

Report On
Performance Management System (PMS) of BRAC

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

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Declaration

It is hereby declared that

1. The report submitted for the internship is my original work done during my degree at BRAC University.
2. No part of the report is based on or has been previously published or written by a third party, except where this is cited adequately through complete and accurate referencing.
3. The report does not contain material that has been accepted or submitted for publication elsewhere.
4. I have credited all principal sources of aid.

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Letter of Transmittal

21 October, 2025

Dr. M. Nazmul Islam

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Subject: Submission of Report on Internship

Dear Sir,

It is with due respect and immense pleasure that I am submitting my internship report on the chosen topic, "The Performance Management System of BRAC." The 5 (five) months internship program was a great experience because it gave me broad exposure to the work environment.

I made every effort to adjust the completed report according to the instructions. This internship program was an excellent opportunity, as it provided me with hands-on experience.

I have no problem answering any questions about the report. Any criticism of the paper is welcome, as it is a form of self-improvement.

Sincerely yours,

Khandaker MD Asef Anzoom Shanto

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Non-Disclosure Agreement

This Agreement is made between BRAC and the student, and it is signed at BRAC University.

Khandaker MD Asef Anzoom Shanto

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Acknowledgment

This report is the result of contributions from many, and the completion of this report would not have been possible without the support of all. People who contributed their time and shared their thoughts to strengthen the report. First, I would like to thank the Almighty Allah for providing me with the patience and resolve to finalize the report in time.

My special thanks go to my academic supervisor, Dr. M. Nazmul Islam, Assistant Professor of BRAC Business School, for his guidance and support in carrying out the report.

I want to thank my office supervisor, Mohammad Ashibuzzaman Rupam (Deputy Manager, Learning and Leadership Development), for his valuable time and assistance with the information required for the completion of this report.

This would not have been possible without the support from all of the above reports.

Executive Summary

The Executive Summary outlines a 5-month internship at the esteemed BRAC University, one of the world's top 10 NGOs. The intern was placed in the Human Resource & Administration Division, where performance management, digital learning, recruitment, and corporate HR practice were key focus areas. This internship aimed to bridge the gap between the Theory learned from MBA studies and the realities of HR management in a fast-paced organization.

Through this experience, I accomplished a great deal in terms of e-learning modules, digital content preparation, and training sessions, among other tasks. The report employs a mixed-methods research approach, utilizing both primary and secondary data.

One of the major highlights of this internship was the opportunity to become familiar with BRAC's robust digital ecosystem, including HRIS and LMS, which digitize and accelerate processes. This kind of system's trademark is real-time performance tracking, long-term performance metric collection, other analysis, and prompt feedback delivery.

The internship provided me with professional experience and personal growth, enabling me to understand how strategic HR practices and digital innovations can enhance an organization's performance.

Here, the report offers recommendations based on these observations and experiences, including new digital solutions to enhance HRIS functionality, performance reviews that require less administrative time, and an increased focus on mentoring programs for ongoing professional development. In conclusion, the internship at BRAC has complemented the intern's bookish knowledge, which will be beneficial and vital to their career moving forward as a human resources manager.

Acronyms

- BRAC: Bangladesh Rural Advancement Committee
- LLD: Learning and Leadership Development
- HRIS: Human Resource Information System
- PMS: Performance Management System
- IDP: Individual Development Plan
- NGO: Non-Governmental Organization
- KPI: Key Performance Indicator
- SMART: Specific, Measurable, Achievable, Relevant, Timebound
- HR: Human Resources
- LMS: Learning Management System
- SWOT: Strengths, Weaknesses, Opportunities, Threats
- ROA: Return on Assets
- M&E: Monitoring and Evaluation

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Chapter 1: Overview of Internship

The following chapter is a comprehensive account of my internship at BRAC's Learning and Leadership Development (LLD). It discusses my background, the type and scope of my internship, my roles and responsibilities, the contributions I made to the organization, the benefits I received, the challenges I faced, and suggestions for improving future internship programs.

1.1 Student Information

I have completed this internship report, Khandaker MD Asef Anzoom Shanto, an MBA student with Student ID 22264066, specializing in Human Resource Management at BRAC University.

Due to my Exposure to various fields, such as digital marketing, graphic design, and software development, I have developed versatile skill sets. The combination of these skills has equipped me to work in a role relevant to the work encompassed by Learning and Leadership Development at BRAC.

1.2 Internship Information

My internship with BRAC was part of a prescribed learning program for a class that sought to connect academic theories with the realities of the workforce. Between October 2022 and April 2023, I interned in the Learning and Leadership Development (LLD) department at BRAC. In the following months, I worked on several projects to enhance BRAC's e-learning platforms and leadership development modules.

I joined BRAC in May 2023 and was promoted to Associate based on my performance and contributions from May 2023 to October 2024. Then, I was promoted to Officer in the LLD division in November 2024. This path reconfirms the organization's belief in me, which is admittedly a notion that heartens me. It reconfirms what I have engaged in, read, and learned in my MBA that was relevant.

During this 5-month internship, I worked alongside experienced individuals, including my first-line supervisor, Deputy Manager Mohammad Ashibuzzaman Rupam, and Senior Manager Tabassum Binte Nawshad.

My time there exposed me to a wide range of digital content-related activities, including video shooting and editing, as well as PowerPoint presentation design. I also collaborated with stakeholders to manage end-to-end processes for developing e-learning and classroom training modules. Exposure to a large organization like BRAC in this manner gave me a better understanding of how an organization leverages Technology and other innovations for the learning and development of its employees.

1.3 Intern Duties

During my internship in the LLD division of BRAC, I undertook several key responsibilities that significantly contributed to my professional development and enhanced the team's overall efficiency. The following are the sources of information that I compiled during my time as a student intern and later as an officer.

E-Learning Module Creation:

- I worked as an instructional designer to support the development of e-learning modules for several core programs piloted in the LLD division. This involved extracting course topics, scripting content, and developing interactive learning materials to enable BRAC's strategic objectives. However, I worked closely with subject matter experts to ensure that the content was both correct and engaging.

Video Production and Editing:

- Implementing audio-visual work on my core responsibilities. It consisted of video shoots where I planned shoot timelines and set up equipment, all while ensuring substantial production value. I also taught post-production work that involved advanced video editing skills using Adobe Premiere Pro software. During these tasks, I was also involved in producing over 100 pieces of video content, including explainer videos, course summaries, and clips on leadership training, among other topics.

Design of Presentation:

- Developed clever and visually pleasing PowerPoint presentations for different trainings, e-learning modules, and high-level training. These were sound attention to detail, a creative mindset, and an ability to make sense of complex information and present it in a presentable way on any slide. The assistance I provided helped enhance the quality of the materials used during training, both online and in the classroom.

Control and Clarify Coordination and Communication:

- Stakeholder Coordination: I also worked to unify the entire project by communicating with various stakeholders involved in the e-learning projects. There was collaboration with internal teams, external content vendors, and subject matter experts. Good communication was essential to ensure that all project components were aligned and met their due dates.
- Content Writing for social media: I was heavily involved in creating social media posts for BRAC. This entailed writing posts, designing graphics, and building and writing copy around BRAC's learning programs.

Documentation and Reporting:

- I monitored the success and progress of various training programs and recorded reports on key aspects. Insights derived from this documentation were crucial for evaluating the performance of PMS.

Practices Safeguarding:

- Furthermore, in line with BRAC's values, I was tasked with ensuring that safeguarding policies were followed throughout all initiatives, including training and content creation. This included monitoring interactions to prevent any abuse or exploitation, notifying team members of the policies governing safeguarding, and adhering to the established guidelines for safeguarding reporting. Every participant has a responsibility to help them create inspiring and safe surroundings.

Technical and Administrative Tasks:

- Utilization of the HRIS: I advocated for integrating digital projects with our HRIS, the Human Resources Information System. Accurate recording of training comments and performance data across the system will help simplify the performance review process and reduce the volume of manually produced documentation.

