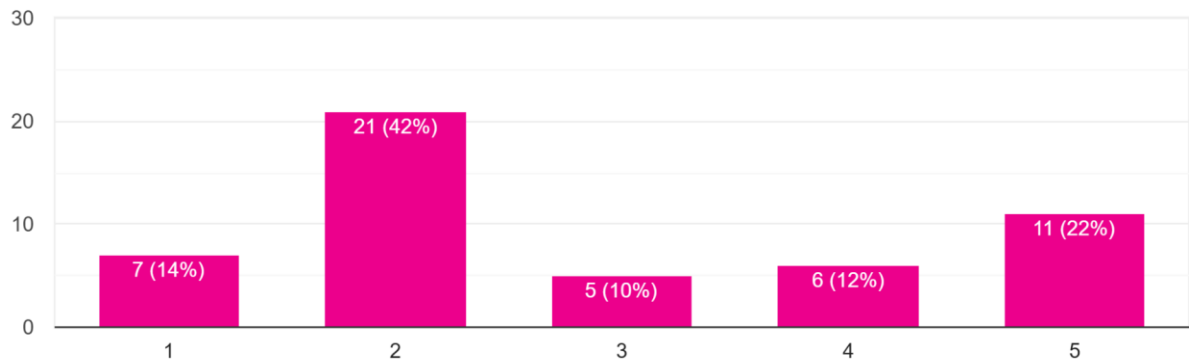
As with any operational study, there were a few limitations. The survey distribution was constrained by time, limiting participation to the head office only. Additionally, internal procurement data and system performance metrics are often confidential, which restricted access to certain quantitative benchmarks. The sample, while relevant, does not include broader end-users such as programme staff who may also interact with procurement outputs. Lastly, because the ERP system was still under development at the time of research, many expected benefits (such as error reduction or workflow acceleration) are based on projections rather than empirical post-deployment outcomes. These limitations were taken into account when interpreting results and proposing recommendations.

3.4 Findings and Analysis

3.4.1 Lack of efficiency of the current (manual) Procurement process.

3. On a scale of 1–5, how efficient do you find the current (manual) procurement process?

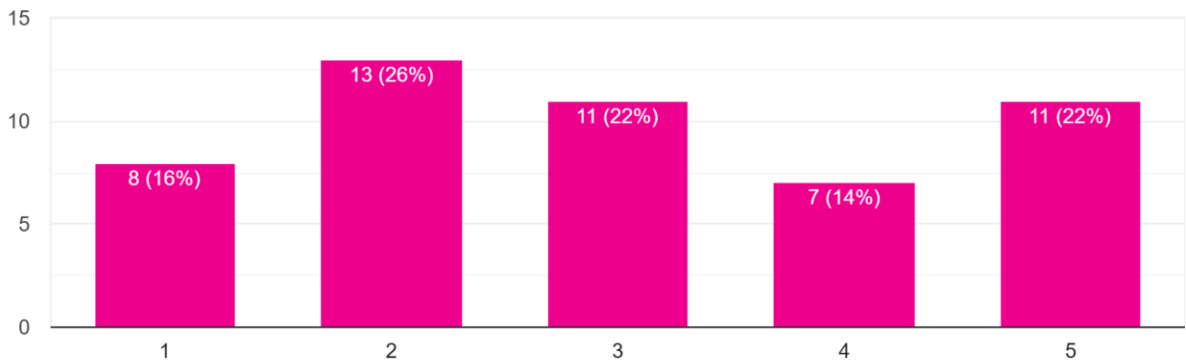
50 responses



Interpretation

The chart shows how respondents rate the efficiency of BRAC International's current manual procurement process. Of the 50 people surveyed, none rated it at level 3, indicating clear opinions on either end. Seven respondents (14%) rated efficiency at 1 and 21 (42%) at 2, reflecting widespread dissatisfaction with manual workflows. Only six people (12%) gave it a 4, and 11 (22%) rated it at the top level of 5, suggesting a small group finds the existing process adequate. Overall, the majority (56%) see the manual process as inefficient, underscoring the need for an integrated ERP Procurement Module to automate tasks, reduce errors, and standardize workflows.

