An Internal Report

on

Innovation Focused Business Decision Making in a Development Organization- A Study on BRAC Social Innovation Lab

Submitted to
Islamic University of Technology
in partial fulfillment of the requirements for the degree of
BBA in Business and Technology Management (BTM)

Submitted by:
I understand that my final report will become part of the permanent collection of the Islamic University of Technology BBA in Business and Technology Management Program. My signature below authorizes the release of my final report to any reader upon request.

Name: Subeh Tarek
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Date of Submission
15 May, 2024

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Letter of Transmittal

Khadija Khanom
Lecturer
Department of Business and Technology Management
Islamic University of Technology
Gazipur 1704, Bangladesh

Subject: Internship report submission of BRAC Social Innovation Lab.

Dear Madam,
I am delighted to submit my report titled "Innovation Focused Business Decision Making in a Development Organization-A Study on BRAC Social Innovation Lab " as a component of my academic internship with the BRAC Social Innovation Lab (BRAC SIL). This report was done under your supervision and guidance and meets the internship program criteria. As you are aware, during my three-month internship with BRAC SIL, I worked with the Central Innovation Team (CIT) to gain insight into the evidence-based decision-making process employed in SIL.

This report provides an overview of the SIL program and its components and dives into the social innovation-based decision-making process that is one of the core DNAs of BRAC. The report defines the scope of introducing innovation in a development program in the challenging landscape of Bangladesh. This report, I believe, will make an important addition to ongoing discussions and attempts to improve the efficacy of development projects.

I would like to express my heartfelt appreciation for your advice and guideline throughout the internship. It has been a rewarding experience, and I am glad for the chance to learn from you and my team at BRAC SIL . Thank you for taking the time to read this. Please let me know if you need additional details or aid.

Sincerely,
Subeh Tarek
ID:190061104
Session: Academic Year 2022-2023
Department of Business and Technology Management
Islamic University of Technology

Declaration of the Student

I, Subeh Tarek, a Business and Technology Management student at the Islamic University of Technology, hereby declare that the Internship Report titled '' Innovation Focused Business Decision Making in a Development Organization-A Study on BRAC Social Innovation Lab'' is my original work completed under the supervision of Khadija Khanom, Lecturer, Department of Business and Technology Management, Islamic University of Technology.

I further affirm that this report has not been submitted in part or in full for any other degree or diploma program. This report's information and statistics are based on my research and are correct to the best of my knowledge. I acknowledge that any support received throughout the internship and report preparation has been properly acknowledged in this report. The information sources included in this report have been properly referenced.

Sincerely Yours,

Subeh Tarek
Id: 190061104
Department of Business and Technology Management
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Acknowledgement

I want to start by thanking Almighty Allah for making it possible for me to finish this report on schedule. Internship programs are a requirement for the BBA in Technology Management at Islamic University of Technology. Therefore, writing this internship report was a crucial activity that required the participation and aid of many people, without whose expertise the challenging task of finishing this assignment could not have been accomplished.

First and foremost, I want to thank the BTM Department at the Islamic University of Technology for guiding me along the way to earning my BBA in technology management, as well as BRAC for hiring me as an intern under their BRIDGE Internship Program in the Social Innovation Lab division. For their unwavering support throughout my time in college and for the rest of my life, I shall be grateful to all the honorable faculty members of the Business and Technology Management Department. In addition, I will be grateful to BRAC because working for the organization allowed me to gain a ton of experience.

I also want to express my sincere gratitude to Khadija Khanom, Lecturer of the Department of Business and Technology Management at the Islamic University of Technology, who served as my valued adviser and provided me with unwavering support while I was an intern.She constantly offered a helpful hand whenever I needed guidance on the report. Without the assistance and guidance of my esteemed teacher, it would not have been possible for me to produce this report.She offered me advice on how to make this report as insightful and effective as possible.