Working within the LLD division involved collaborating with various departments to ensure that leadership development and learning activities aligned with overall company goals. I participated in cross-departmental meetings and supported multiple projects, including employee engagement campaigns and performance reviews, while also collaborating with other key HR departments.

Role transition and expanded responsibilities:

My responsibilities escalated dramatically from intern to Associate and ultimately to Officer in the LLD division.

- Content Strategy Officer: Strategically developing and writing e-learning modules and content. This is achieved by setting performance indicators, directing the development of training materials, and ensuring that these materials are relevant to the end-users' context.
- Managing Projects: I'm currently managing several e-learning projects concurrently to ensure all deliverables are met on time. This includes managing risk, allocating resources, and maintaining ongoing communication with senior management to monitor the project's progress.
- Mentoring and team leading: Helping to mentor junior team members and interns, providing feedback on their work, keeping the team focused, working towards common divisional goals, and promoting good behaviors across the team are all leadership responsibilities that are part of my role as an officer.

1.4 My contribution to BRAC

My work in BRAC's LLD section has been one of the contributions that have improved the general quality of our training programs and the operational efficiency of the team. My activities have fundamentally changed the following vital fields:

Improvement of the quality of the digital materials:

- Creative E-Learning courses: I helped design and improve e-learning projects. My background in digital marketing and creative design enabled me to offer fresh ideas for content formats, enhancing staff involvement and knowledge. My intended modules were interesting, visually appealing, and suitable for various teaching environments.
- Excellent Video Production: I was heavily involved in creating over 100 high-quality video pieces, which have become a mainstay of our training strategy. As such, I worked closely on video shoots, coordinating post-production edits and ultimately ensuring that the content met BRAC's requirements to raise the overall quality of our multimedia training capacities.

Effective Communication and Coordination:

- **Opportunity to Interact with Key Stakeholders:** I established strong communication channels among various stakeholders, including internal teams, external content creators, and subject matter experts. This resulted in all our projects being executed more effectively, as we consistently identified and addressed any significant issues to ensure timely resolution by the relevant manager.

Leadership and Mentorship:

- **Changing roles and leading:** From intern to Officer, I also took on a leadership role by training junior team members and interns in writing content and developing digital learning modules. I created them to ensure great feedback, mentorship experience/ practices, and on-time delivery.

Contributing to Safeguarding Initiatives:

- **The Ethical Practices Promotion:** As part of my role, I ensured all training and development activities complied with BRAC's safeguarding policies. While there, I helped foster a culture of transparency and ethical behavior, ensuring that employees and stakeholders in our programs feel they are in an environment where they can speak freely about their concerns and provide feedback.

In closing, the above contributions not only play a pivotal role in enhancing the quality of our digitalized training materials but also enable better processes and seamless communication among stakeholders, thereby improving ideas and fostering a culture of sustainable learning and ethical practices within the LLD division.

1.5 What I Have Learned from This Internship

During my 5-month internship, followed by a period as an Associate and Officer in BRAC's Learning and Leadership Development (LLD) unit, I had a fascinating journey including:

1. **Understanding the Organizational Setup and the NGO Ecosystem:** One of the most valuable takeaways was seeing how BRAC functions as a large, decentralized development organization. [1].
 - I observed how other programmers of BRAC, such as Microfinance, UDP, Education, and HR, contribute to the core of BRAC.
 - I discovered how my department LLD acts as a strategic partner, helping every staff member develop throughout the entire organization.
 - I also realized that BRAC's all programs design focuses on both community demand and staff development.
2. **Digital and E-Learning Content Development:** Another aspect of my internship was working on BRAC's digital learning platform, which came to life.
 - I assisted with storyboarding and designing microlearning for adult learners.
 - I had software like Illustrator, Photoshop, and Adobe Premiere that enabled me to create some great training videos.
 - I helped develop structured, scalable, online courses - especially for field staff and new hires.

3. Time and Project Management: Managing multiple deliverables provided me with an excellent opportunity to improve my time management skills.
 - I organized using project management tools, Trello and Google Sheets.
 - I learned how to triage by urgency and the people who need the work.
 - I learned to break big goals into smaller, manageable steps. It forced me to be a calm and steady presence, even under fire.
4. Ethics and Values in Practice: At BRAC, values aren't just written on paper - they're lived every day. That had a profound effect on my professional behavior.
 - I saw the importance of transparency in performance reviews.
 - I learned how to work with sensitive information with care and trustworthiness.
 - I witnessed how a culture of accountability is shaped by the actions, not just the words, of leaders.

Having sat in such an ethical organization influenced my ethical conduct at work and my sense of duty.

5. Using My MBA in the Real World: I began to see my business studies come to life through this internship program. I could visibly appreciate the utilitarian aspects of:
 - HR theories - goal-setting, performance feedback, behavior-based evaluations.
 - Models of organizational behavior - frankly, around why employees are motivated and what dynamics make the team great.
 - Communications systems - inside training manuals and internal documents.

With this normalized, real-world application, I could finally grasp the interface between theory and practice.

1.6 Benefits from the Internship Program

Overall, it was a profoundly transformational experience for me at BRAC, and I reflected on several key insights that significantly expanded my professional skills and contributed to my personal growth. The key benefits include:

Education And Career Growth:

- Technical Proficiency: It has helped me a lot with my technical skills, in particular in videography and digital work (like working in high-tech software tools: Premiere, Photoshop, Illustrator). HRIS Integration and Digital Analytics have been the source of systematic data management for me.
- Creative and Strategic Thinking: E-learning modules and multimedia design help me develop creative thinking skills. Then, I learned to create content that is not only visually appealing but also strategically relates to BRAC's goals. There's a brilliant balance between creativity and strategy that is a massive asset for success in today's competitive business environment.
- Leadership and Teamwork: A promotion from intern to officer helped me develop my leadership abilities. These experiences gave me greater confidence in myself and allowed me to hone the interpersonal skills necessary for serving in leadership roles in the future.

Meeting Real-World Challenges:

- **Understanding Organization Dynamics:** It reinforced for me how an organization as large as BRAC operates. I observed strategic decision-making as well as the formation of cross-functional alliances.
- **Practical Application and Theory:** It was life-changing to be able to apply what I was learning to real-life projects - I experienced this during my MBA program.

Networking and Mentorship:

- **Professional Networking:** Last but not least, working with professionals provided an abundant learning experience and helped me develop a professional network for my future career. Those relationships have provided me with advice, guidance, and support, and could even one day further my career.

Personal Growth and Confidence:

- **Increased Confidence:** I grew in confidence by managing a project and serving as the lead, working with stakeholders, and leading initiatives. This experience proved to me that I can thrive at an enterprise level with a high level of intentionality and responsibility.
- **Enhanced Communication Skills:** I helped build my verbal communication skills among colleagues, management, and others outside the organization. They taught me how to think critically, negotiate, and write professionally.
- **Adaptability and Problem-Solving:** Internships often become challenging; therefore, the ability to overcome these hurdles expanded my problem-solving skillset. I began to become more agile with shifts, time-sensitive initiatives, and resolving issues in a constantly changing environment.

Exposure to Innovative Practices:

- **Digital Transformation:** I worked in a department that focused on digital innovation and saw firsthand modern learning and leadership development approaches. I have listened to e-learning modules, multimedia in learning, and the merits of using digital tools to ensure that employees produce better results.

1.7 Problems Encountered During Internship

My experience as an intern at BRAC was largely positive; however, I encountered several challenges during my tenure. My personal development and learning about how the organization could improve the internship program were intertwined with addressing these challenges. Here are the main issues I am into:

- **The restriction of access to sensitive data:** A significant complication involved limited access to specific performance data. Due to confidentiality policies, I was unable to disclose certain aspects of the Performance Management System as thoroughly as I would have liked. This restricted me from performing an extensive analysis and drawing conclusions from actual data. While alternative data sources were utilized, limited access sometimes restricted the depth of my research.