4. To what extent do you agree: "I have clear visibility into supplier information and performance."
50 responses

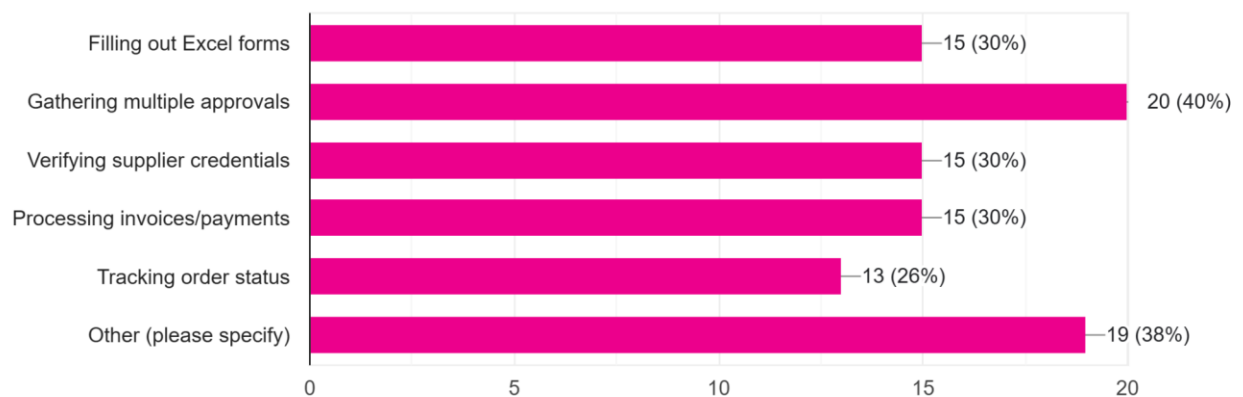


Interpretation

The chart shows respondents' agreement with the statement "I have clear visibility into supplier information and performance." Of 50 participants, 8 (16%) strongly disagreed and 13 (26%) disagreed, indicating over 40% feel visibility is poor. Eleven (22%) were neutral, while only 7 (14%) agreed and 11 (22%) strongly agreed that they have clear visibility. Overall, the plurality view visibility as lacking, underscoring the need for an ERP Procurement Module to centralize supplier data and improve performance tracking.

6. Which of these manual steps cause the most delay? (select all that apply)

50 responses

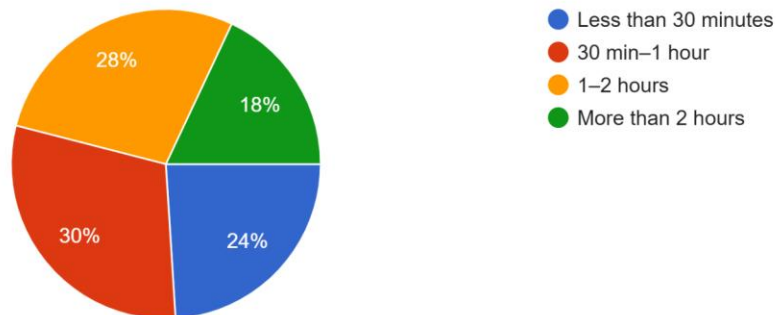


Interpretation

The chart highlights the key manual steps that slow down BRAC International’s procurement process. “Gathering multiple approvals” emerged as the top bottleneck, with 20 of 50 respondents (40%) selecting it reflecting lengthy email chains and paper-based sign-offs. Nearly as many (19, 38%) chose “Other,” signaling additional unlisted hurdles such as missing documentation, inter-departmental handoffs, and ad-hoc status inquiries. Three core tasks “Filling out Excel forms,” “Verifying supplier credentials,” and “Processing invoices/ payments” each drew 15 selections (30%), underscoring the tedium and error-risk inherent in manual data entry and spreadsheet management. “Tracking order status” was also problematic for 13 respondents (26%), pointing to poor visibility and fragmented communication with suppliers. Together, these findings reveal that reliance on Excel/ Sheets and decentralized approval workflows creates significant delays validating the need for an ERP Procurement Module with automated approvals, standardized data capture, and real-time dashboards.

7. Approximately how much time does it take to complete one purchase request?

50 responses

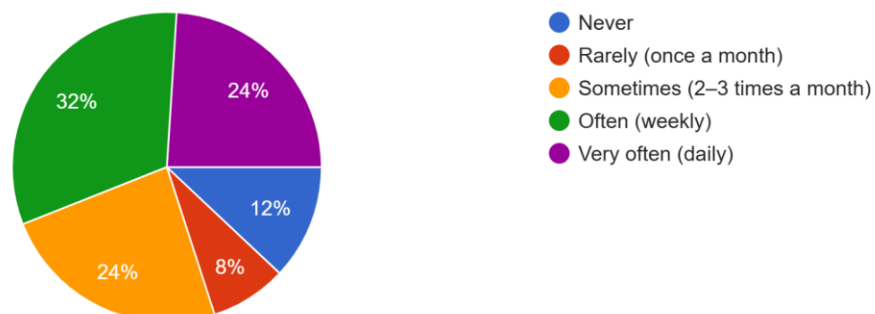


Interpretations

The time-to-complete data reveals that only 24% of purchase requests are finalized in under 30 minutes, while the plurality (30%) take between 30 minutes and 1 hour. Another 28% require 1–2 hours, and 18% take more than 2 hours to finish. In other words, 46% of users spend at least an hour per request, and nearly one-in-five endure multi-hour delays. These extended cycle times reflect the cumulative impact of manual Excel entry, repeated approvals, and fragmented status tracking. By automating requisition creation, routing, and order monitoring, an ERP Procurement Module could drastically shrink these processing times freeing staff to focus on strategic supplier engagement rather than repetitive paperwork.