I owe a debt of gratitude to Kazi Prottoy Ahmed, Senior Manager-Business Innovation, Social Innovation Lab of BRAC for his unflagging support and counsel during my internship. I also want to thank Mark Pranto Hagidok, Arshae Ahmed, Kazi Ashfaqul Haq, Padmasree Chakma, and Tithi Dev for their assistance during the process. It would not have been able to produce this report without their assistance.

Last but not least, I want to thank my family for supporting me in remaining strong and healthy during the entire ordeal. I also want to thank my friends for the support they provided the entire time. I thank the members of my team for their support, suggestions, and encouragement. I must emphasize the welcoming and supportive environment, which enabled me to overcome numerous.

Executive Summary

This internship report portrays my experience in the three-month-long internship journey from January 10, 2024, to April 10, 2024, at the Social Innovation Lab at BRAC, a leading global organization in the development sector. The internship, as part of my academic requirement, provided me with an invaluable opportunity to gain hands-on professional experience and deepen my understanding of social innovation and development initiatives through industry and business lens.

During my tenure at BRAC, I was actively involved in various projects aimed at addressing critical social issues through innovative solutions. My primary responsibilities included conducting research, assisting in project design, mapping, identifying problem statements, and analyzing stakeholders and personas overlooking the implementation process. Throughout this time, I engaged with different stakeholders, both internal clients and external clientele to ensure the effective execution of initiatives. I also contributed to the development of strategic reports and presentations that were crucial for project evaluations and stakeholder engagement.

One of the significant projects I worked on involved designing a scalable model for community health interventions, which required extensive field research and data analysis. This experience enhanced my analytical skills and provided insights into the practical challenges of implementing development projects at the grassroots level.

Additionally, the internship allowed me to build a robust professional network by interacting with senior specialists and professionals at BRAC and in the field. The mentorship and guidance from my organizational and academic supervisors were crucial in navigating the complexities of the projects and achieving the set objectives. Throughout the internship, I developed a range of skills, including project management, strategic planning, and communication.

In conclusion, the internship at BRAC was a highly rewarding and enriching experience. It not only provided practical work experience and professional growth but also reinforced my passion for contributing to social development. The knowledge and skills gained during this period have significantly shaped my career aspirations and prepared me for future challenges in the development field.

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Chapter 1: Introduction

1.1 Introduction

This report is an essential part of the 8th semester's course-Internship 4800. The purpose of this paper is to share the experiences that I had while working for the international development organization BRAC. This 9-credit internship course is essential for Business and Technology Management Department students in their final semester. Therefore, it is crucial to me completing my graduation. I recently completed a three-month internship with BRAC, international development organisation based in Bangladesh at the Social Innovation Lab department in order to fulfill this criterion.

Internships are becoming more and more important as a tool to further our education while also ensuring our future work. They give us valuable insight into what it's like to work for a living, insight into how our chosen industry operates and what it takes to succeed. They can show a potential employer that we sincerely desire to be a successful employee. The three months I spent interning at BRAC will always be fond memories for me.

I began my internship in January 10, 2024, making up the first class of BRIDGE interns under BRAC's signature Internship Program, the BRIDGE Internship Program for that year. My internship came to an end on April 10, 2024. I was hired by Central Innovation Lab of Social Innovation Lab. In accordance with the needs of the organization and my capabilities, I was given both administrative and communicative responsibilities. I was assigned certain support responsibilities for the Frontier Technology Team, who are in charge of keeping the lines of communication open between the clients and the organization.

This internship opportunity served as both a course assignment and a learning tool for me, enabling me to apply my theoretical understanding to actual work situations. I may learn more about the development sector at the same time. On the other hand, this was my first direct exposure to the corporate world, a lesson in how to behave in a professional setting, and a chance to learn how to develop over time as my sense of responsibility improved.

The report will highlight my duties and obligations as an intern in the Social Innovation Lab and will provide an examination of the lessons discovered throughout the process. The program benefited me in a variety of ways. The program gave me my first exposure to the development practitioner sector, which will be the basis for my future learning and development. For my department colleagues who will come after me, I think this will be a great opportunity to learn realistically and get ready for a career in the development sector.