- **Time Management and Workload:** Another challenge was juggling multiple responsibilities and working under pressure to meet tight deadlines. At that time, the workload was enormously high as many projects ran simultaneously out of these two offices. Constantly staying on top of time availability, knowing what to prioritize first, and delivering everything on time (delivering without compromising quality) was challenging and involved a lot of planning ahead. While at times, the workload was overwhelming, these moments taught me resilience and helped develop my time management skills.
- **Technical Challenges:** With many members relying on digital tools for content creation and performance tracking, there will inevitably be some technical disruptions to the workflow. Software bugs, incompatibility of multimedia files, and occasional HRIS disruptions occasionally delayed the project's outcomes. While the IT support team was highly responsive during the simulation to address these technical challenges, they demonstrated the need to continue developing the underlying digital infrastructure.
- **Shortcomings in Communication and Coordination:** Overall, communication within the team was effective, although there were occasional gaps in cross-departmental connections. These disconnects led to miscommunications in project deadlines and sometimes conflicting stakeholder priorities. Tackling this communication issue meant going through follow-up (often proactive) actions and meetings to set expectations straight and align the team's efforts.
- **Stress and Pressure:** The high-action-packed work ethic and expectations were not easy to bear and weighed very heavily around project deadlines and review times. It was an overall awesome path, but my work-life balance suffered because it was challenging to stay on top of everything all the time. These times have helped me learn to manage stress through practical time management skills and by leaning on my colleagues for support.

1.8 Recommendations for Future Internship Programs

Based on my experience and the difficulties I experienced during my internship, I would like to provide recommendations to enhance BRAC's internship programs going forward:

Extended Training:

- **Role-Specific Training:** Customized sessions providing training on the relevant responsibilities of the LLD division would quickly upskill (such as video production, PowerPoint presentation, and coordination with various stakeholders). This way, interns can get the ground running and have better tools to help them from day one.

Improved Data Accessibility:

- **Controlled Data Sharing:** However, while confidentiality must be maintained, granting interns limited access to anonymized performance data would enable them to perform meaningful analyses and contribute more effectively to the team in the future.

Better Workload Management:

- **Clear Task Prioritization:** Therefore, it would be beneficial for future internship programs to include specific methods for prioritizing tasks. By conducting regular checking and progress evaluations, interns will find it easier to manage their workload and avoid feeling overwhelmed.

- **Flexible Scheduling:** Allowing flexible hours or remote work options, when possible, in times of high pressure can enable interns to strike a balance between their work and personal lives. That freedom can increase productivity, as well as engagement and overall well-being.

Robust Communication Channels:

- **Regular Team Meetings:** Improving coordination is vital for project success, and it can be facilitated by establishing regular team meetings where all interns, supervisors, and team members can jointly discuss the project at hand, any challenges, feedback from others, and the direction that all settled members need.
- **Mentorship Programs:** Having a mentor for every intern whom they could follow and take guidance from throughout their internship period will create a great learning experience. They can also help facilitate communication and provide tailored insights into navigating these challenges.

Enhanced Feedback Mechanisms

- **Structured Feedback Sessions:** Interns should receive both constructive criticism and recognition for their contributions through formal feedback sessions at the midpoint and the end of the internship. Such feedback can help scale project approaches and enhance on-the-ground performance quickly.
- **Anonymous Surveys:** To develop future programs, anonymous surveys can be conducted to gather the interns' perspectives and improve the program. Regular structured feedback on aspects such as training, workload, and communication, as well as general satisfaction, will be vital.

Emphasize Professional Development:

- **Career Development Workshops:** Conduct career development and leadership workshops and seminars to support professional growth and development. This can help interns prepare them for potential positions within the company upon graduation.
- **General Exposure to Multiple Departments:** It is one of the basic things that the intern team should be motivated to visit other departments within the HR division and other BRAC divisions as well. This cross-pollination will expand their knowledge of the organization and create a more holistic problem-solving and innovation mindset.

Chapter 2: Organization Part

2.1 Introduction

BRAC, which stands for Bangladesh Rehabilitation Assistance Committee, is an NGO and one of the largest in the world. A detailed analysis of BRAC as an organization is offered in this chapter. It examines its historical evolution, strategic vision, and the organizational culture that drives its diverse initiatives [2].

It is essential to keep this chapter firmly in mind as it sets the context through which I walked my internship with the Learning and Leadership Development (LLD) of BRAC. In this exploration, we will examine BRAC's overarching structure, policies, and forms of leadership, among other aspects that have contributed to its success as a leading NGO.

To analyze the subtopics, let's begin by examining some key principles within an organization that, when combined with a strong organizational structure, have enabled BRAC to emerge as a leading NGO in Bangladesh and globally.

2.2 Top NGO Companies of Bangladesh

Several active and successful NGOs in Bangladesh have played a crucial role in transforming the country's socio-economic conditions. BRAC is the largest and, arguably, the most innovative among them [3]. Some of the best NGOs in Bangladesh are:

- Grameen Bank is recognized as a pioneer in microfinance, providing financial services to individuals living in poverty.
- ASA (Association for Social Advancement): Has a significant footprint in microfinance, agriculture, and community development.
- PROBE (People's Research Organization of Bangladesh): Dedicated to sustainable development (particularly in the rural areas).
- Banchte Shekha (Learning to Save): Targets education and community development activities.
- Care Bangladesh: A member of the international care network on developmental issues such as poverty, hunger, and disaster relief.

Although each of those organizations has its focus, BRAC's holistic model, encompassing health, education, economic empowerment, and social development, has made it a global force [4]. BRAC's capacity to scale numerous programs and generate a high degree of innovation so far outstrips anything else the NGO sector has been able to muster. Grassroots implementation aligns with advanced management practices through the organization's integrated model, ensuring that its work is both sustainable and impactful.

2.3 About BRAC

BRAC was a modest relief group that helped refugees and communities devastated by the war. It was founded in 1972 after the Bangladesh Liberation War. Over the years, it has changed and grown into a development organization with activities in more than 11 countries in Asia, Africa, and the Americas [5].

Evolution and Growth:

The organization began by providing relief and rehabilitation services. Over time, BRAC added programs for education, health, microfinance, and livelihoods.

Core Structure:

BRAC has several programs, which are organized around a set of core program areas:

- Education: BRAC runs various education programs, ranging from early childhood development to informal, formal, and vocational education.
- Health: Program for health (primary health care, health of women and children, prevention of infectious diseases).
- Economic Development: BRAC promotes economic self-reliance, particularly for women, through microfinance and livelihood programs.
- Social and Community Development: BRAC's programs in Social and Community Development work towards social inclusion and advocacy through legal aid to ensure marginalized communities are represented.

The Learning and Leadership Development (LLD) provided me with an outsider's perspective on how BRAC's innovative practices are implemented across its diverse program areas. In the Digital Learning and Development team, I developed digital learning modules that enable, repeat, and advance BRAC's mission through upskilling its workforce.

2.4 Mission, Vision, and Core Values

Vision: BRAC's vision is grand but realistic:

“A world without exploitation, where every person is given the chance to lead a life of dignity and productivity.” [6]

This ideal embodies BRAC's ongoing effort to tackle systemic social and economic issues through the empowerment of individuals and communities. It envisions a society where development is inclusive, and regardless of one's background, everyone can contribute to and benefit from it.

Mission: BRAC's mission is to empower people to realize their potential. The belief that sustainable development can be attained through investment in human potential and access to vital services powers tremendous momentum. A few of BRAC's core mission components are:

- Empowerment: Providing education, healthcare, and financial services to help people break free from poverty and social exclusion.
- Innovation: Constantly creating new solutions to address complicated social problems.
- Sustainability: Working to make sure development programs last through local ownership and capacity-building.
- Equity: Social justice and equity at the global level with a focus on meeting the needs of the most vulnerable.

