

Internship Report On

“A study on the international applications for jobs at BRAC International”

By

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ID: 19204063

**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

September 2022

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DECLARATION

It is thus proclaimed that

1. The internship report presented is my original work completed while pursuing a degree at BRAC University.
2. The report contains no previously published or written material by any other person, unless properly cited through full and accurate referencing.
3. No content in the report has been approved or presented for any other degree or certificate at a university or other institution.
4. I appreciate all sorts of major sources of assistance.

Student's Full Name & Signature:

Adeeba Eraa

ID: 19204063

Supervisor's Full Name & Signature:

Saif Hossain

Assistant Professor & Director (BBA Program), BRAC Business School

BRAC University

LETTER OF TRANSMITTAL

Saif Hossain

Assistant Professor &

Director (BBA Program)

BRAC Business School

BRAC University

66, Mohakhali, 1212

Subject: Submission of Internship report.

Dear Sir,

For your kind information, I am presenting my internship report on the subject of "A study on the international applications for jobs at BRAC International". Beginning on September 11th, 2022, and concluding on December 31st, 2022, I worked as an intern at BRAC International. My career as a whole, including all of the things I learned throughout this internship, was reflected in its entirety.

I've done my best to present this report with the finest information possible, and I'm ready to address any questions you may have. I've done all possible to finish this internship report. I also want to thank you for helping me finish this report with all of your assistance. I appreciate you giving me a moment of your time.

Sincerely yours,

Adeeba Eraa

ID: 19204063

Student, BRAC Business School

BRAC University, Dhaka

Date: 20 February 2023

NON-DISCLOSURE AGREEMENT

This agreement is made and entered into by and between BRAC International and Adeeba Eraa, the undersigned student at BRAC University, to undertake the internship project described in this report with the assurance of not disclosing any confidential data of the organization without the organization's permission.

ACKNOWLEDGMENTS

Before all else, I would like to convey my gratitude to my respected academic supervisor Mr. Said Hossain, Assistant Professor and Director (BBA Program), BRAC Business School for his utmost support and guidance throughout my internship report preparations. Furthermore, my on-site supervisor, Farzana Ahmed, Senior Manager, HRD, BRAC International has supported me with her immense supervision and I am thankful to her for that. I also want to thank Nasima Akter, Recruitment Specialist, HRD, BRAC International for her extensive help and suggestions on my report.

To conclude, I am ever grateful to BRAC Business School for providing me the opportunity to utilize and gain my academic and practical skills to accomplish my degree. All my learnings and lessons have been useful for me in the job life along with my personal life. And therefore, I hope to become an asset to the country one day.

EXECUTIVE SUMMARY

The official name of BRAC International is “Stitching BRAC International” which is registered as a foundation. It is fully carried out by the law of New Zealand. On 16 March 2009, the organization was founded with the noble thought of being a participant in charitable resolutions to make a change in the social welfare of any country residing in the world. At present, there are ten countries in which BRAC International has been successfully running its programs. These countries are: Afghanistan, Nepal, Myanmar, Kenya, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, and the Philippines. Recently operations in Afghanistan have been suspended because of the decree regarding the barrier to women working in NGOs.

The report is based on the Human Resource Division of BRAC International and all the ups and downs that the HR team faces in terms of recruiting employees for international positions. Although the whole team is extremely conscious about employee training and development. Moreover, it is a diverse process as the HR team absorbs the HR processes of ten different countries. So, sometimes it is beneficial for them if we outlook the drawbacks.

The report reflects the objectives and methods that simplify the topic in a broad prospect. By observation of the received CVs for various job posts, I could know the differences of job applicants of different countries. Besides, the knowledge that I gathered from my personal experiences and learnings from my supervisor, is the method which helped me to understand the Job Description and the requirements of different job positions. The report shows the overview of the received applications and their relatability with the vacant positions. I am honored to discuss my experiences and learnings from such a large organization in our country that has expanded to the international level. I believe I could gather as much knowledge as possible from the organization although there were some limitations because of the strict data extraction rules of the HRD of BRAC International.

KEYWORDS

Application, applicant, candidate, job position, employee, recruitment

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LIST OF ACRONYMS

ATS	Applicant Tracking System
BI	BRAC International
BRAC	Bangladesh Rural Advancement Committee
CV	Curriculum Vitae
ERP	Enterprise Resource Planning
HRD	Human Resource Division
INGO	International Non-Governmental Organization
MIS	Management Information System
NGO	Non-Governmental Organization
NID	National Identity Card

CHAPTER 1: OVERVIEW OF INTERNSHIP

1.1 STUDENT INFORMATION

Name: Adeeba Eraa

ID: 19204063

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Minor: Computer Information System (CIM)

1.2 INTERNSHIP INFORMATION

1.2.1 PERIOD, COMPANY NAME, DEPARTMENT, ADDRESS

Period: 11th September to 31st December

Company name: BRAC International

Department/Division: Recruitment Team, Human Resource Division

Address: 75 Mohakhali, Dhaka-1212.