Chapter 2: Background of the Report

2.1 Origin of the Report

The primary aim of this program is to familiarize graduates from the BTM department with the intricacies of the business realm and the job market. The curriculum is designed to provide students with an introduction to the practical aspects of the professional world. The internship initiative was established to afford students the chance to translate their theoretical understanding of business into tangible experiences, thereby gaining valuable professional exposure. Given their existing grasp of theoretical business principles, the true challenge lies in applying this knowledge to real-world scenarios and experience.

2.2 Primary Objectives of the Program

- Orient students to the dynamics of professional practice.
- Bridge theoretical concepts with practical application.
- Organize specific job responsibilities according to the job description.
- Gain practical experience within a real-world working environment.
- Meet the program criteria for a BBA degree.

This report serves as the culmination of a three-month internship at a development organization, undertaken following the Department of Business and Technology Management's requirements. It provides insights into the organization, its affiliated entities, and the broader industry landscape within which the organization operates.

2.3 The Objective of the Report

Generic Objectives

The primary objective of the three-month internship was to gain insight into the administration and human resources departments of the organization, and understand their functioning in achieving organizational objectives. This internship serves as an introductory immersion into business operations tailored for undergraduate students. This report delves into the detailed activities undertaken during my internship, aiming to demonstrate a comprehensive understanding of the tasks performed and the experiences encountered throughout the program. Furthermore, it seeks to evaluate my learning contribution to the organization by comparing my activities and acquired knowledge.

Specific Objectives

- Outline the tasks and responsibilities assigned during the internship period.
- Provide an overview of the market landscape and the organizational context.
- Acquire knowledge of the industries served by the organization and its general operational dynamics within the development sector.

Methodology

I gathered data and viewpoints for this paper from both primary and secondary sources.

Primary Research

A sizeable portion of the report is devoted to describing the data that was discovered through primary research. Field visits with different development program stakeholders and in-person meetings with employees and workers provided the majority of the key insights and components highlighted.

Information Source

- Official representatives of the organization
- Field Visits
- Brainstorming and design workshops
- The notebook and notes I kept throughout my internship.

Secondary Research

The majority of the information in this study comes from primary research, however secondary sources also contributed significantly to the information that was given. For my study, I explored several sources as secondary sources of data.

Main sources

- Corporate website
- Search engines like Google

Scope of the research

This document offers a clear and comprehensive summary of the company, BRAC's Social Innovation Lab, and the sector in which the organization operates. It gives particular facts regarding the organization's performance in the development landscape and social innovation context while primarily emphasizing the viewpoint of the employees.

Limitations

For acquiring all of the organization's information and expertise along with the team's broad scope of work, three months was a very brief period. I have attempted to maximize this opportunity despite this limitation.

Chapter 3: Company Overview

3.1 Overview of BRAC

BRAC, formerly known as Bangladesh Rural Advancement Committee, is a pioneering international development organization that began its journey in Bangladesh in 1972. Over the decades, it has evolved into one of the largest and most impactful non-governmental organizations in the world, founded by Sir Fazle Hasan Abed. Born out of the devastating aftermath of the Bangladesh Liberation War, BRAC emerged as a response to the immense poverty and social injustice plaguing the newly independent nation.

BRAC now operates in all 64 districts of Bangladesh including 70,000 villages and 2000 slums, reaching three-quarters of the entire population with an integrated range of services for rural and urban communities to combat poverty. It has over 7 million microfinance group members, 37,500 non-formal primary schools, and more than 70,000 health volunteers. From a global perspective, BRAC is one of the largest NGOs with a staff of 125,000 people and the majority of them are women.BRAC has since expanded into a large varied organization that operates in a variety of industries, including agriculture, microfinance, healthcare, and education. It operates now in several countries including Pakistan, Sri Lanka, Africa, Sudan, Uganda, Tanzania, and Afghanistan as well as Bangladesh.