Core Values: A set of core values guides BRAC's operations in all its decisions and actions:

- Integrity: Always being transparent, honest, and accountable.

- Inclusion: Making programs and services accessible to all, particularly marginalized communities.
- Innovation: Fostering creative problem-solving and the use of new technologies to improve program effectiveness.
- Excellence: Delivering the highest standards in service delivery and organizational performance.
- Collaboration: Creating a collaborative and partnership-based culture throughout the organization and with parties outside of it.

These principles resonate with me as someone who is actively pursuing the career goals outlined in my CV. Build trust, add value, and be authentic. It's crucial to stay true to yourself; diversity and inclusion are something I have believed in and a philosophy I stand by. Working in the LLD division myself, I am now in a position to support BRAC's vision and develop learning content, which hopefully instills the values of both excellence and integrity.

2.5 Programs and Services of BRAC

Unlike the more conventional companies that sell products, BRAC delivers a range of development interventions to millions of people worldwide, enabling them to live better lives.

Education and Training Programs:

BRAC's education initiatives span from early childhood education to training and adult literacy. Through a network of thousands of learning centers, schools, and vocational institutions, the organization is giving the gift of education to underserved communities.

- Non-formal Education: The initiatives aimed at improving the literacy rate as well as the skills of out-of-school children.
- Skill Training: Initiatives for skill development to enhance employability and promote entrepreneurship.

Healthcare Services:

BRAC's health programs are extensive, and its goal is to meet the primary healthcare needs of people with low incomes [7]. Key components include:

- Local Health Clinics: Establishment of local health clinics for treatment, prevention, and cure.
- Maternal and Child Health: Programs related to child mortality and mothers' health.
- Preventive Health: Initiatives aimed at reducing diseases before they occur, such as vaccination campaigns or health screenings.

Programs Economic and Livelihood:

BRAC is an internationally renowned umbrella organization with initiatives for microfinance as well as economic empowerment. Among its livelihood programs are the following:

- Microcredit: Microloans given to poor people (especially women) to fund the establishment or growth of their businesses.

- Entrepreneurship Development: Providing training and support services to aspiring entrepreneurs for generating sustainable income.
- Agricultural support: Programs to support farmers and enhance food security in rural areas.

Advanced Social & Community Development:

Resilient Communities: The social development interventions of BRAC contribute to building:

- Advocacy and Legal Justice: Ensuring that justice is available to the most deprived sections of society in the form of free legal aid and advocacy.
- Response in a Box: Faster disaster response to natural disasters, ensuring individuals have access to prompt help.
- Empowerment of gender: Programs of gender equality and women's empowerment.

These program areas can be thought of as the "services" of BRAC. Supported by the capacity-building components of the organization's programs, my work in the LLD division primarily included the design and curation of e-learning modules and leadership training content so that BRAC's workforce is capable of delivering quality programs.

2.6 BRAC Policy

Of the many components of BRAC's operational excellence, one of the most critical is BRAC's policy framework. BRAC policies encompass a wide array of human resource management, financial governance, and operational procedures. These policies are established to promote uniformity, visibility, and responsibility in all programs and services.

Human Resource Policy:

BRAC has a firm HR policy based on merit, fairness, and continuous learning. The organization believes in the following:

- Performance Management: Implementing a structured Performance Management System (PMS) to assess and improve employee performance.
- Training and Development: Offering ongoing professional development opportunities to all employees.
- Professional Conduct: As a responsible employer, BRAC ensures that staff act by agreed-upon ethical standards in all dealings.

Policies for Operations and Budget Reconciliation:

BRAC's financial policies are designed to manage all resources efficiently and transparently. The policies include:

- Budgetary Controls: Guidelines for budgeting, expenditure tracking, and financial reporting.
- Operations: Maturity of business processes and activities.
- Compliance: Adherence to national and international standards and operating within prerequisite legal and regulatory frameworks.

Policies Concerning Safety and Safeguarding:

In line with international best practices, BRAC has developed robust safety and safeguarding policies. These policies are adopted to protect the rights and well-being of employees, program participants, and all other relevant categories of participants. They cover issues such as:

- Safety at work: Regular safety checks and training to ensure the work environment remains safe.
- Protection from Abuse: Measures in place to protect against harassment and abuse, with a clear framework for reporting and resolving complaints.

BRAC policies are not static but are regularly reviewed and updated to ensure they align with the evolving contexts that may arise. Working in LLD, I was exposed to policy updates that needed to be shared, and I would not only review them but also pass over the information to other team members.

2.7 BRAC Environmental Policy

BRAC is committed to sustainable development, and that commitment is reflected in environmental policy. The group remains aware that its efforts must simultaneously serve to enhance our communities and preserve the planet for generations to come [8].

Core Features of the Environmental Policy

- Sustainability: BRAC factors the environmental component into the design and implementation of projects. All projects undergo an environmental impact assessment to minimize and minimize adverse effects on local ecosystems.
- Resource Management: Minimize resource use - water, energy, raw materials, etc. BRAC also practices reducing waste and recycling in all its operations.
- Climate Change Adaptation and Mitigation: BRAC's programs also engage in responding to the effects of climate change, both by adapting to and mitigating its effects. This includes advocating for renewable energy, funding reforestation efforts, and promoting increased education and awareness of more sustainable practices among community members.

It was at this time that I was working with the BRAC and had the opportunity to make objective observations on how the firm contaminates and controls the environment. BRAC's emphasis on sustainability extends beyond its utilization of green Technology for designing and developing training centers to employing digital tools for monitoring site resource consumption.

2.8 Corporate Social Responsibility (CSR)

CSR is part of BRAC's DNA. BRAC's CSR projects are designed to meet critical social challenges and uplift the quality of life in underprivileged communities [8].

Core CSR Initiatives:

- BRAC invests heavily in microfinance, healthcare, education, and other community development activities.
- The BRAC disaster relief framework responds quickly and effectively to natural disasters, offering both immediate relief and long-term rehabilitation.
- Additionally, BRAC prioritizes gender equality and social inclusion efforts. Its CSR policy is focused on activities that benefit women, reduce gender disparities, and promote inclusive growth.

2.9 Company Code of Conduct

The Code of Conduct promotes a work environment free from discrimination and harassment, ensuring that staff adhere to the organization's Code of Conduct. These are not rules and procedures but a reflection of BRAC's core values [9].

Core Components of the Code of Conduct

- Integrity and Accountability: Transparency, honesty, and accountability are essential for team success. To prevent conflicts of interest, employees must disclose any unethical actions.
- Respect and Inclusivity: BRAC values and promotes diversity. Harassment, discrimination, and abuse will not be tolerated.
- Policies: All employees must, at all times, comply with the guidelines of the company, including, but not limited to, company policies relating to security, confidentiality, and the environment.

I have helped promote and follow these guidelines as part of my job. Employees regularly attend training sessions on the Code of Conduct, ensuring they stay current with the latest ethical standards and procedures.

2.10 Board of Directors

BRAC is managed by two bodies: the Governing Body and the Executive Management Team [10].

Governing Body:

- Chairperson Dr Hossain Zillur Rahman: A prominent economist and social thinker with decades-long experience in policy-making and governance.
- Asif Saleh: Executive Director of BRAC.
- Tamara Hasan Abed: Managing Director, BRAC Enterprises. Heads BRAC's social enterprises with an emphasis on sustainability and impact.

Executive Management Team:

- Asif Saleh: Executive Director of BRAC.
- Jerome Oberreit: Executive Director, BRAC Global.
- Tushar Bhowmik: Chief Financial Officer at BRAC.
- Divya Bajpai, Executive Director, BRAC Europe, leads BRAC's programs and partnerships across Europe.