1.2.2 INTERNSHIP COMPANY SUPERVISOR'S INFORMATION

Name: Farzana Ahmed

Position: Senior Manager

1.2.3 JOB SCOPE-JOB DESCRIPTION/DUTIES/RESPONSIBILITIES

As an intern at BRAC International, my primary job responsibility was assisting my supervisor and other employees with various tasks. For being an intern in the Human Resource Division, my assigned tasks were related to the recruitment sector by ensuring my assistance in all the recruitment steps. For instance,

- Screen candidates by reviewing resumes and job applications
- Develop job postings, job descriptions, and position requirements
- To invite the selected candidates for the written tests or interviews
- Create the interview documents for the panel members of the interviews
- Perform the pre-tasks for reference checks of the selected candidates
- Making the recruitment files
- Keep track on when to close the job posts on different social media platforms

1.3 INTERNSHIP OUTCOMES

1.3.1 CONTRIBUTION TO THE COMPANY

I tried to make opportune use of my chance to work in BRAC which is the world's largest and number one Non-Governmental Organization (NGO). During my tenure, I have learned from my supervisor and the other employees. Moreover, the working environment of BRAC is mentionable for its warm welcoming nature and all of the employees maintain mutual respect for each other which helps them to shine in their respective work. The detailed responsibilities that were assigned to me are explained in the following section:

1. Sorting CVs: For recruitment, CV sorting is a crucial point of the task. All the CVs that were submitted for certain job positions were to be thoroughly checked and sorted. My responsibility was to download the CV of the applicants from different online sites (LinkedIn, company email,

BDJobs etc.) and sort the CVs according to the job experience and educational qualification mentioned in the job description of the job advertisement. The CVs were categorized into three distinct folders named Shortlisted, Can Be Shortlisted and Not Shortlisted. After that, the Shortlisted and Can Be Shortlisted folders were checked by my supervisor to find the best match for inviting to the interview.

2. Communicating with the candidates: For the proper processing of the interviews, it is essential to communicate with the candidates. For this, I had to communicate with the candidates for filling up the preliminary documents (Pre-Screen and Self-Disclosure form) through email. Alongside, I used to send invitation emails to the selected candidates for the written tests and interviews with details. Besides, I had to call the candidates if needed.
3. Job posting: Proper identification was needed to post the advertisements to get exposure to the appropriate candidates. I was assigned to develop a few job advertisements, according to the job descriptions. Following to that, I also had to post the advertisements on different job portals.
4. Preparing interview files: Documentation is a crucial part of the Human Resource Division of BRAC International. I had to follow a proper order to file the documents for the members of the interview board members. The sequence is, the job advertisement, candidates' summary, the note of declaration, interview outcome sheet, selected CVs for the interview along with the filled-up Pre Screen and Self Disclosure forms by the candidates.

However, after the interview, there had to be one file prepared for the whole process of recruitment which is named the Recruitment file. In that file the list of documents is as follows:

- Job Description
- Staff Requisition (approved and signed)
- Advertisement
- CV status
- List of shortlisted candidates

- CVs
- Pre Screens and Self-disclosure form (filled up)
- Documents for interview board members
- Written Test scripts and result sheet
- Interview outcome
- Offer letter
- Reference check form (filled up)

5. Preparing personal files: After the interview, completing all the required tasks of recruitment when a candidate is selected for the position, a reference check from the previous employers is done by the recruitment team. By the time, the recruitment team also gathers the previous pay slips of the candidate. If all goes well, the candidate is offered an appointment letter. From that point of time, there had to be a personal file for the newly recruited staff where all the information of that particular staff will be found from the very beginning time of the recruitment.

- Staff Requisition
- Job Description
- Advertisement
- CV
- Self-disclosure form
- Written test
- Interview outcome
- Personal information form
- Joining and deployment form
- Offer letter

- Reference check information
 - Code of conducts
 - Passport size photo (Maximum 25 KB)
 - NID photocopy
 - Passport photocopy
 - Academic certificates
 - Nominee form (Including photocopy of their NID/Passport, photos)
 - Insurance form (Including photos of staff, children and spouse)
 - Payslip of previous employment
 - Release form of previous employment
6. Other tasks: Besides all these tasks, I was assigned to proofread documents and handouts, scanning, photocopying etc. I was also assigned to take meeting minutes whenever my supervisor needed them.

1.3.2 BENEFITS TO THE STUDENT

BRAC International is part of the world's number one NGO and by this, and I am blessed to be a part of this family. The opportunities that I got at BRAC International to learn about the corporate world and implement my academic learnings are immense. In BRAC, there is a particular team for the management of the interns named "Internship Unit". Throughout the whole internship from the beginning, this unit helps the interns to learn about the overview of the company, its mission and vision, operations and activities. They also arranged some sessions on the Safeguarding and toolkit of BRAC. These things helped me to know more about the company and its processes. Moreover, as an intern, I got the chance to be an audience of the "BRAC Bench" where the honorable guests discussed their take on BRAC from its early journey with "Abed Bhai (Sir Fazle Hassan Abed)" and the impacts of the philosophy of Paulo

Freire on his thoughts. It really made me understand the philosophy and what the purpose of life should be. Lastly, to learn the core of human resource management, BRAC International's initiative is mentionable for me. I believe I am now prepared to step ahead in the job sector with full confidence.

1.3.3 PROBLEMS/DIFFICULTIES (FACED DURING THE INTERNSHIP PERIOD)

In my point of view, I did not face any major difficulties while working with the HR team at BRAC International. HRD is one of the busiest departments among all of the other departments of BI. For that reason, it was a bit hard to have one-to-one conversations with my supervisor in order to clarify any queries. Although she had a handful of tasks to complete daily, she managed to give me feedback on my tasks whenever she could. However, this made me realize that I have taken ownership of my tasks and completed them. Moreover, I tried to utilize my interpersonal skills and take advice or suggestions from other employees of the department whenever I was stuck on anything.

1.3.4 RECOMMENDATIONS (TO THE COMPANY ON FUTURE INTERNSHIPS)

As mentioned in the above paragraph, the solution could be a weekly meeting for the interns and supervisors. In this manner, there would be proper understanding and time to discuss anything about the queries. Moreover, It will help the interns to be actually clarified about their responsibilities. With such exposure, the communication between the interns and the supervisors will be stronger and the supervisors will be able to understand the progress and improvement of the interns.