Figure 1: BRAC logo (Source:BRAC Website)

3.2 Historical Background

Sir Fazle Hasan Abed founded BRAC in Sulla, Sylhet district, as a modest initiative in 1971 to aid returning war refugees post the Bangladesh Liberation War. By 1974, BRAC ventured into offering microcredit, assessing its impact on impoverished communities. Alongside, BRAC focused on comprehensive village development initiatives encompassing agriculture, fisheries, cooperatives, rural crafts, adult literacy, health, family planning, vocational training for women, and community center construction. In 1979, BRAC entered healthcare with the Oral Therapy Extension Program (OTEP) combating diarrhea, a major child mortality factor. Expanding further, in 1985, it initiated the Non-Formal Primary Education Program targeting school dropouts. In 1986, the Rural Development Program was launched, integrating basic education, credit operations, income generation, employment, and support services. The Women's Health Development Program commenced in 1991, evolving to include Social Development in 1996. Celebrating its 25th anniversary, BRAC introduced the Dairy and Food project in 1998, supporting villagers who acquired cows through loans. In 2001, BRAC University was established to nurture future leaders, while BRAC Bank was inaugurated to primarily assist small and medium-sized enterprises.

Figure 2: BRAC's Origin Story (Source:Google Images)

Addressing poverty reduction challenges presents a formidable task for governments and NGOs across many developing nations. BRAC has embarked on sharing its experience, expertise, and values with other southern hemisphere countries to bolster poverty alleviation endeavors. BRAC Afghanistan marked the organization's initial international venture, concentrating on relief and rehabilitation initiatives. Since 2002, BRAC has expanded its support, encompassing microfinance, healthcare, education, income generation, and small enterprise development across 23 out of 34 provinces in Afghanistan. In 2005, following the catastrophic Tsunami tidal waves, BRAC extended its aid to Sri Lanka, contributing significantly to the nation's recovery efforts.

Figure 3: BRAC's Initiation towards Education (Source:Google Images

BRAC's revolutionary initiative for the country has been the Oral Therapy Extension Programme (OTEP), taken Between 1980 and 2005, which was an ORS—a simple mix of water, salt, and sugar—helped

reduce child diarrhea fatalities in Bangladesh by over 80 percent.Another one was the Banana Immunisation project ,taken in the early '80s, that creatively used banana peels for vaccine storage, ensuring safe delivery to rural Bangladesh.At the same time, BRAC has pioneered non-formal education initiatives in Bangladesh along with the microfinance program that elevated the ultra poor of the country.

Vision

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

Mission

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

BRAC Head Office

BRAC Centre, 75 Mohakhali, Dhaka-1212, Bangladesh
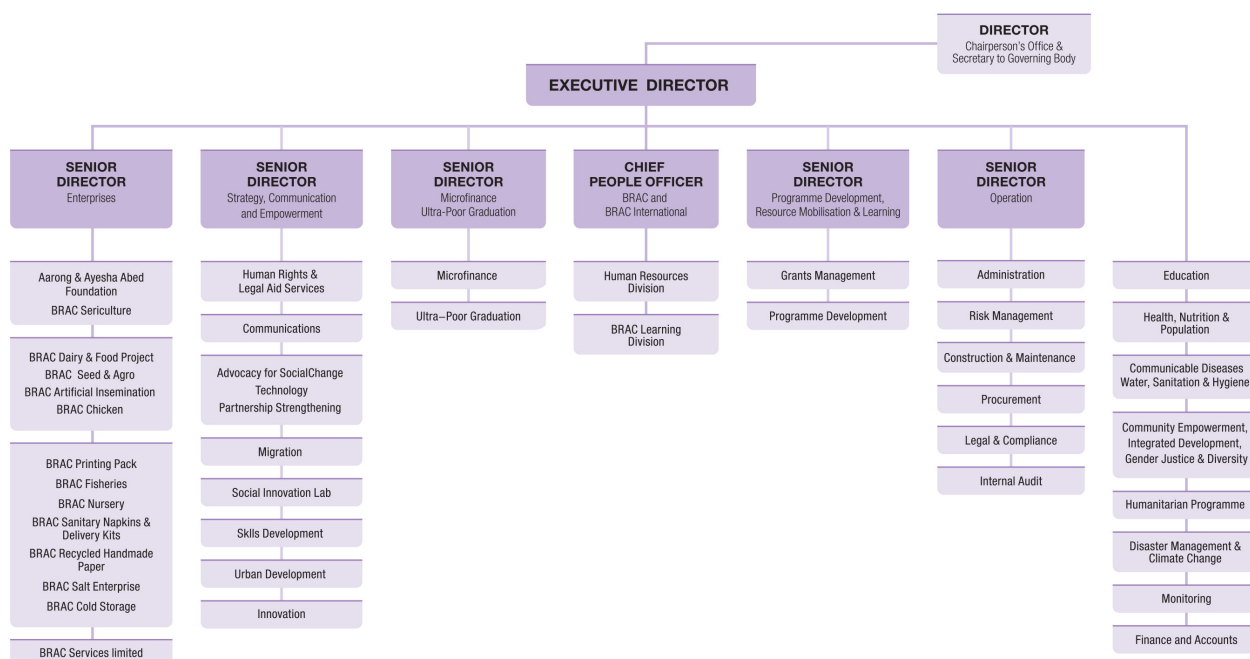
3.3   Management Hierarchy