8. How often do you encounter errors (typos, missing fields) due to manual data entry?

50 responses



Interpretations

This chart drills into how frequently procurement staff at BRAC International wrestle with data-entry mistakes under the current manual process: strikingly, 28 of 50 respondents (56%) report encountering errors “Often (weekly)” or “Very often (daily),” and another 12 (24%) fall into the “Sometimes (2–3 times a month)” camp, meaning just over 80% face at least intermittent data-quality issues, while only 6 (12%) claim they “Never” run into typos or missing fields and a mere 4 (8%) see problems “Rarely.” These figures point to two urgent insights: first, error-risk is pervasive over half the team deals with mistakes multiple times a week, indicating that spreadsheet based requisition forms lack the validation and standardized workflows needed to catch omissions; second, productivity and compliance suffer frequent re-work to correct typos or fill in missing fields not only delays approvals but raises the risk of invoice mismatches, budget overruns, and audit findings. Together, this data makes a compelling case for an ERP Procurement Module equipped with built-in data validation, drop-down menus, and automated field-checks features that can virtually eliminate manual-entry errors and free staff to focus on value-add tasks like supplier negotiation and strategic sourcing.

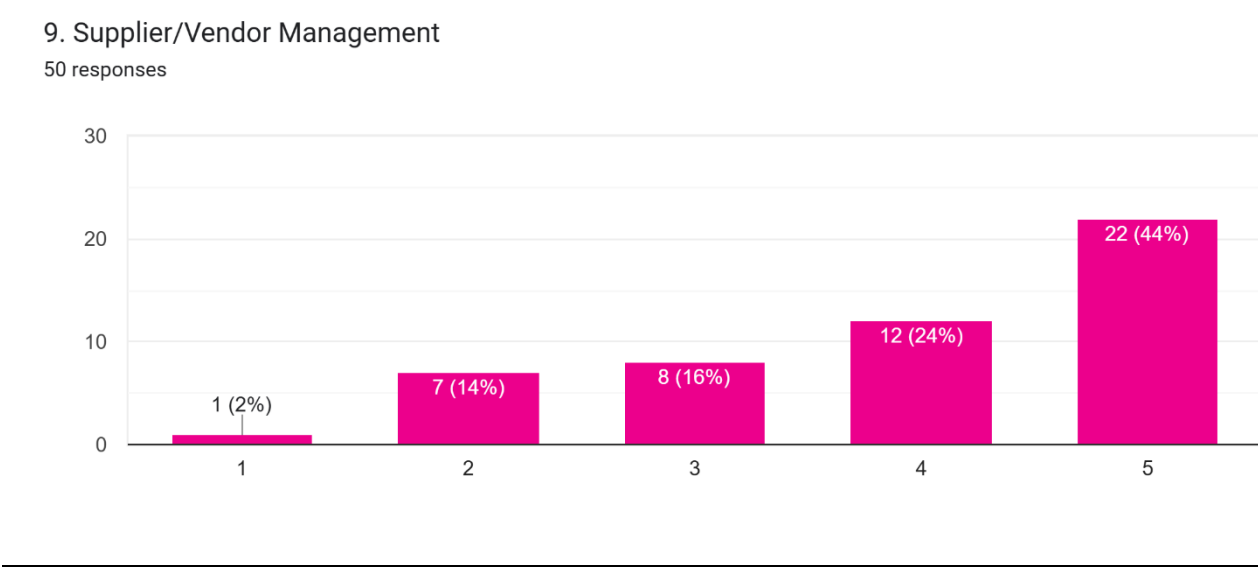
Findings and Analysis

Across five key survey metrics, a clear narrative emerges: BRAC International’s reliance on manual, spreadsheet-based procurement creates inefficiencies, visibility gaps, and error-prone workflows that undermine both productivity and compliance. First, 56% of respondents rated the current process as highly inefficient (1–2 on the scale), signaling widespread frustration with time-consuming Excel forms and decentralized approvals. Second, only 36% feel they have adequate visibility into supplier data underscoring how disparate files and email chains obscure performance tracking. Third, “gathering multiple approvals” (40%) and “other” ad-hoc steps (38%) were named the biggest delay drivers, while routine tasks like data entry and invoice processing each slowed 30% of users. Fourth, nearly half of all purchase requests take at least an hour and 18% take more than two revealing that manual routing and status checks compound cycle times. Finally, over 80% of staff experience data-entry errors at least intermittently, with 56% encountering mistakes weekly or daily.