2.11 Historical Achievements

BRAC's history is one of extraordinary development and evolving perspectives. BRAC was founded in 1972 and has become a global leader in the development industry [11].

Key Milestones:

- Introduced in 1972 to provide relief and rehabilitation following the Bangladesh Liberation War.
- In 1980, the Foundation expanded its portfolio to include education, health, and economic development projects, establishing a more comprehensive approach to development.

- In 1990, the organization expanded its global outreach by bringing its in-house development methodology to other locations and receiving recognition for its innovative approach.
- In 2000, Growth, Expansion, and Impact: These initiatives helped millions of people. BRAC's work in microfinance and community development has become a paradigm for worldwide replication.
- In 2010, used digital technology to improve program delivery and outcomes. Investments in IT infrastructure, HRIS, and data analytics have transformed operations throughout the firm.

2.12 Other Business Units of BRAC

BRAC also engages in activities that sit outside its core development programs. Its diversified portfolio now comprises several business units, which also double as revenue streams that fund its development efforts. These units include:

- BRAC Enterprises: The commercial wing that operates businesses across sectors from agribusiness to retail. The income supports social programs.
- Commercial product and service provider: BRAC Bank - BRAC Bank is working within the highly competitive banking sector, leveraging the organization's expertise in microfinance.
- BRAC IT: IT infrastructure across BRAC, including HRIS and digital learning.

These business units are not only helping to make BRAC commercially viable but also embody a principle of integrated development, where social impacts should not only be supported by commercial success, but instead, your social impacts drive your commercial success.

2.13 Leadership Style

Leadership style is widely recognized as democratic and participative. This should be a central part of shaping an inclusive culture where all parts of the organization have a voice in contributing [12].

Here are the aspects of BRAC's leadership style:

Participative Decision-Making: At BRAC, leaders and staff participate in the decision-making process. This process involves recording each voice through regular meetings, feedback sessions, and brainstorming sessions.

Visionary and Strategic: BRAC's leadership addresses not only near-term operating issues but also engages heavily in longer-term planning. They have a clear vision and direction, are strategists, and carry the mission forward.

Ethics: The fact that we fail to be honest with our morality and actions contradicts our ethics. When leaders model integrity and accountability, they set the organizational tone.

All of my hands-on experiences in the LLD led me to adopt this leadership style [2]. One track that drives growth is through constructive engagement in decision-making and mentorship, where I progressed from my first role as an intern at the organization to an Officer with increased responsibilities [13].

2.14 Marketing Practices

BRAC is a development organization, not a commercial enterprise, and it needs targeted marketing to raise funds for its extensive programs and promote its global brand [14].

Key Marketing Strategies:

- **Brand Positioning:** BRAC has placed itself at the cutting edge of innovative, sustainable development. Its marketing communications feature its involvement in poverty alleviation, education, health, and economic empowerment.
- **Storytelling:** BRAC utilizes good storytelling to explain the impact of its coverage. The group uses success stories, case studies, and video documentaries to show the effectiveness of its efforts.
- **Digital Outreach:** The organization leverages digital spaces - like social media, its website, and e-mail campaigns to reach a global audience. BRAC's digital reach worked to increase its message, attracting international interest in its work.

For BRAC, marketing embodies its greater purpose - uniting people, igniting their passion for the mission, and motivating them to move forward. It is such marketing strategies that keep BRAC at the forefront of the global development conversation.

2.15 Financial Performance

Here, I share financial indicators that measure the liquidity, solvency, and overall sustainability of BRAC NGO from 2024 to 2025 [15]. These ratios provide a view of how well the organization efficiently uses resources to accomplish its mission-based goals [5].

Table: Major Financial Indicators: BRAC NGO (FY 2024–2025)

Ratio	Value	Explanation
Current Ratio	2.27	This indicates that BRAC has 2.27 current assets for every BDT 1.00 in current liabilities, indicating strong short-term liquidity and the capacity to meet urgent commitments.
Quick Ratio	1.98	Without inventory, BRAC has BDT 1.98 in liquid assets for every BDT 1.00 in current obligations, exhibiting good financial flexibility.
Earnings per Share (EPS)	N/A	As a nonprofit organization, BRAC does not issue shares; therefore, EPS is not applicable.
Return on Equity (ROE)	N/A	ROE is typically used for for-profit entities. For BRAC, performance is measured through program efficiency and impact rather than shareholder returns.
Net Profit Margin	N/A	As a nonprofit, BRAC focuses on reinvesting any surplus funds into its programs. Traditional profit margins are not a primary performance indicator.
Total Asset Turnover	N/A	This ratio is more relevant for for-profit organizations. BRAC assesses efficiency through program outcomes relative to resource utilization.

Interpretation:

- **Liquidity Ratios (Current and Quick Ratios):** BRAC's current and quick ratios are much higher than the usual benchmark of 1.0, indicating a strong liquidity position. This guarantees that the organization can satisfy its short-term responsibilities while being financially stable.
- **Profitability and Efficiency Ratios:** Traditional profitability metrics, such as EPS, ROE, and Net Profit Margin, do not apply to BRAC due to its nonprofit status. Instead, BRAC evaluates its performance based on program efficiency, impact assessments, and the effective utilization of resources to achieve its mission.

2.16 Porter's Five Forces

BRAC may be a nonprofit, but it is not the only actor on a playing field that includes all manner of development and social services organizations competing for limited donor funding and strategic partnerships.

Analysis of the Five Forces:

- **Competitive Rivalry:** In Bangladesh, the NGO sector is heavily competitive, given the high number of NGOs competing for scarce resources, donations, and public support. But BRAC's blunt-force approach and its long-established credibility give it an advantage.
- **Threat of New Entrants:**
 - **NGO:** The barriers to entry (namely, legal entity registration) are relatively low to none in the most non-impactful contexts; however, building credibility and scale in the NGO sector is very difficult.
 - **New Entrants:** The established history and global reach of BRAC pose a substantial threat to the suppression of new entrants.
- **Bargaining Power of Suppliers:** Within the context of NGOs, "suppliers" can be identified as donors, grant agencies, and partner organizations. The presence of external funding by BRAC and solid partnerships reduces the supplier power of BRAC.
- **Bargaining Power of Buyers:** In the context of NGOs, the "buyers" are the beneficiaries and the communities being served. Although they don't "purchase" services in the traditional sense, their needs and feedback heavily shape how programs are designed. BRAC's focus on working within communities ensures that its programs are relevant and responsive.
- **Threat of Substitutes:** Development alternatives and contending development ideologies could have been perceived as substitutes. BRAC's unique integrated model, which combines microfinance, education, health, and empowerment, has been tested and proven to be resilient to competing alternatives.

2.17 SWOT Analysis

The SWOT analysis provides a vision and anticipates action to understand the internal capacities paired with the external vulnerabilities of BRAC.

Strengths:

- **International Reputation:** BRAC is among the world's leading-edge development NGOs.
- **Financial Sustainability:** A combination of revenue sources, including donor contributions, grants, and revenue generated through economic activities, has built financial sustainability.

- **Enormous Reach in the Field:** With programs operating in both rural and urban settings and a meaningful field presence throughout Bangladesh and beyond, BRAC's coverage is extensive.

Weaknesses:

- **Inefficient Organizational Structure:** The size and number of programs may slow government action and efficiency by fostering fragmentation and bureaucratic gridlock.
- **Relying on External Funders:** Its income is split, and a significant percentage of it comes from donors rather than itself, which can therefore affect long-term planning [16].
- **Gaps in the Uptake of Technological Innovations:** While BRAC has invested substantially in digital solutions, the continual adjustment and integration of these solutions remain a challenge, particularly in hard-to-reach areas [17].