Figure 4: BRAC's Management Hierarchy (Source:BRAC Annual Report)

3.4   Departments

- **BRAC Investments:**
  BRAC Bank:
  BRAC Bank is Bangladesh's largest SME financier with more than 75 thousand customers and one of the widest array of retail and corporate banking products and services.

Delta BRAC Housing (DBH) Finance Corporation Limited:

Provides financial security to homeowners through flexible loan schemes. DBH is the largest institution in real estate finance.

BRACNet:

Connecting the country through a nationwide wireless network, giving affordable internet to everyone.

IPDC Finance Limited:

IPDC is a major market player in the financial sector of the country, catering to diverse customer segments in the corporate, SME, and retail sectors.

BRAC IT Services:

The service is Innovative and offers technology solutions.

- **BRAC Enterprises:**

  Aarong:

  A renowned retail chain showcasing and selling quality handicrafts produced by over 75,000 artisans across Bangladesh, promoting cultural heritage and producing sustainable income.

  BRAC Seed and Agro Enterprise:

  Ensures food security by supplying high-quality seeds, fertilizers, and providing important market linkages to farmers.

  BRAC Dairy and Food Project:

  Creates a sustainable dairy value chain by providing fair prices to farmers, offering high-quality dairy products to consumers, and fostering rural development.

- **BRAC Development Programs:**

  Ultra-poor graduation:

  BRAC is the pioneer of Graduation, a proven approach to supporting people to lift themselves out of extreme poverty. Using a holistic, time-bound, and sequenced set of interventions, the approach enables the households that earn the least and are in the most vulnerable situations to progress along a pathway to sustainable livelihoods and socioeconomic resilience.

  Integrated development:

  BRAC's need-based holistic intervention aimed to improve the socio-economic conditions and livelihoods of people from indigenous communities and people living in poverty and ultra-poverty from hard-to-reach areas such as haor areas and char (riverine island) regions.

  Microfinance:

  BRAC builds financial literacy and has instituted a range of client protections.

  Rohingya response:

  BRAC's need-based holistic approach provides access to basic services including healthcare, learning, water hygiene and sanitation, food security, and social protection, and equips people with skills to create livelihood opportunities and dignified socio-economic conditions.

Climate change:

BRAC's integrated approach promotes adaptation and mitigation measures through nature-based and locally-led solutions to address climate change.

Disaster risk management:

The BRAC Disaster Risk Management Programme works to build the resilience of communities affected by disasters.

Gender justice and diversity:

This aims to transform socio-cultural gender norms which prevent women and girls from realizing their full potential, through building the capacity of our staff and stakeholders, and advocating for gender justice.

Social empowerment and legal protection:

This community-led approach empowers girls to drive transformative change towards a society free from child marriage.