CHAPTER 2: ORGANIZATION PART

2.1 OVERVIEW OF THE COMPANY

BRAC was an initiative of Sir Fazle Hasan Abed and is now recognized for being the world's number one Non-Governmental Organization. It was founded in 1972 and currently, is one of the top leaders in terms of generating cost-effective, research-proven poverty initiatives in fragile, poor and post-disaster context countries. About 100,000 employees are working for BRAC and most importantly 70% of them are women. Formerly, BRAC was known as Bangladesh Rehabilitation Assistance Committee and later on it was known as Bangladesh Rural Advancement Committee (but now BRAC has no specific acronym). Its noble purpose is for empowering individuals from communities that are affected by poverty, illiteracy, health issues, social injustice etc. The initiative aims to bring positive change to individuals by launching economic and social programs that can help them reach their potential to the fullest.

For poverty reduction, BRAC initiated providing microcredit to poor people in rural areas. They also started analyzing how those microcredits were utilized by the people. As a result, until the mid-70's BRAC focused on community development by launching programmes related to agriculture, fisheries, crafts, adult literacy, vocational training, health and family planning.

By the time BRAC grew up a large family in Bangladesh by gradually working with the underprivileged people for them. Additionally, as an NGO it got recognized and started receiving funds from foreign donors. It helped BRAC to extend the operations to a broader scale. In the year of 2002, BRAC launched relief and rehabilitation programmes in Afghanistan.

2.2 BRAC INTERNATIONAL

The Dutch registered Stitching BRAC International began the first operation outside of Bangladesh in 2002. BRAC started working at Afghanistan. BRAC International is currently working at ten countries actively reaching almost 19 million people of those countries.

The aim of BRAC International in simple words is to break to generic cycle of poverty and making the people able to be on themselves. According to the last published annual report BRAC International targets to reach 250 million people with the BRAC Global Strategy (BRAC International Holdings B.V., Annual Report 2021).

Through the education programme, BRAC International managed to teach more than 200,000 learners. Moreover, 96 percent of Microfinance clients are women who have somehow been benefited by it to uplift themselves and the economy. About twelve billion people have been treated through the Health program. Besides, nearly 150 thousand youth souls have been empowered by the Youth Empowerment Programme. The eight programmes that BRAC International offer in the operating counties are as follows:

1. Education
2. Health
3. Early Childhood Development
4. Agriculture, Food Security and Livelihood
5. Microfinance
6. Humanitarian Program
7. Youth Empowerment
8. Ultra-Poor Graduation

In accordance to the need of the countries, BRAC International moves forward with these mentioned programmes whichever helps to reduce the economical barrier to develop the communities of those regions. Not only offering the programmes, BRAC in moving forward with contact innovation, research so that the solutions can be handed to the people with utmost effectiveness.

The mission, vision and values of BRAC International are rooted from BRAC.

Mission:

From the website of BRAC it is retrieved that “Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential”(n.d.).The mission of BI is indifferent from BRAC. The holistic approach also aims to generate the understanding of the individual potential of men and women.

Vision:

“A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential”(n.d.).This vision is also generated from the website of BRAC.

Values:

From the BRAC website the values are also found. And they are:

- Integrity
- Innovation
- Inclusiveness
- Effectiveness

2.3 MARKETING PRACTICES

As BRAC International is an NGO, it is quite a unique way to approach the targeted people. The purpose of marketing is focused on the 4Ps which can also be discussed about BI in terms of their marketing activities. The 4Ps are the key components of marketing. Although, the customers of BI are their beneficiaries (for whom the programs are developed). Additionally, it is an essential part of reaching the donors.

Taking the competitive advantage in the development sector is also needed as there are plenty of organizations working for the same purpose. Analyzing the market, finding solutions for the root causes, proper justification of the failure of any product or service plan, creating awareness among the target market in collaboration of the marketing mix is required in order to be the best in this sector.

Firstly, product is any kind of tangible goods or intangible services that fulfills the needs of the customers. For BI, the programs or the services offered to the beneficiaries in different countries can be termed as their product in marketing. Secondly, price is another key element that refers to the valuation and impact on the sales of the product. It is deeply connected with the demand, recent pricing trend, cost etc. BI has a strategy in its Microfinance which offers different types of loans so that it can run for the future and these loans mostly help the women to empower the economy of the society. Thirdly, promotion is the way of creating awareness among the mass about the products and services. BI has a Communication department which works for the promotional activities of it. Moreover, the goodwill and media coverage helps to promote the organization and its activities. Lastly, the place is an important part of business as of the product and services should be accessible to all at their nearest areas. BI works in ten different countries to serve the people with their needs. All the countries have regional offices there to arrange the operations.

2.4 MANAGEMENT PRACTICES

Democracy is favored at BRAC International in terms of leadership and that is why they have a well-organized management system. Every employee can feel that they are important for the organization while working there. Leaders not only lead but also work hand to hand there. Every employee at BI is confident enough as they get a very healthy working environment there. From my observations, I can guarantee that any newly joined employee will get a warm welcome from everyone working there. I got a welcoming environment from my joining date till my last day of the internship in BI.

The tasks that Human Resource Division looks after mainly assist to incorporate the strategical decisions of BI. Talent acquisition and management, HR analytics and ERP, Learning and development, Performance appraisal, Organizational development, Safeguarding, HR business partnering for different countries, HR operations etc. are the factors that the HRD of BI works on.