Opportunities:

- **Expanding Geographically:** BRAC has a sector, a large-scale programmatic footprint, and global lessons to leverage, as well as opportunities to expand into new geographies and countries.
- **Digital Transformation:** If businesses can achieve greater efficiency, develop better training modules, or refine their data analytics algorithms, then opportunities will arise from technological progress.
- **Raising global awareness:** Given an increasingly high level of interest in sustainable development and the rise of social entrepreneurship, donors and partners may provide more support.

Threats:

- **Political and Economic Factors:** Adverse effects on business can result from changes in political conditions and economic situations throughout Bangladesh and other countries in which it operates.
- **Very Competitive Funding Environment:** The NGO sector is incredibly competitive, and the shifting priorities of donors or a donor working through a budget deficit can have a considerable impact.
- **Regulatory barriers:** Variations in laws and regulations for not-for-profit organizations, whether local or international, would be another factor affecting the operations of BRAC.

This SWOT analysis reveals that BRAC is a strong organization, leveraging its strengths and opportunities, but also needs to be cautious due to its weak areas and potential threats.

2.18 Conclusion

BRAC's organizational structure serves as a guiding example: it is a textbook case on resilience, innovation, and strategic impact in the nonprofit world. BRAC, through its varied programs, strong policies, ethical standards, and sustainable development, has become the leading organization in the world in tackling complex social issues. Such a dynamic landscape encompasses everything from company policies that reflect values, financial management that ensures the company continues to serve its beneficiaries, and digital systems that are continuously improved to ensure the investments in CSR lead to higher-scale effects.

Overall, as an intern followed by an Officer in the Learning and Leadership Development division, I got exposed to the organization and developed an understanding of practices in these fields and how they relate to the management of a large-scale NGO. The issues and possibilities highlighted in this chapter suggest that there is no end to progress and that strategic adjustment and improvement are key to staying ahead of the regularly evolving development landscape.

2.19 Recommendations

Drawing on the in-depth analysis outlined in this chapter, the following recommendations are suggested to help organizational performance and sustainability:

- **Improve Integration of Technology: Upgrade Digital Systems:** Invest in cutting-edge HRIS and LMS technologies that enable improved analytics, mobile access, and simple integrations [18]. This implementation will make operations more seamless and facilitate data-driven decision-making within the organization.
- **Development of Leadership and Talent: Mentorship and Succession Planning:** Formal mentorship programs connect experienced executives with emerging talent. Set up succession planning processes to ensure leadership continuity and organizational stability [19].
- **Broaden Outreach and Partnerships: Improve Marketing and Communications:** Increase worldwide exposure and attract supporters through effective digital marketing campaigns. Encourage action by creating intriguing stories that showcase BRAC's power and ingenuity.

Chapter 3: Project Part – Analysis of BRAC’s Performance Management System (PMS)

At BRAC, PMS is a key component of strategic human resource management. This chapter describes the project to examine and assess the PMS in BRAC. This chapter covers the underlying principles of performance management theory, the purpose and significance of the study, the methodology employed, the constraints of the study, an overview of the Human Resource & Administration Department, and BRAC's PMS practices. The chapter is completed with findings, conclusions, and recommendations for enhancement.

3.1 Introduction

The Performance Management System (PMS), one of the most crucial HR tools, ensures that each worker's performance aligns with the organization's strategic goals. In a complex, large-scale organization like BRAC, the PMS is designed to be a tool for goal alignment and performance evaluation, but it is also designed to act as a catalyst for learning and leadership. In this project, we aimed to identify the secondary variables of the BRAC PMS, the modern performance management theories it incorporates, and its impact on the company's efficacy.

3.1.1 Theoretical Background

Several well-known theories and models from human resource management influence the design and implementation of PMS. The theoretical principles behind this analysis include the following:

- **Goal-Setting:** This Theory, established by Edwin Locke, proposes that unique demanding goals are the keys to enhancing performance. A system we call PMS, which underlines that all employees should have SMART (Specific, Measurable, Achievable, Realistic, and Time bound) [20]. With a well-structured strategy, BRAC can establish a systematic goal-setting process, which is crucial in enhancing individual performance and ensuring alignment with BRAC's overall strategy [21].
- **360-Degree Feedback:** It is not only from supervisors but also from colleagues, subordinates, and through self-assessments. Here, BRAC's PMS plays its role by adopting a holistic approach to measuring employee performance. This mechanism of feedback from multiple sources helps highlight strengths and areas for focus while also providing input in a way that fosters accountability and responsibility throughout the entire process [22].
- **Balanced Scorecard:** It is best known as a framework for evaluating performance from multiple perspectives within an organization, including financial performance, customer satisfaction, internal processes, and organizational development and growth, as proposed by authors Kaplan and Norton. While BRAC is a not-for-profit organization, the general principle of aligning performance with strategy is transferable. BRAC's organizational performance management system (PMS) encompasses both qualitative and quantitative measures to ensure that every department is aligned with and contributes to the organization's mission [23].

In combination, these theories help form the theoretical underpinnings of BRAC's PMS. This helps demonstrate how these frameworks support my project in understanding the current systemic conditions and the value of the organization, as evidenced by both quantitative and qualitative data collected during my role in the LLD division.

3.1.2 Objective

The key objectives for this project are:

- For Analysis of BRAC's PMS Structure and Implementation: Learn how BRAC sets, shares, and enforces performance standards across its organization.
- Assessment of Alignment with Strategic Objectives: Assess the alignment of individual performance objectives to BRAC's global mission and vision.
- To Know Best Practices and Challenges: Map out what works well in the current PMS and identify areas where improvements can be made.

3.1.3 Significance

This project is essential because it can help drive better performance management within BRAC. This study is aimed at a systematic analysis of the PMS to:

- Develop Employees: Identify skill gaps and plan further teaching steps based on the data; doing so will give room for improvement, which in turn leads to enhanced productivity and accountability.
- Share Best Practices Across the NGO Sector: As one of the world's largest NGOs, BRAC can set the standard for performance management, serving as an example for other organizations interested in improving their HR practices.
- Individual Growth (Personal and Professional): It should also be noted that the project helped me apply those theories to a real-life scenario, thereby increasing my level of comprehension of performance management and setting me on the path to becoming a leader in my professional career.

3.2 Methodology

The method used in this project is a combination of mixed methods, incorporating both qualitative and quantitative approaches. This method allows a holistic evaluation of BRAC's PMS.

Primary Data:

- Interviews and Focus Groups: I conducted in-depth interviews with my team leaders and employees, including the supervisor associated with the PMS process.
- Surveys: Distributing structured questionnaires to all employees to assess their satisfaction with the PMS, highlighting perceived strengths and weaknesses, and collecting suggestions for improvement.

Secondary Data:

- Document Analysis: Reviewed BRAC's human resource policies, employee handbooks, annual reports, and internal training materials. They laid the foundation and guidelines for the PMS.
- Course Materials: Integrated added from the PMS Course on BRACIPEDIA, which includes: - Detailed course contents of the PMS in line with the PMS cycle - inputs can be

accessed after the link to the organizational strategy, adding to the PMS Course. It was this content that was important for comparing theory and practice at BRAC.

Data Analysis Techniques:

- **Qualitative Analysis:** Analysis was done to identify themes in interviews, focus groups, and open-ended survey responses. Larger themes that emerged from the survey included the clear articulation of performance objectives, the provision of feedback, and challenges related to integrating digital tools.
- **Quantitative Analysis:** Statistical analysis of survey data assessed employee satisfaction, the number of performance review meetings, and the relationship between goal achievement and performance ratings.
- **Comparative Analysis:** Benchmarking BRAC's PMS practices against industry best practices based on academic literature and case studies from other leading NGOs and commercial enterprises [24].