Health:

BRAC's Health Programme promotes a broad concept of health among disadvantaged communities through a combination of preventive, curative, rehabilitative, and promotional health services.

Water, sanitation, and hygiene:

WASH provides financial services for sanitation to poor and non-poor households, and provides grants to build latrines for people living in ultra-poverty.

Urban development:

The BRAC Urban Development Programme is promoting pro-poor urban development through access to a livelihood support package (skills, employment, and entrepreneurship development) for the urban poor.

Education:

The program prepares children and young people for fulfilling futures through early childhood development.

Skills development:

The BRAC Skills Development Programme (SDP) is providing technical and employability skills through training for underprivileged youth and entrepreneurs.

Migration:

The BRAC Migration Program operates to improve the migration process in migrant worker-prone communities in Bangladesh.

Youth platform:

BRAC's youth programs build self-confidence, leadership, critical thinking, decision-making skills, and social skills.

3.5 Social Innovation and the Context of Bangladesh

Social innovation refers to the process of creating and implementing workable solutions to complex, frequently systemic environmental and social problems to promote public welfare. The ultimate goal of social innovation is to increase the welfare and well-being of individuals and communities. Social innovations are ones aimed primarily at improving the lives of individuals or society as a whole.Innovation takes numerous forms, ranging from gradual to radical, goods to systems. Common goals of social innovation include enabling the poor to earn more, eliminating gender inequality, and improving access to health care. The most transformational ideas are often the most cost-effective, relying on easily available common products and resources. Social innovation is not a prerogative or privilege of any organizational or legal framework. Solutions often require the active collaboration of constituents across government, business, and the nonprofit world.

The success and growth in the health service of Bangladesh is a direct outcome of a social innovation—the community-based health program. Before the establishment of community health services, most of the public and private healthcare development concentrated mainly in urban areas, leaving nearly 75 percent of the population which is in rural areas uncovered. To solve the problem, BRAC first trained a few male paramedics to deliver minor treatment for common illnesses in the 1970s. Nowadays, both male and female community health workers are hired and trained for wide-ranging treatments. These community health workers act as foot soldiers and visit door to door to raise awareness regarding child mortality, birth control, usage of contraceptive pills, sanitary napkins, iodized salt, hygienic soap, pneumonia, diarrhea, and infectious diseases. They are also trained as paramedics to support primary treatments.

3.6 BRAC Social Innovation Lab

Social Innovation Lab is an innovation hub within BRAC that aims to support strategic innovation at BRAC by driving experimentation and learning and fostering systems and cultures that promote innovation. Social Innovation Lab (SIL) tests new ideas, designs prototypes, learns, and shares what works and what doesn't in solving the most complex social problems, as part of the largest development organization in the world. The goal is to bring together diverse stakeholders and catalyze action, ultimately ensuring that BRAC remains a pioneer in taking new poverty-alleviation solutions to scale.SIL prioritizes the needs and perspectives of the communities it serves. It actively involves community members in the innovation process, ensuring that solutions are culturally appropriate, sustainable, and effective.But SIL doesn't just stop at developing innovative solutions; it also focuses on scaling those solutions for broader impact. It identifies successful initiatives and works to replicate and scale them to reach more people and communities in need. Since 2011, SIL has been working as a knowledge and experimentation hub and has been continuously supporting BRAC for tomorrow's challenges by capitalizing on emerging opportunities and catalyzing innovation throughout the organization.

Figure 5: BRAC's Social Innovation Lab (Source: BRAC SIL Medium Page)