2.5 FINANCIAL PERFORMANCE AND ACCOUNTING PRACTICES

BRAC has a Finance and Accounting department for record-keeping and budgeting activities. This department manages the expenditures, assets and liabilities, investments, cash flow, monitoring and reporting, and financial frameworks for the future. Furthermore, BI has its own Finance and Accounting department. The financial accounts of different countries are managed for achieving proper financial management and transparency of the organization. Moreover, all these activities of the department are to gain the trust and confidence of the executive director body, donors and most importantly the beneficiaries of BRAC International. Here some sample of the report of the Stitching BRAC International, FY 2020-2021 is attached below:

Budget utilization

In 2021, the Foundation had a budget of USD 134.5 million in the field of financial and development services. The Foundation was able to utilise USD 131.8 million for the year ended 2021. The budget amount includes cost of operation, capital expenditures and portfolio growth for microfinance. Sectorial budget versus utilisation rates are given below:

Particulars	Budget 2021 USD mln	Utilisation USD mln	Utilised %
Microfinance	83.9	86.7	103
Social Enterprise	1.6	0.9	56
Education	18.2	17.1	94
Early Childhood Development	1.6	1.6	100
Health	7.4	6.5	88
Agriculture and Livelihood programme	2.0	1.8	90
Youth programme	3.1	3.5	113
Ultra-Poor Graduation	1.6	2.2	138
Social Protection (CCAP)	1.2	0.4	33
Research for social development	1.8	1.9	106
Others	2.7	1.7	63
Secretariat costs	9.4	7.5	80
	134.5	131.8	98

Figure 1: Sectorial budget verses utilisation rate

Planned spending 2022

The sectorial planned spending for 2022 is as follows:

Particulars	Actual 2021 USD mln	Budget 2022 USD mln	Increase / (decrease) %
Microfinance	86.7	100.3	16
Social enterprise	0.9	2.1	133
Accelerating Impact for Young Women (AIM) Program	0.0	18.5	–
Humanitarian	0.0	14.1	–
Education	17.1	9.4	-45
ECD	1.6	2.4	50
Health	6.5	3.3	-49
Agriculture, Food Security and Livelihood programme	1.8	2.2	22
Youth programme	3.5	1.7	-51
Ultra-Poor Graduation Programme (UPGP)	2.2	1.0	-55
Social Protection (CCAP)	0.4	0.0	–
Research	1.9	2.8	47
Others	1.7	3.9	129
Ultra-Poor Graduation Initiatives (UPGI)	0.0	8.6	–
Secretariat costs	7.5	12.4	65
	131.8	182.7	39

Figure 2: Comparison with the planned spending 2022 with the actual spending of 2021

2.6 INFORMATION SYSTEM PRACTICES

For the date collection of the employees, BI has a particular web portal named “My BRAC”. All the employees’ attendance is supposed to be tracked through is along with other data collection and services for the employees. Since there was a minor issue with the server, the attendance could not be tracked by it. So, it had to be manually collected and created excel sheets for it. Here is a picture of the interface of the portal:

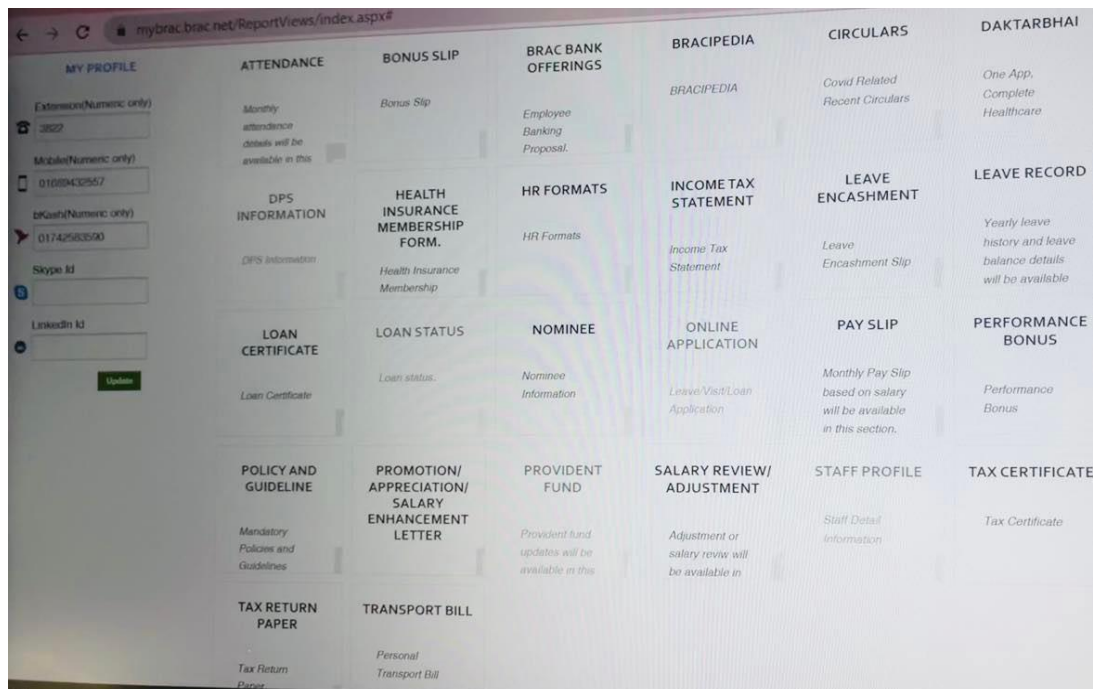


Figure 3: Picture of “My BRAC” interface

Besides, the use of MIS in BRAC International is found in other cases. It is very efficient for the employees to get the chance to complete a variety of their personal tasks at a platform like this.

2.7 INDUSTRY AND COMPETITIVE ANALYSIS

2.7.1 SWOT ANALYSIS

Any company has its own strengths, weaknesses, opportunities and threats. Usually, SWOT analysis refers to assist the organization in hypothetically visualizing a proper dissection of every aspect that could impact. For moving forward in the business market, any company or organization needs to have developed recommendations and future plans. SWOT analysis is crucial for developing those factors and for any other action to be taken. Besides, SWOT analysis can point out what current things need to be changed for the betterment through the investigations it requires.