Together, these findings paint a cohesive picture: the current manual system burdens staff with repetitive tasks, creates bottlenecks in approval and tracking, and allows too many errors to slip

through. Implementing an ERP Procurement Module with automated workflows, centralized supplier management, real-time dashboards, and built-in data validation directly addresses each pain point. Such a system will not only slash processing times and virtually eliminate typos, but also enhance transparency, enforce compliance, and free procurement teams to focus on strategic activities like supplier relationship management and cost optimization.

3.4.2 ERP modules importance for Procurement ERP development

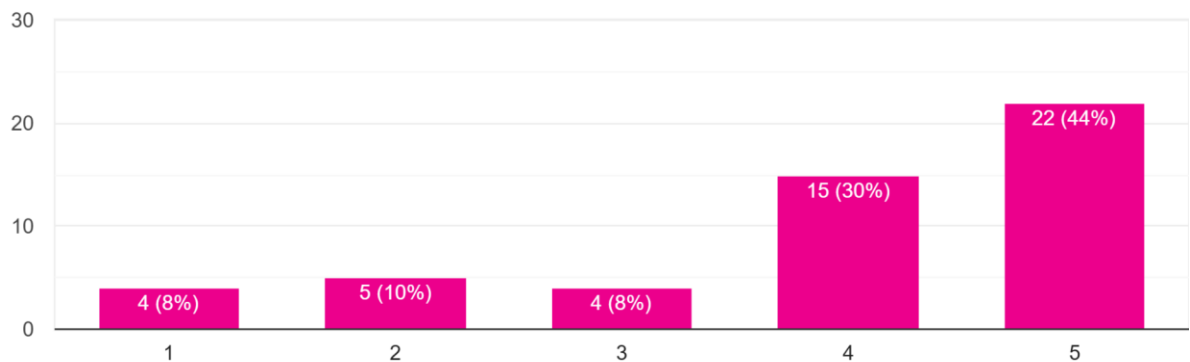


Interpretations

This bar chart reveals that Supplier/Vendor Management ranks among the most critical ERP capabilities for BRAC International’s procurement team: 44% of respondents (22 of 50) awarded it the top importance rating of 5 and another 24% (12) rated it 4, meaning 68% of users see it as highly essential; an additional 16% (8) sat at neutral (3), while just 14% (7) and 2% (1) assigned it lower priority (2 and 1, respectively). These results underscore the urgent need for a centralized vendor management hub, one that streamlines supplier onboarding and profiling, automates compliance and performance scoring, and consolidates communication, renewals, and contract data into a single source of truth. By embedding these features in an ERP Procurement Module, BRAC International can dramatically reduce risk, eliminate fragmented spreadsheets, and foster stronger, more transparent supplier relationships.

10. Procure-to-Pay Workflow (Requisition through Payment)

50 responses

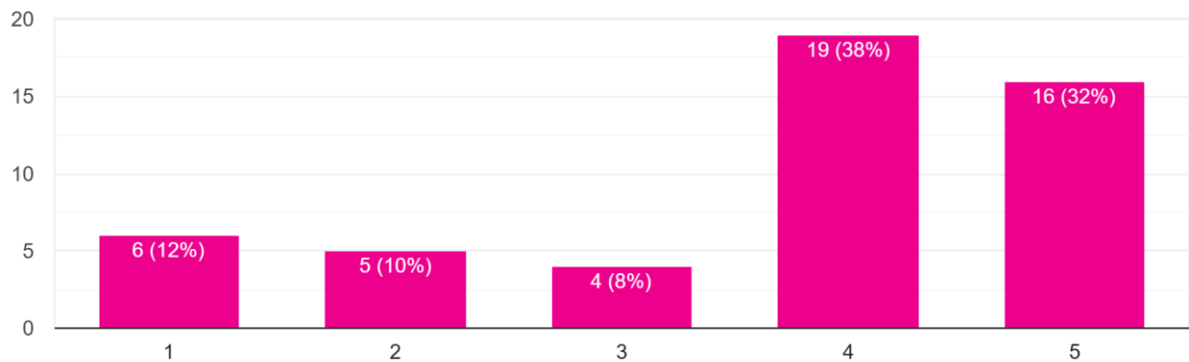


Interpretations

This bar chart shows that the Procure-to-Pay Workflow is seen as a mission-critical ERP capability by BRAC International's procurement team: 22 of 50 respondents (44%) gave it the highest importance rating of 5 and another 15 (30%) rated it 4 meaning 74% of users want a seamless end-to-end solution while just 4 (8%) marked it 1, 5 (10%) marked it 2, and 4 (8%) sat at neutral (3). These results highlight the pressing need for an automated, integrated lifecycle from requisition and multi-level approvals through purchase-order generation, goods receipt, invoice matching, and payment execution so that BRAC International can slash processing times, eliminate manual handoffs, enforce compliance controls, and gain real-time visibility into cash flow and spend commitments.