Currently, the Lab is focusing on positioning BRAC as a global leader in frugal innovations, testing new ideas to address unmet needs, and instilling a culture of innovation within other programs of the organization. Previously, a significant portion of the Lab's effort reflected supporting internal programs to recover from COVID-19 impacts and build resilience to similar external challenges. Some significant projects run by SIL have been geared towards launching relevant DFS-based interventions in haor areas, conducting impact evaluations to understand the best ways to improve hand-hygiene habits, reassessing operational models, and evaluating the feasibility of technological interventions for quality education, and exploring innovations to safeguard the livelihood of women garments workers.
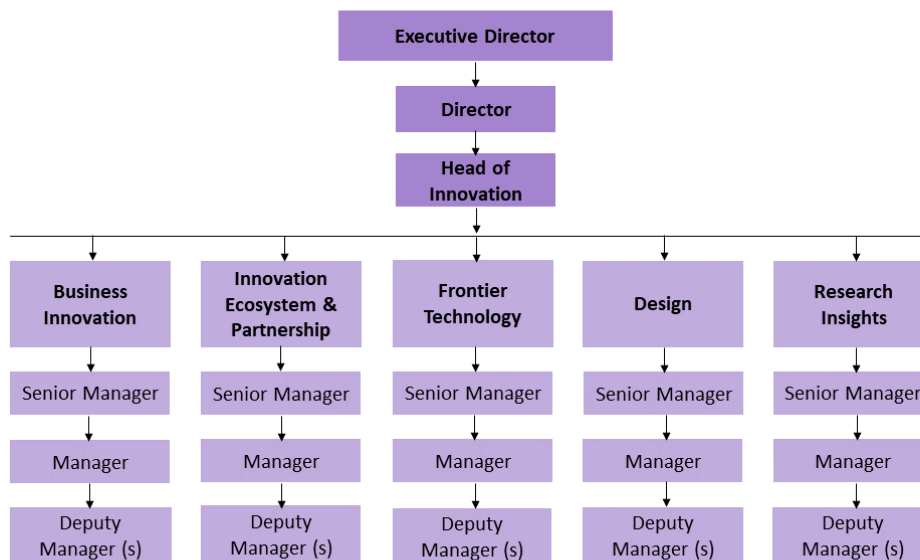
3.7   Organigram of Social Innovation Lab

Figure 6: Organigram of Social Innovation Lab (Source:SIL Annual Report)

3.8 BRAC SIL SWOT Analysis

3.8.1 Strengths

Expertise and Network: BRAC SIL boasts a vast network across Bangladesh and several other countries, with decades of experience in scaling and fruitful networking.

Innovative and Data-Driven Approach: BRAC uses rigorous data analysis and SIL's personnel hold expertise in design thinking and insights analysis with the sole focus on driving innovation.

Strong Social Impact: BRAC has demonstrably improved the lives of millions by empowering communities, creating sustainable livelihoods, and promoting social justice. That gives SIL an edge to work independently on social issues.

Financial viability: BRAC's social enterprises allow them to reinvest profits into development programs, fostering financial self-sufficiency.

Goodwill: BRAC is recognized globally as a leader in the development sector, attracting talented professionals and significant partnerships with significant accountability.

3.8.2 Weaknesses

Reliance on Donors: SIL's dependence on donor funding can make them susceptible to fluctuations in external support.

Competition: The development sector is becoming competitive with time, requiring SIL to continuously innovate.

Cross Repetition of Projects: As multiple programs of BRAC operate on dynamic issues, overlapping of programs and project pilots often happens, harming efficiency in the process.

3.8.3 Opportunities

Technological Advancements: Leveraging technology for data collection, communication, and program delivery can further enhance SIL's impact.

Public-Private Partnerships: Collaborating with governments and businesses can create larger-scale solutions and attract new resources for SIL.

Collaboration: Sharing expertise and best practices with other social innovation projects in the South can create a wider ripple effect.

3.8.4 Threats

Political Instability: Political turmoil or changes in government policies could disrupt Social Innovation Lab's operations and funding.

Economic Downturns: Global economic crises could reduce donor funding and impact the livelihoods of beneficiaries.

Natural Disasters: Floods, cyclones, and other disasters can pose significant setbacks to development efforts by the program.

Shifting Donor Priorities: Changes in donor priorities could lead to decreased funding for certain programs, requiring SIL to adapt its focus.

3.9 BRAC SIL PESTEL Analysis

3.9.1 Political

Favorable Policies: Bangladesh's government prioritizes poverty reduction, potentially leading to continued support for BRAC's initiatives.