The SWOT analysis of BRAC International is mentioned in the following discussion:

- **Strengths:**

1. **Global operations:** BRAC International has been working for 10 countries which let it spread its wings in the world. They offer different programs for those countries to ensure positive changes in the people from their current situations.
2. **Running for half a century:** Recently BRAC has celebrated its 50 years. And this celebration not only happened in Bangladesh but also it was celebrated in all the countries BRAC International runs in. Although BI has almost passed 20 years of its founding. But the extensive expertise that BRAC has gathered from its very first day till now. However, that is the main power and resource of BI to move into different countries with different programs.
3. **Effectiveness and efficiency:** This credit goes to the HRD of BI cause running in different countries and having a set-up of maintained workforce is a challenging factor to have for any global organization. But BI has a smooth and efficient approach to operating in all countries. That's why they are successfully working.

4. **Goodwill:** Being part of the successful largest NGO in the world is goodwill for BRAC International. Nevertheless, they are utilizing this goodwill for moving forward at a fast pace internationally. The trust that they earned through their deeds is the magic element of this goodwill and that is one of the biggest strengths of BI.
- **Weaknesses:**
 1. **Salary structure:** The employees of NGOs usually earn lesser than that of other financial organizations and MNCs. So the employees of BI may not get higher compensation but they are highly satisfied with their jobs for the humane purpose and the warm atmosphere of it. However, this salary structure is detrimental for the potential employees and so they prefer not to join BI.
 2. **Managing the donors:** Being an NGO, BRAC has to be dependent on third parties. These third parties are called donors. Donors can be any individual or any organization. Their endowment helps BRAC to run and for that reason, they are accountable to those agencies. Looking for sponsorship is mostly a tough job. Moreover, there is a risk of making a loss if BI does not meet its donation purpose.
 3. **Regulating with different government policies:** BRAC International has to be accountable to all the countries where their stakeholders are and the programs run. Different governments monitor and authorize the labor differently. Moreover, getting permission from Bangladesh NGO Affairs Bureau before finalizing any deal or venture is part of the recent law.
 - **Opportunities:**
 1. **Marketability:** The recognition that BRAC gathers throughout the operations of managing poverty with different program offerings is enough for global markets. Therefore, they have gained a solid reputation for their strong portfolio and good relationship with other donors from foreign countries.

2. **Diversity:** BRAC International's work culture is diversified. It encourages gender equality. Moreover, the organization has zero tolerance for any kind of discrimination based on gender identity, race, color, language, religion etc.
 3. **Media coverage:** With the help of the media coverage BRAC International receives great assistance from it. Besides, many advocacy organizations support the programs and collaboration with them.
- **Threats:**
 1. **Emerging NGOs:** In Bangladesh, almost two thousand non-governmental organizations are actively working. For that reason, the rivalry of NGOs is at its peak in this country. As the days go by, more new NGOs are emerging and these NGOs also work globally. This is a warning for BRAC and BRAC International as the more there are NGOs, the less the funds will be from the donors.
 2. **Vague NGOs:** In this market, there are plenty of fake and vague NGOs. Their target is to raise funds from international donors through scam proposals. Although they do not take any responsibility to help the community with that money. In addition, after raising the fund they just vanish with that. This is a reason why donors and other people do not believe in NGOs. So it becomes tough to pitch the proposals to donors and raise funds.
 3. **Economic situation:** The impact of NGOs on the economy is questioned as there have not been significant changes. But there are a few factors such as inflation, poverty rate, population rate etc. which are the reasons why the impact does not look significant in the graph of economic change.

4. **Circumstances:** While operating various programs at different countries, there can be many kinds of circumstances that BRAC International has to pass as obstacles. These obstacles can be natural calamities, governmental disapproval, political chaos etc. For instance, recently BRAC International had to suspend all kinds of their activities in Afghanistan as there has been a rule that women are not allowed to work with NGOs there anymore. As most of the employees were women BI had to suspend all the operations as soon as possible.

2.7.2 PORTE'S FIVE FORCES ANALYSIS

Understanding the competitive dynamics of an industry requires using Porter's Five Forces analysis. It aids in the discovery and analysis of the factors that influence the competitive marketplace in which a business competes.

1. **Competition in the industry:** The competition in the industry of NGO is very high. BRAC itself is one of the strong NGOs that are leading all over the world. Therefore, BI is faces many rivalry from different INGOs while conducting their operations in the same countries. These INGOs are- Save the Children, Oxfam International, International Rescue Committee, World Vision, Danish Refugee Council, CARE International etc. Therefore, The competition in the industry is high.
2. **Potential of new entrants into the industry:** There are numerous new NGOs and INGOs in this sector. However, the comparison and competition is not much for BRAC or BRAC International. Working in this field for more than 50 years now, BRAC has already reached a point where the new entrants do not happen to be a headache for them. So, the potential of new entrants is low.
3. **Power of suppliers:** in terms of this sector, the suppliers would be the donors and fundraisers who come forward to help the people. BRAC has made its positioning as such that it has never

fallen in shortage of donors. Although, maintaining some donors is quite tough. But for BRAC or BI the power of suppliers would be low to medium.

4. **Power of customers:** For BI, the beneficiaries are referred as customers or target audiences. BRACs main purposes of all their activities are for these people. There are other NGOs and INGOs that also have similar purpose. BRAC creates awareness among these beneficiaries about their activities and if they are willing to cooperate, then BRAC gets the opportunity to accomplish the purposes for them. So, the power of the customers is medium to high.
5. **Threat of substitute products:** BRAC offers social services. The social services can be substituted by business and political charities. Sometimes, businesses tend to offer charities intending to grow the CRM activities. Political parties also come forward to help the people for attaining their self-purpose. However, these kinds of substitutes are short term in this sector. And so, the beneficiaries understand this matter very well. The threat of substitute services is very low.