11. Self-Service Purchase Requests (End-User Portal)

50 responses

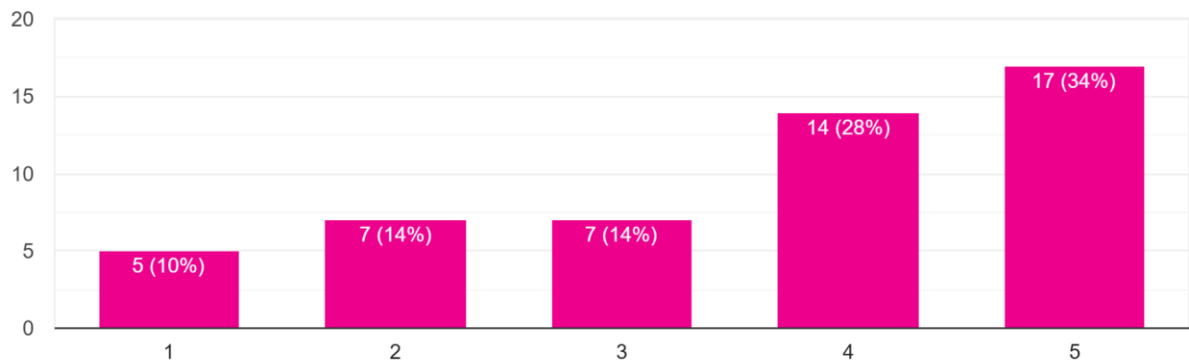


Interpretations

This bar chart illustrates how BRAC International's end-user portal for self-service purchase requests is valued by survey respondents: a combined 35 of 50 users (70%) assigned it top-two importance ratings 19 (38%) rated it a 4 and 16 (32%) rated it a 5 signaling strong demand for a robust, user-driven requisition interface. Only 4 respondents (8%) sat at neutral (3), while just 5 (10%) and 6 (12%) gave it low marks of 2 and 1 respectively. These results underscore the necessity of investing in an intuitive, streamlined self-service portal that empowers staff to initiate purchase requests on their own, reduces help-desk workload, accelerates approval cycles, and bolsters overall procurement efficiency.

12. Spend Analytics & Reporting

50 responses

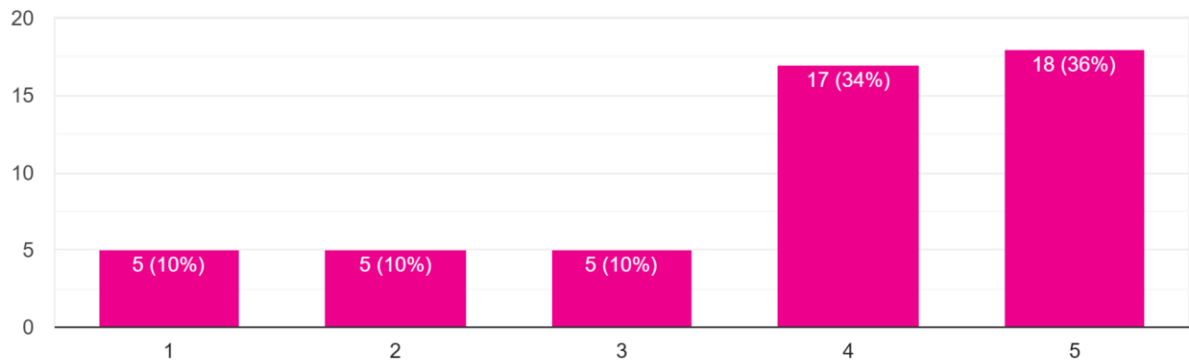


Interpretations

This bar chart shows that Spend Analytics & Reporting is regarded as a high-priority capability by BRAC International's procurement team: 17 of 50 respondents (34%) gave it the top importance rating of 5 and another 14 (28%) rated it 4 together accounting for 62% of users who want powerful analytics and reporting tools. Meanwhile, 7 respondents (14%) sat at a neutral 3, and just 7 (14%) and 5 (10%) assigned lower importance ratings of 2 and 1, respectively. These results highlight the critical need to invest in advanced spend-analytics dashboards, customizable reports, and real-time visibility into procurement data so that BRAC International can uncover savings opportunities, enforce compliance, and make data-driven sourcing decisions.