3.3 Limitations

Despite the comprehensive data generated, several limitations were faced in the study, as discussed below:

- **Restrictions on Privacy:** Access to some sensitive performance data was restricted due to strict confidentiality policies. As a result, the review was unable to assess individual performance metrics thoroughly.
- **Time Limitations:** The fact that I only had the internship for 5 months limited the time window for data collection, particularly in capturing a complete cycle of performance reviews.
- **Scope of Survey:** The observations were based on a relatively small number of employees from the LLD division and may not accurately portray the complete experience of the PMS within the organization.
- **Bias in Responses:** Some interviewees may have given socially desirable answers, which could have biased the qualitative data.
- **Technological Challenges:** Data collection and reporting were inconsistent due to intermittent disruptions in the use of the HRIS and other digital tools (Like myBRAC portal).

Although there were constraints on the available material, the triangulation of multiple data sources and methods helped to mitigate the impact of the limitations imposed by each technique, providing a rigorous analysis of BRAC's PMS.

3.4 Human Resource & Administration Department

The BRAC Human Resource & Administration Department is a vital and dynamic part of BRAC. It oversees human capital strategic management, including staffing, performance management, employee development, and policy implementation.

Structure and Function:

- Digital Integration: HRIS (Human Capital Management Information System) gives the department a tool to drive digital transformation and the ability for processes to be digitized, for information about employees to be captured and managed, for the productivity and skills of the workforce to be analyzed and reported on as well as LMS (learning management system) for the training and development of employees. They are also helpful for organizing data, monitoring performance, and distributing training modules.

Relevance to PMS:

- Focus on Performance Management: It also develops, implements, and benchmarks the Performance Management System. This involves KPIs, meetings, and feedback loops, among other things [25].
- Supportive of Organizational: Our HR & Administration Department ensures that the PMS aligns with BRAC's strategic objectives to fulfill the organization's purpose of empowering communities and promoting sustainable development [9].
- Working across Departments: The department works with other units to ensure that performance data and training benefits are shared regularly. By utilizing practical experiences and recommendations, this type of partnership enhances the performance of the PMS.

During my tenure in the LLD division, I gained a comprehensive understanding of the HR and Administration Department's operations. I noticed that performance management is not designed to be standalone but rather tied to the entire HR strategy, allowing us to celebrate every employee's contribution and align it with BRAC's broader vision.

3.5 PMS (Performance Management System) of BRAC analysis

This chapter will observe the BRAC practice of its Performance Management System. This analysis is an outcome of the Final Scripts PMS Course document and my experiences of working with the organization.

Overview of the PMS Process

BRAC PMS follows a multi-level process that drives an environment of continual improvement, aligning with strategic goals. The key stages include:

- Objective Setting: At the beginning of the performance cycle, employees establish performance goals in collaboration with their supervisors. Goals are SMART (Specific, Measurable, Achievable, Relevant, and Timebound). For example, this could be creating a certain number of e-learning modules or achieving a specific percentage of engagement in the LLD division.
- Guidelines on Individual Development Plans (IDPs): Along with annual goals, each employee creates Individual Development Plans, or IDPs, pinpointing opportunities for personal skill growth. Employee Development Plans (IDPs) are crafted through conversations between employees and managers; each depends on the role an individual plays and their aspirations for the future [26]. The IDP process worked for me by helping me identify my training needs and plan accordingly.

- **Mid-Year Review:** The mid-year review is an interim moment of reflection. Here, employees receive constructive feedback on their performance regarding the set goal. Then, adjustments are made, or additional support or training is recommended if needed.
- **Annual Review:** At the end of the performance cycle, a thorough yearly review is conducted. This review summarizes total performance using a standard rating scale. The ratings take into account both quantitative metrics and qualitative measures, including alignment with core values and behavioral competencies. BRAC conducts quarterly performance reviews, which include 360-degree feedback as well as HRIS-related data [20].

Rating	Achievement	Qualitative Definition	Quantitative Definition
5	Outstanding	Unexpected and unprecedented success in achieving the assigned goals.	Target achievement exceeded 120% while maintaining quality.
4	Exceeded Expectations	Consistently achieved goals and exceeded expectations in some areas.	Target achievement between 101% and 120% while maintaining quality.
3	Achieved Expectations	Successfully achieved all defined goals at the expected level.	Target achievement at 100% while maintaining quality.
2	Does Not Fully Meet Standards	Most goals were achieved, but some fell short of expectations.	Achieve a target of between 80% and 99%, with some compromise in quality.
1	Underperforming	Failed to achieve most of the defined goals.	Target achievement was less than 80%.

- **Cycle of Continuous Improvement via Feedback:** Beyond formal reviews, BRAC encourages ongoing feedback and dialogue. Digital tools enable real-time performance tracking, allowing supervisors to monitor development throughout the year [27]. The primary feature of PMS is the real-time feedback loop, which allows employees to adjust their practices and make any necessary changes.

Rationalization Theoretical Ideas

BRAC's PMS is an example of the application of several theoretical models, whereby the analysis offers richer insights into PMS simply by highlighting:

- **Goal-Setting Theory in Practice:** BRAC's use of the SMART framework is an explicit application of the tenets of Goal-Setting Theory. For sales employees, an effective sales process should help them articulate their goals and tie them to measurable achievements. A typical objective might be

"Create and roll out three new online training modules by Q3 2024," which is specific and quantifiable.

- **360-Degree Feedback System:** At BRAC, on the other hand, the PMS is modeled on feedback from 360 degrees. Employees do receive a holistic, individual-based evaluation through peer review, subordinate review, and by their superior. This allows the identification of background areas and creates an atmosphere of accountability
- **Methodology: Balanced Scorecard:** As BRAC is a not-for-profit organization, its performance dimensions encompass not only program effectiveness but also stakeholder satisfaction, internal process efficiency, and learning and growth. This provides a fair assessment of the organization's overall performance [23].
- **Continuous Improvement:** Having the traits of a TQM model, it uses iterative processes, with mid-year reviews and feedback sessions, to modify behavior and implement model corrections for all [28]. This will be an iterative system that will take place, re-evaluating based on feedback & results.

BRAC-Specific Examples

So, I've spent some time while in the LLD division thinking about practices that embody the PMS well:

- **Individual Development Plans (IDP) for Employee Development:** In one instance, a staff member identified a skills gap related to creating digital content. In a structured IDP, they were taking accelerated video editing and graphic design classes [29]. This not only increased individual performance but also helped elevate training products developed within the division.
- **Employee Performance Tracking through HRIS:** The PMS is highly dependent on the BRAC HR Information System. For example, data on CSP training outcomes is captured through various performance metrics, such as e-learning module completion rates and ratings from training events. The data is then used in a formal review session to provide objective feedback and render performance ratings.
- **Review and Rework:** Regular team meetings and one-on-ones provide a constant source of feedback. Supervisors will typically utilize data from an HRIS to highlight performance trends and demonstrate gaps. It helps companies recognize and address issues promptly, keeping employees engaged in the development process.

PMS Deployment Inconvenience

While the PMS is designed to be robust, some challenges have emerged:

- **Subjectivity in Ratings:** Although the system is designed to be objective, supervisors' varying perspectives sometimes allow subjective feelings to influence the process. This tends to create performance rating discrepancies when qualitative dimension baselines are used.
- **Employee Adaptation:** Other employees are less proficient with digital tools. Feedback in such cases can also take longer than would be preferred, especially for team members who would benefit from more support on how to use the HRIS and other digital tools.

- **Process Complexity:** The PMS process is detailed, but it is multistage, which can lead to overhead in some scenarios. Setting targets, reviewing them, and preparing reports can be time-intensive, particularly in a large institution like BRAC.

3.6 Results of the Analysis

There are several key takeaways from this deep dive into BRAC's Performance Management System:

Effectiveness and Alignment

- **Strategic Alignment:** The PMS situates individuals' performance within the broader context of BRAC's goals and strategic plan. Combining them with the SMART framework ensures that every formatted goal is SMART.
- **Holistic Evaluation:** Being able to tap into 360-degree feedback and a balanced scorecard can aid not only in a comprehensive understanding of performance but also in a summative assessment of two streams of behavior, both quantitative and qualitative.
- **Continuous Feedback Loop:** The establishment of mid-year and annual review cycles, coupled with the use of near-real-time digital feedback mechanisms, ensures that performance and development are continuously tracked and enhanced.