2.8 SUMMARY AND CONCLUSION

BRAC International has built itself into a stronger and larger organization in the development sector. There are many obstacles in this sector. But the major achievement in this field is to be trusted and respected by all the beneficiaries and other people of any country. Stepping into an international market was a great initiative to help people while working with them for BRAC. BRAC is standing at the top position of all NGOs. It has been possible only because of its consistent employees and improvement from every failed project.

2.9 RECOMMENDATION

The name BRAC itself creates a prospect in the minds of people. All great things has some obstacles and so BRAC International also has. Keeping it in mind, every employee has to be always ready for the risks that might arrive in any moment and try to cope with the situation to sustain in the long run.

CHAPTER 3: REPORT PART

3.1 INTRODUCTION

For every recruitment process, there is a stage where applications are submitted and the company or organization looks into those to find the best match of the candidates to the job. The recruitment process is an inevitable part of any Human Resource Management system. The HRD of BRAC International has an effective workforce that can operate the whole recruitment process in such a way that it seems effortless to others. But the actual job has some subsequent portions.

The first condition of any recruitment process is to find out potential candidates who can be perfectly meet all the requirements of the position's practices and competencies. The goal is to appoint an employee for the organization who will be chosen in accordance with his or her skill set, experience, and ability to work. Although, the entire process needs accurate information about the candidates and also fair judgment. There is no doubt that BRAC International's employees of HRD are fair and honest in their job. But they also get confused because of the wrong information they get to see in the applications. However, the HRD teams always try to improve and redesign the procedure to avoid confusion and failure.

3.1.1 BACKGROUND

Globalization has paced every aspect of life and so it also included new methods to improvise the recruitment procedure. In order to accomplish organizational strategic goals, recruitment and selection—a cornerstone of human resource management (HRM) practices—must be integrated into business operations. Organizational outcomes are enhanced as a result of improved recruitment and selection tactics (Ahmed, *Employee recruitment and selection procedures of NGOs in Bangladesh: A ...*). In Wikimedia International, the shortlisted candidates' CVs are first reviewed, after which they are pre-interviewed, emailed, and then invited for the final interview. This involves carrying out the process (Gardener. S, 2010).

According to the employees of BI HRD recruitment team, the number of international applications for any job posting is numerous. But being naturally selective for the further procedure is rigid so the duration of the job opening is sometimes longer than the actual deadlines. Moreover, most of the applicants do not meet the criteria mentioned in the job postings. So, although the advertisements are well descriptive about the job the reason for the lack of concentration of the applicants creates this circumstance. The employment process of BRAC International, however, is well organized, and it differs significantly from that of other corporations. This also includes the hiring process of local and international applicants.

3.1.2 OBJECTIVE(S)

To recognize the reasons behind any research paper and get a brief summary of the study topic, the objective is a prominent way to express these. The primary objective of the mentioned topic is to know the differences between job applicants from different countries. Moreover, the understanding of the job description and the requirements of different job positions. Through these, it will be easy to get an insight into the recruitment ad selection process from the company end. Additionally, for having an overview of the received applications and their relatability and with the vacant positions. So that it can be determined how the recruiters of BRAC International screen and filter all the applications and select candidates from those applications.

3.1.3 SIGNIFICANCE

For any Human Resource Division, recruitment is one of the core elements as this ensures the future manpower of different departments. In my study, I am putting light on the applications that are received by the recruiters of BRAC International. Although the advertisements for the job positions are very detailed with the job descriptions and requirements. But there are plenty of applicants that do not care to read the advertisements and also apply knowingly to the mismatches of the job description with themselves. The significance of this particular study is to identify the challenges of the recruitment team during the selection procedure for any position. Not only national but also international applicants do the

similar mistake of not understanding the requirements of the job position and applying for the job anyway. In this study, the hurdles of the recruitment process in BRAC International and the advised solutions and recommendations are mentioned to ensure efficiency and professionalism in this field of the company.

3.2 METHODOLOGY:

To accomplish any task following a method is essential. Through observing the received CVs for various job posts, the objective of knowing the differences of the applicants of different countries can be attained. It really helped me to distinguish the applicants' variation in applying in a particular job position. Another method that I used for this report was my personal knowledge that I gained after working at BI. As I had to draft few advertisements of different positions, I got knowledge by my supervisor as she told me all the requirements before drafting them. So, it helped me to understand the Job Description and the requirements of different job positions. Besides, by screening and shortlisting the CVs, I got an overview of the received applications and their relatability with the vacant position. For this, I had to download the CVs that applicants applied with for different positions and also sort them for screening and shortlisting for the interview. As my supervisor instructed me to shortlist the CVs so that she can choose which is the better applicant for calling to the interview.

As the completion of my internship was from working at the office, I mostly got the primary resources easily accessible. That is why I did not have to focus on secondary resources. A detailed list of the resources is mentioned below:

- **Primary resources**

1. The recruitment team
2. My supervisor Employees of HRD
3. Company recruitment emails (internal and external)
4. My duties and responsibilities

- **Secondary resources**

1. Website of BRAC International
2. Annual Reports
3. Articles, journals and reports

3.3 FINDINGS AND ANALYSIS

3.3.1 RECRUITMENT PROCESS OF BRAC INTERNATIONAL

To understand how the international applications for jobs at BRAC International are received by the recruitment team, at first the recruitment process needs to be explained. There are nine steps that are followed by the HRD to select candidates with proper efficiency and professionalism. The general processes in the hiring process are, however, listed below:

Step 1: Determine Vacancy and Assess Need

Step 2: Creating the Job Position Description

Step 3: Creating a recruitment strategy

Step 4: Choosing a search committee

Step 5: Posting the position and putting the strategy into action

Step 6: Reviewing applicants and create a shortlist

Step 7: Take an interview

Step 8: Choosing the candidate

Step 9: Completion of the recruitment

Although the process of hiring is quite similar but in BRAC International, the interview for the candidates are conducted differently as there are local and international candidates. For the overseas-offices, the hiring of candidates are likely to be local for those countries. Therefore, the recruitment process changes the approaches in accordance with the local strategy of different countries.