13. Integration with Other ERP Modules (e.g., Finance, HRMS)

50 responses



Interpretations

This bar chart shows that Integration with Other ERP Modules (e.g., Finance, HRMS) is viewed as a critical capability by BRAC International’s procurement team: 18 of 50 respondents (36%) gave it the highest importance rating of 5 and another 17 (34%) rated it a 4 altogether 35 respondents (70%) signaling strong demand for seamless, end-to-end connectivity. Only 5 (10%) sat at neutral (3), while just 5 (10%) and 5 (10%) assigned low importance ratings of 2 and 1, respectively. These results underscore the necessity of tightly integrating procurement with core financials, human-capital systems, and other ERP modules to eliminate data silos, automate reconciliations, ensure real-time visibility across functions, and drive both compliance and operational efficiency.

Findings and Analysis

Survey responses across the five core ERP Procurement Module capabilities reveal a unanimous call for automation, standardization, and integration. First, Supplier/Vendor Management emerged as a top priority, with 68% rating it 4–5, underscoring the need for a centralized hub to automate supplier onboarding, compliance checks, and performance scoring. Second, Procure to Pay Workflow was deemed mission-critical by 74% (ratings 4–5), highlighting demand for a seamless lifecycle from requisition through payment to reduce manual handoffs and enforce controls. Third, Self-Service Purchase Requests garnered 70% high-importance ratings, signaling that an intuitive end-user portal will alleviate help-desk burdens and accelerate approvals. Fourth, Spend Analytics

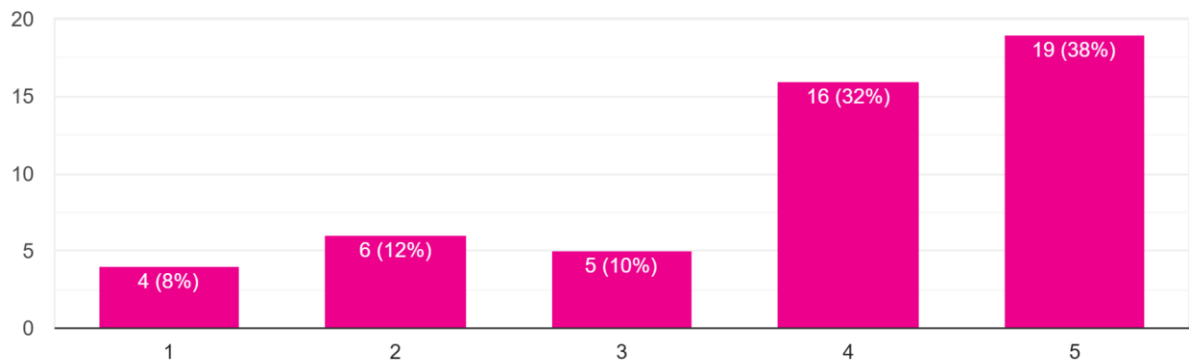
& Reporting was rated 4–5 by 62%, reflecting the desire for real-time dashboards and customizable reports to uncover savings and drive data-backed sourcing decisions. Finally, Integration with Other ERP Modules achieved 70% high-importance ratings, emphasizing that connecting procurement with Finance, HRMS, and inventory systems is essential to eliminate silos, automate reconciliations, and deliver end-to-end visibility.

Together, these findings make clear that BRAC International’s procurement stakeholders are looking not just for isolated features, but for a cohesive ERP ecosystem: one that centralizes vendor data, automates the full procure-to-pay lifecycle, empowers users via self-service, provides robust analytics, and tightly links to other organizational systems. Implementing such an integrated Procurement Module will directly address the functional priorities identified, paving the way for efficiency gains, error reduction, compliance assurance, and strategic procurement management.