Strengths

- **Strong Digital Infrastructure:** On the other hand, HRIS and LMS systems have a profound positive impact on business data accuracy and performance review processes.
- **Employee Development Focus:** Individual Development Plans (IDPs) have successfully been employed to identify skills gaps and ensure continuous professional development [30].
- **Good Culture:** A focus on the wise use of resources, openness, and participatory decision-making of this nature embeds a culture of accountability and high standards throughout BRAC.

Challenges

- **Variability in Evaluation:** Although guidelines exist for grading, the human element of this evaluation allows for some room for interpretation, resulting in variability.
- **Resource Constraints:** While this detailed approach is thorough, it can also be time-consuming and resource-intensive.
- **Adaptation Issues:** Some other employees require more assistance to fully utilize the PMS, and demonstrate the effectiveness of more training programs [31].

Opportunities for Improvement

- **Enhanced Supervisor Training:** Regular standardized training of supervisors on how to document performance and conduct evaluations of employees can minimize bias and increase consistency in ratings.

- **Upgrading Digital Tools:** This will be addressed through next-generation HRIS solutions that feature the most advanced analytics and reporting capabilities, ensuring data accuracy and system reliability.
- **Simplifying Processes:** I believe the current two-step review process is resulting in redundancy and administrative burden, and streamlining it could lead to more efficient evaluations, allowing us to move forward.
- **Expanding Feedback Channels:** Moreover, implementing more regular informal check-ins, as well as self-assessment tools, can further strengthen the PMS's continuous improvement aspect.

3.7 Conclusion

The study of BRAC's Performance Management System reveals a methodical, flexible, and well-structured framework that achieves the right kind of foundational balance, aligning individual performance across all echelons with both tactical and strategic organizational goals. The Technology used in PMS will be based on HR theories employed by BRAC, and its design will be innovative and futuristic. BRAC's PMS aims to foster a culture of employee development and continuous improvement while providing data-driven decision support.

While the system displays considerable strength, notably through a thorough goal-setting process, vigorous feedback processes, and substantial cost reimbursement for professional development, it is not without complications. Subjectivity in evaluations, the integration of technology tools, and the complexity of processes are concerns that require constant adjustment and refinement.

Find for PMS in BRAC: In conclusion, the PMS at BRAC is a valuable example of how performance can be managed in a large, multi-dimensional organization. Hence, my Exposure to issues and opportunities at scale in performance management while working with Learning and Leadership Development, based at the global headquarters. Not only does this project integrate theoretical principles that I studied at university, but it has also yielded tangible findings that can further enhance performance management in this crucial area.

3.8 Recommendations

BRAC has one of the most well-documented and value-based PMS (Performance Management Systems) in the nonprofit sector. It includes establishing goals, conducting mid-year and annual reviews, creating Individual Development Plans (IDPs), and utilizing a digital Human Resource Information System (HRIS) [32]. However, as the company scales, digital transformation and continuous improvement of the PMS itself are required to keep pace with its purpose and operational efficiency.

According to what I observed during my practicum in the LLD retreats and review of the standard BRAC PMS, the following suggestions are formulated to boost the system's efficiency, staff morale, and sustainability over the long term:

1. Digital Performance Management Platform, Automating and enhancing

Currently, BRAC uses its internal HRIS for performance tracking, but the platform lacks real-time dashboards, integration with learning data, and user-friendly interfaces for line managers [33].

Recommendation:

- Implement an upgraded cloud-based PMS software (e.g., SAP SuccessFactors, Oracle HCM, or a custom-built solution) that can:
 - Auto-capture task progress
 - Link training completion to individual performance
 - Generate automated reminders for supervisors and staff during mid-year and annual reviews
- Ensure mobile-accessible portals for field-level and remote staff

A modernized system will reduce administrative burdens, minimize delays, and support real-time performance feedback, which is especially critical for BRAC's vast and distributed workforce.

2. Improve Training and the Consistency of Supervisor Evaluation

Large-scale organizations, such as BRAC, occasionally create estimation departments due to arbitrary interpretations by managers.

Recommendation:

- Conduct mandatory annual evaluator calibration sessions to assist in the consistent understanding of rating scales across units.
- Line manager training on an ongoing basis on:
 - Constructive feedback
 - Bias reduction
 - Ways to evaluate the behavior
- Organize 360-degree shadow review audits by HR or LLD to randomly verify ratings.

Fairness, standardization, and employee confidence are achieved through supervisor training and cross-unit calibration within the system.

3. Enhance the use of Individual Development Plans (IDPs)

IDPs are commenced every year. However, the application of their linking on-the-ground training and subsequent follow-up is often weak or even contradictory.

Recommendation:

- Integrate IDPs with BRAC's e-learning platform and training calendar.
- Create enterprise learning goals with due dates in the HRIS, connected with performance reviews.
- Foster peer mentoring and internal "Learning Circles" to support IDP learning paths.

Action-oriented and measurable IDPs help employees build their skills and grow easily, promoting internal mobility and retention.

4. Reinforce PMS and Promotion/Rewards integration

Some workers believe that there is a lag between their rating and their career steps or incentives.

Recommendation:

- Develop a transparent framework that connects PMS grades to:
 - Increment range
 - Eligibility for promotion
 - In-house job postings or assignments to special projects
- Publicly acknowledge top performers at in-person annual meetings, in newsletters, or during staff appreciation days [34].

The visible link between performance and career movement enhances motivation, fairness perception, and retention.

5. Tailor PMS to Field Level and Program Roles

It is not possible to treat all with the same size. However, a uniform PMS may not be able to adequately address the ground-level realities of agricultural work, which are culturally dynamic and context-dependent.

Recommendation:

- Create role-based KPI templates for:
 - Shasthya Kormis and Shebikas (Community Health Workers)
 - Coordinators for Area and Regions
 - Field facilitators and trainers
- Implement feedback community-based systems in field staff evaluations.

Context-sensitive evaluation systems ensure fair and relevant performance appraisal, particularly for frontline staff who drive impact delivery.

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Appendix

Project Proposal

Report on

Performance Management System (PMS) of BRAC

By

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To

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Professor &

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Date: 16th March, 2025

Introduction

The topic I have chosen to do my internship report on focuses on the **Performance Management System (PMS) of BRAC**. The chosen subject was to understand the PMS framework by BRAC and how it contributes to the delivery of organization effectiveness, achievement of strategic goals and the development of its people. Considering how relevant PMS is in ensuring the continued motivation and productivity of the workplace and how well this topic aligns with both the university criteria, as well as my academic experience.

Aims and Objectives

The main goal of this report is to integrate the theoretical knowledge that I acquired during my MBA study with the practical practice of BRAC Performance Management System.

The objectives of this paper are:

- To explain the design and functionality of the BRAC Performance Management System.
- To analyze how BRAC's strategic goals and staff development initiatives support PMS.
- To assess whether PMS sustainably boosts employee performance and engagement.
- To identify gaps or issues in the current PMS framework and provide suggestions for enhancement.

Methodology

The report has been completed with the use of **primary and secondary data**:

- **Primary Data:** Employee feedback, my internship experience, and discussions with HR experts.
- **Secondary Data:** BRAC's employee handbook, annual reports, public records, HR policy, and relevant literature on performance management systems.

Significance of the Study

This report aims to understand BRAC's PMS and its impact on employee productivity and organizational effectiveness. The study will provide management and HR professionals essential insight in assessing the pros and cons of the system to better the system. The recommendations they go on to make could make for an easier marriage between the PMS framework that now exists, corporate goals and employee expectations.

Timeline of the Work

The timeline of the project work will be **3 (three) months** which is the duration of my internship program.