3.3.2 MEASURES OF RECRUITMENT PROCEDURE AT BI

- **Recruiting forecasting and planning:** Every recruitment planning has three primary components that have a direct impact. They are the labor market's supply of labor, demand for labor, and a balance between the two. Several levels of management are informed whenever a position becomes available, mostly in our BI. The top management then meets with HR for a final discussion.
- **Staff requisitions:** This is the initial stage of the hiring procedure. In this procedure, management fills the open position with a replacement employee. As BRAC International primarily works with foreign nations, it contains the date, post title, country, etc.
- **Publishing a job listing:** The chosen person posts job advertisements. The job's criteria and duties are listed in the job advertisement. The advertisement is then published on two websites. The first is "bdjobs.com," which is another official BRAC recruitment website, and "careers.brac.net."
- **Sorting the received CVs and shortlisting them:** After the advertisement is posted, the portal and recruitment emails begin to receive CVs, which are sorted and shortlisted. According to the job requirements mentioned in the advertisements, CVs are evaluated. We primarily divide CVs into three categories. They are, "Selected," "Selectable or Can be selected" and "Rejected"

- ❖ **Selected:** These are the resumes that truly meet the requirements for the position and whose profiles are deemed worthy of calling for an interview.
 - ❖ **Can be selected:** These are the resumes that just loosely fit the requirements for the position. If there is a dearth of strong CVs, they are contacted. They are occasionally kept around for other suitable positions.
 - ❖ **Rejected:** Does not fulfill the requirements.
- **Contacting the shortlisted candidates:** Following a CV screening, the chosen candidates are contacted to fill up two forms (Pre Screen and Self Disclosure) to move further to the interview. After we receive the filled-up forms from them by email, it is time to schedule an interview. We call and mail them information regarding the interview. The interview is conducted over a Skype call or Zoom meeting if the candidate is from another nation. So, we request an online interview from them.
 - **Organizing interviews:** In BRAC International proper evaluation and judgment of the candidates is essential in order to hire the best match. For this reason, most of the time it takes two interview sessions for a particular position. Sometimes, before the interview, the candidates have to sit for written tests also. The candidates who pass the written tests with a standard score then are called for a second interview. In this interview, the policies, salary negotiation, contract duration etc. are discussed with the candidates.
 - **Database for recruiting:** We update the database for each recruitment after it is completed. Most importantly, we keep track of how many CVs are rejected, how many candidates are shortlisted for interviews, how many show up, who was on the interview panel, etc.
 - **Joining:** This completes the selection process. Each BRAC employee gets their own unique pin. So, the new employee receives a special pin as soon as they start. The management then receives

many documents, such as a candidate's resume, NID copy, photo, passport copy, NOC, copy of their educational certificate, copy of their experience, etc.

3.3.3 CHRONOLOGY OF RECRUITMENT AT BI

The employment of local and foreign applicants for the BRAC International headquarters as well as for the other nations where this organization runs its programs is the duty of BRAC International. Due to the complex process, the recruitment timeframe is regarded as a drawn-out procedure. The organization has set aside time for each phase, which occasionally takes a set length of time. However, the human resource division will expedite the process if a certain position has to be filled right away. The general timetable for the recruitment process is described in the section that follows.

Chronology of Recritment at BI	Duration
Staff Requisition	2 days
Publishing Job Advertisement	3 days
Collecting vacant position	15 days
Screening	3 days
Approaching with shortlisted candidates (Over email by collecting pre Screen and Self Disclosure forms)	3 days
Organzing written test and interview	10 days
Reference check	7 days
Recruiting the selcted candidate	10 days
Total	53 days

Figure 4: Chronology of recruitment

3.3.4 NATIONAL AND INTERNATIONAL CANDIDATES

The staffs according to the demographic category are more international than national at BRAC International. Native employees from various nations make up the entire front line. This has a meaningful reason and that is the fact that foreigners encounter linguistic and cultural hurdles in various nations. Mostly, BRAC International's preferred candidates are from the same nationality where the job position is vacant. However, due to linguistic and cultural hurdles, front-line workers tend to be national staff members. Currently, only 2% of new hires are foreigners and 98% are nationals.

In addition, finding those candidates are not an easy task for the recruitment team. Plenty of unrelated CVs is received for each position that is posted in different job portals. More of the rejected CVs are irrelevant to the job position's requirements. The numerous CVs for each position sometimes make it overwhelming for the recruitment team. As I have worked on screening CVs, I can guarantee the pressure is actually unbearable sometimes to screen so many CVs. But the determination of the recruitment team motivates the employees to keep searching for the best one that matches the job description. The reason for the irrelevant applicants is a lack of concern, knowledge and carefulness. They drop their CVs without looking at the job description and then the task of the recruitment team gets tougher over time. Although they manage to select candidates from the shortlisted CVs and also move forward with the further procedures.

The benefits that are offered to international and national candidates are another thing that drew my interest. The list of benefits that the foreign employee will only receive in comparison to the national employees is also included in the following section. International employees receive special benefits. For instance, foreign allowance, home leave, air ticket, accommodation, food allowance, international health insurance, rest and recuperation benefits (for risky countries like Afghanistan).

Hiring national and international candidates concurrently is a challenge for the HRD as the labor law differs from country to country and there have to be legal contracts for the completion of the recruitment process. So there are visible dissimilarities in the recruitment process of different countries and positions.