3.4.3 Adoption and training requirements to utilize the updated Procurement ERP

14. How confident are you that you could learn to use a new ERP Procurement Module?

50 responses

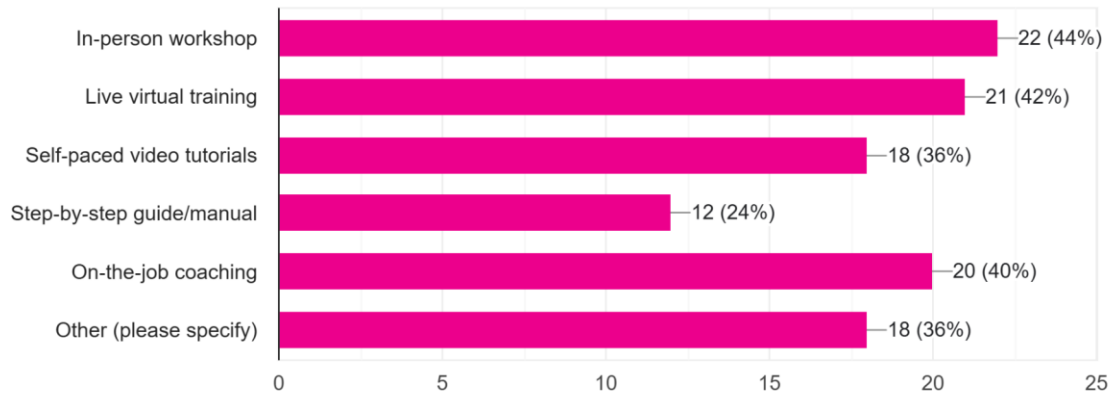


Interpretations

This bar chart shows that BRAC International's procurement staff feel highly confident about adopting a new ERP Procurement Module: 19 of 50 respondents (38%) awarded their confidence the top score of 5 and 16 (32%) rated it a 4—altogether 35 users (70%) expressing strong readiness to learn. Just 5 respondents (10%) remained neutral at 3, while only 6 (12%) and 4 (8%) fell into the lower-confidence bands of 2 and 1, respectively. These results underscore a robust appetite for change and indicate that, with targeted training and support resources, the organization can achieve rapid user onboarding and high adoption rates for its next-generation procurement system.

15. Preferred training format (select all that apply)

50 responses



Interpretations

This bar chart reveals a strong preference among BRAC International’s procurement staff for a blended training approach: 22 of 50 respondents (44%) chose in-person workshops and 21 (42%) opted for live virtual training, with on-the-job coaching close behind at 20 (40%). Self-paced video tutorials and “Other” formats each attracted 18 users (36%), while a step-by-step guide/manual was least popular at 12 (24%). These results shows that to maximize adoption of the new ERP procurement module, the organization should offer a mix of interactive, instructor-led sessions (both in-person and virtual) supplemented by practical coaching, video resources, and concise written guides.

Findings and Analysis

BRAC International’s procurement staff exhibit a strong readiness to embrace the new ERP Procurement Module. Seventy percent of respondents rated their confidence at 4–5, demonstrating a robust appetite for change and signaling that the organization can achieve swift user onboarding with the right support. Only 20% fell into neutral or low-confidence bands, indicating minimal resistance to learning new systems.

When it comes to training, preferences skew toward interactive, instructor-led formats: 44% favor

in-person workshops and 42% prefer live virtual sessions, closely followed by 40% who want on-the-job coaching. Meanwhile, 36% still value self-paced video tutorials and the flexibility to suggest “Other” formats, whereas only 24% prioritize a written guide/manual. This mix of preferences suggests that a multi-modal training program combining hands-on workshops, real-time virtual classes, and one-on-one coaching, supported by video tutorials and concise written job aids will best meet diverse learning needs, drive engagement, and ensure high adoption rates for the ERP Procurement Module.

3.5 Summary and Conclusion

The response towards this mixed-methods survey of 50 procurement stakeholders at Stichting BRAC International paints a clear and compelling picture: the existing manual, spreadsheet-based procure-to-pay workflows are broadly perceived as inefficient, error-prone, and lacking the transparency needed for effective decision-making. A majority (56%) rated current efficiency at the bottom two levels, while nearly half of all purchase requests take an hour or more to process. Frequent data-entry mistakes plague over 80% of users, and approval bottlenecks cited by 40% further exacerbate delays. At the same time, procurement staff uniformly recognize the high importance of core ERP capabilities: supplier/vendor management (68% rated 4–5), end-to-end procure-to-pay automation (74%), self-service requisitions (70%), spend analytics (62%), and integration with Finance/HRMS (70%). Crucially, 70% of respondents express strong confidence in their ability to learn a new ERP system, and they favor a blend of in-person workshops, live virtual training, and on-the-job coaching.

These converging insights confirm that transitioning to a comprehensive ERP Procurement Module is not only necessary but also timely. Automating workflows will eliminate the tedium and errors of Excel-based processes, centralizing supplier data and approvals within a single platform. Real-time analytics and integrated dashboards will empower managers with the visibility they need to control spend and mitigate risk. The expressed readiness and clear training preferences of the user base further suggest that adoption barriers will be low, provided that a multi-modal training program is deployed. In sum, implementing the ERP Procurement Module will transform BRAC International’s procurement operations from reactive, manual tasks to proactive, strategic value creation ultimately boosting efficiency, compliance, and organizational impact.