3.3.5 MAJOR CHALLENGES AND GAPS

There will always be some challenges and gaps in any recruitment process. And it is indifferent in the case of BRAC International too. Despite having an efficient and effective team it is tough to recalculate the challenges that occur during the recruitment of national and international candidates. Most of the times, international recruitments are the most challenging part of the tasks for the HRD team. However, if the gaps can be filled with proper solutions then these challenges might be overcome in the future.

Some of the major challenges and gaps are explained below:

1. Extended procedure: For some countries, job positions remain vacant for more than a month. It is not quite usual but in terms of quality maintenance, the position cannot be submerged to the line manager. Without a prominent candidate, the duties cannot be handed over. Moreover, candidates take a long notice period for joining and that is another reason behind this.
2. Insufficient CV sources: Although BI has sources of applications from BDjobs, LinkedIn and its official website (career) and gathers numerous applications. But the relevancy of the CVs is questionable referring to the job advertisements. Additionally, they use few other portals for international vacancies. But the results are not positive for the recruitment team.
3. Manual process: The applicants' CVs are downloaded manually and collected for screening. This takes eons to move forward to the main part of the recruitment which is screening the CVs. It also deems the efficiency of the team.

4. Different time zone: Arranging interviews for international candidates is a bit tough as the panel members are also located in different regions. The recruitment team has to reschedule the interviews for this reason and the difference in time hampers the whole process.
5. Prioritizing experience: BI usually tends to hire more experienced employees rather than calling potential candidates for interviews. The applicants do not get selected for lack of experience in a similar field but often have the potential skills to work in those positions.
6. Variety of labor policies: Hiring international candidates makes BRAC International to be obligated by international labor policies. Sometimes, they also have to be respectful and concerned about the labor policies of the candidates' country. So the job description is prepared to keep these things in mind.
7. Different salary packages for different countries: Candidates for the same position but from different countries are offered different salaries. Besides, the countries in which BI runs its operations, have different salary structures. This is a challenge when recruiting any international candidate. Moreover, sometimes the appointment letter is delayed because of the negotiation round and justification of the salary.

3.4 SUMMARY AND CONCLUSIONS

To summarize the entire report, I will emphasize that it is generally a tough task for any organization to hire new employees as it occasionally adds up many obstacles in separate steps. Moreover, sitting in a particular country to hire employees for other countries is more of a remote or hybrid job. The job of the recruiters is to assure that the hired employees are perfect for their job positions. It requires a lot of devotion and dedication of the recruiters or the recruitment team to keep along with all the processing and get an accurate candidate for the job position. Every step should be accomplished properly to move forward to the following step. Otherwise, the whole process will be defective as it is totally chained.

The unique recruitment process of BRAC International is mentionable as handling the international candidates' applications and screening is a regular task for them. So the development of the recruitment process is quite professional and employee-friendly there. Besides, they maintain rubrics for this kind of recruitment to work efficiently. I'd say that out of all the departments, BI HRD is the busiest and most effective. I made every effort to incorporate my learning experience, as well as the research and analysis I did during my internship, into my studies. Last but not least, it is conceivable to say BI has a systematic and effective hiring process.

The knowledge gathered from the internship experience is a bridge to reconnect academic and practical learning. My experience with BRAC International was nothing different. The daily tasks helped me to take ownership and think critically to solve the issues that I faced. It was my great fortune that I could complete my academic internship at the world's number one NGO. This experience also helped me to be confident about my future job life and learn the DOs and DON'Ts of job life. I was able to develop both my interpersonal and practical expertise through this organization. In closing, I'd like to point out that BRAC International provided me with numerous possibilities to gain practical experience in the workforce, which was crucial for me to compete in the job market.

3.5 RECOMMENDATIONS/IMPLICATIONS

Since my tenure at BI was short and brief, finding out the loopholes and preparing recommendations is a difficult thing to do. However, after three months of working with BRAC, I was able to identify several suggestions for making it better and healthier.

The suggestions are listed below:

- **Using ATS:** For a smooth and swift recruitment process, Applicant Tracking System can be useful for the recruitment team of BRAC International. ATS is a fantastic resource that helps recruiters identify the top prospects for their vacant positions. They can quickly scan through

resumes and applications to locate those who most closely fit the job specifications. The hiring process progress of each candidate may also be easily followed thanks to ATS.

- **Avoiding biases:** While hiring overseas candidates, there are a few techniques to avoid bias. The first is to check that the work specifications are precise, neutral toward any one nationality, and easy to understand. Second, when examining applications, the recruitment team can make an effort to be as transparent and inclusive as they can and offer each candidate an equal chance. Finally, while evaluating prospects, recruiters can be conscious of their own biases and make an effort to keep them in check. The recruiters can contribute to ensuring that the hiring procedure is impartial and fair for all applicants by adhering to these suggestions.
- **Prioritizing the skill rather than experience:** In terms of hiring candidates, the skill should always be the first priority of the recruiters. In BI, experienced candidates get prioritized in the shortlist. So many of the skillful candidates get rejected during the screening who does not have the work experience of the mentioned period of time. But they have the potential to work in those positions for the skill set they have.
- **Sourcing candidates:** Whenever any position is advertised, BI should also inform the HR consulting firms about that. They can avail potential candidates from there and that will be time efficient for the recruiting team of BRAC International.
- **Setting up a single communication channel:** BRAC International has a difficult time communicating with international candidates via email because they can't keep track of whether they've received them or not, let alone their responses. One approach is to set up a single portal for communication with the candidates so that both parties can cut down on the amount of time wasted in back-and-forth correspondence.
- **Feedback and survey:** BRAC International can implement a technique that involves asking candidates for feedback after the interview so that they can gain a new perspective on the manner in which they are conducting the interviews and the value they are contributing to the process. Additionally, the company ought to conduct surveys repeatedly with the aid of the staff. If there is room for development in any area, this will help the management perform better in many areas.

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