3.6 Recommendations/ Implications

- To ensure the successful implementation and long-term effectiveness of the ERP Procurement Module at BRAC International, several actionable strategies are proposed:
- BRAC International must prioritize the phased implementation of the Supplier/Vendor Management and Procure-to-Pay Workflow modules, as these were consistently ranked as top priorities by survey respondents. Introducing these features early will address core operational bottlenecks such as supplier tracking, multi-level approvals, and invoice-to-payment workflows laying a strong foundation for procurement automation.
- Company can create and launch a user-friendly self-service portal that lets employees start and keep track of their own purchase requests. This portal should be simple to use and have clear instructions built in so that people don't have to rely on procurement officers for everyday requests. Giving end users this kind of power will not only make the procurement process faster, but it will also cut down on delays in getting approvals and administrative costs.
- Purchasing dynamic reporting tools and indicators that show real-time spending data. Such instruments may assist procurement managers see spending habits, supplier efficiency, and compliance outcomes more clearly. Real-time access to actionable data can greatly improve decision-making, help find ways to save money, and make sure that everyone is working toward the same goals.
- Seamless integration between procurement, finance, and HRMS modules should be treated as a foundational requirement. Siloed systems tend to create data inconsistencies and increase the risk of duplication and errors. An integrated ERP ecosystem will ensure data accuracy, streamline inter-departmental processes, and create a unified view of organizational resources.
- To assist users in embracing the system and developing their abilities, a multimodal training program ought to be implemented. A combination of virtual training sessions, in-person workshops, and on-the-job coaching should be included in this program. Digital resources such as brief written manuals and detailed video tutorials should also be included. Different approaches to training will satisfy the needs of various students and increase their self-confidence.
- Data-validation features such as dropdown menus, required field indicators, and prompts for real-time error checking should be integrated into all digital forms pertaining to procurement. These controls will ensure that requests are sent out in a complete and

regular manner and significantly reduce the likelihood that people will make errors while typing information by hand.

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Appendix

ERP Procurement Survey Questionnaire

Section A: Respondent Profile

1. Your role at BRAC International
(Open-ended)
2. How often do you engage in procurement-related tasks?
 - Daily
 - Weekly
 - Monthly
 - Occasionally
 - Never

Section B: Current Process Experience

3. On a scale of 1–5, how efficient do you find the current (manual) procurement process?
(Scale: 1 = Not at all efficient, 5 = Extremely efficient)
4. To what extent do you agree: “I have clear visibility into supplier information and performance.” (Scale: 1 = Strongly Disagree, 5 = Strongly Agree)
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
5. What is your biggest pain-point when raising or approving purchase requests? (Open-

ended)

6. Which of these manual steps cause the most delay? (Select all that apply)

- Filling out Excel forms
- Gathering multiple approvals
- Verifying supplier credentials
- Tracking order status
- Processing invoices/payments
- Other: _____

7. Approximately how much time does it take to complete one purchase request?

- Less than 1 hour
- 1–3 hours
- Half a day
- Full day
- More than 1 day

8. How often do you encounter errors (e.g., typos, missing fields) due to manual data entry?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Section C: ERP Feature Importance

9. Supplier/Vendor Management

Please rate the importance of this ERP feature: Tools for capturing and maintaining supplier profiles, performing evaluations (e.g., compliance checks, performance scores), and managing ongoing collaboration (communications, renewals, rating).

(Scale: 1 = Not important, 5 = Extremely important)

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

10. Procure-to-Pay Workflow (Requisition through Payment)

Please rate the importance of this ERP feature: End-to-end automation of the procurement lifecycle from creating a purchase requisition, routing approvals, converting to a purchase order, receiving goods or services, through to invoice matching and payment execution.

(Scale: 1 = Not important, 5 = Extremely important)

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

11. Self-Service Purchase Requests (End-User Portal) Please rate the importance of this ERP feature: A user-friendly interface that allows non-procurement staff to raise purchase requests themselves, track their status, and receive notifications reducing dependence on procurement teams for routine requests. (Scale: 1 = Not important, 5 = Extremely important)

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

12. Spend Analytics & Reporting Please rate the importance of this ERP feature: Real-time dashboards and custom reports that consolidate procurement spend data (by supplier, category, department, geography, etc.), enabling you to spot trends, control budgets, and support data-driven decisions. (Scale: 1 = Not important, 5 = Extremely important)

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

13. Integration with Other ERP Modules (e.g., Finance, HRMS) Please rate the importance of this ERP feature: Seamless data flow and process linkages between Procurement and other systems such as Finance/Accounts Payable for payments, HRMS for requisitioner data, or Inventory for stock levels so you avoid duplicate entries and manual reconciliations. (Scale: 1 = Not important, 5 = Extremely important)

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

Section D: Adoption & Training

14. How confident are you that you could learn to use a new ERP Procurement Module?

- Not confident at all
- Slightly confident
- Somewhat confident
- Confident
- Very confident

15. Preferred training format (select all that apply):

- In-person training sessions
- Online live webinars
- Pre-recorded video tutorials
- Interactive user manuals/guides
- Peer-to-peer learning

16. In one or two sentences, what additional features or improvements would make your job easier? (Open-ended)

17. Any other comments or concerns about moving from manual to ERP-driven procurement? (Open-ended)