Political Instability: Unrest or changes in government policies could disrupt BRAC's operations and funding.

International Relations: Strong relationships with donor countries can secure vital funding for projects of the Social Innovation Lab.

3.9.2 Economic

Economic Growth:A growing Bangladeshi economy creates opportunities for BRAC's social enterprises and fosters a more receptive environment for its development programs.

Global Economic Downturns: Economic recessions can reduce donor funding and impact the livelihoods of BRAC's beneficiaries.

Microfinance Regulation: Changes in microfinance regulations could impact the reach and effectiveness of BRAC's microfinance programs.

3.9.3 Social

Rising Education Levels: An increasingly educated population can participate more effectively in BRAC's programs and contribute to overall development.

Urbanization: Rapid urbanization can create new challenges like slums and inequality, requiring SIL to adapt its programs and future plans.

Cultural Norms: Navigating cultural sensitivities is crucial for BRAC to ensure program acceptance and effectiveness across diverse communities.

3.9.4 Technological

Technological Advancements:SIL can leverage technology (data collection, mobile communication) to improve program delivery, efficiency, and impact.

Digital Divide: Unequal access to technology can hinder the reach and inclusivity of SIL's initiatives.

Cybersecurity Threats: BRAC needs robust cybersecurity measures to protect its data and financial resources.

3.9.5 Environmental

Climate Change: Rising sea levels, floods, and droughts pose significant threats to communities BRAC serves, requiring climate-resilient development solutions.

Sustainable Practices: Promoting environmentally friendly practices through BRAC's programs can contribute to a greener future.

Competition for Resources: The scarcity of resources due to climate change can exacerbate poverty and complicate BRAC's efforts.

3.9.6 Legal

Labor Laws: BRAC's all programs must adhere to fair labor practices across its operations and social enterprises.

Data Privacy Regulations: Complying with data privacy regulations is crucial for protecting beneficiary information.

Intellectual Property Rights: BRAC may need to consider intellectual property rights related to innovations developed during its programs.

3.10 Porter's Five Forces Analysis

3.10.1 Threat of New Entrants (Low-Moderate)

High Barriers to Entry: Establishing credibility, expertise, and networks required to compete with BSIL is challenging for new entrants. BRAC, BSIL's parent organization, brings a strong reputation, extensive experience, and global reach.

Knowledge and Resources:Developing innovative solutions necessitates access to research, design thinking capabilities, and funding, which can be resource-intensive for newcomers.

Regulatory Environment: Navigating the regulatory landscape for NGOs can be complex, especially for new organizations.

3.10.2 Bargaining Power of Beneficiaries (Moderate)

Multiple Service Providers: Depending on BSIL's focus area, beneficiaries might have options from other NGOs or government programs.

BSIL's Target Audience: BSIL might target specific beneficiary groups with limited alternatives, increasing their bargaining power.

Voice and Participation: BSIL can empower beneficiaries through participation in program design and feedback mechanisms, giving them a say in service delivery.

3.10.3 Bargaining Power of Donors (Moderate-High)

Limited Donor Pool: The number of major donors funding social innovation projects might be restricted.

Donor Preferences: Donors might have specific funding priorities influencing BSIL's project selection. BSIL needs to balance its innovative spirit with donor interests.

Competition for Funds: BSIL likely faces competition from established NGOs and other social enterprises for donor attention and resources. Highlighting the unique value proposition of BSIL's innovations is crucial.

3.10.4 Threat of Substitutes (Moderate)

Government Programs: Government initiatives might address similar social issues, potentially reducing the need for BSIL's services. BSIL can position themselves as collaborators or knowledge partners to government agencies.

Market-Based Solutions: Social enterprises offering similar services could emerge. However, BSIL's focus on social impact alongside innovation might differentiate them.

Complementary Services: In many cases, BSIL's work might complement existing solutions offered by NGOs or government programs, creating a more holistic approach.

3.10.5   Competitive Rivalry (Moderate)

Fragmented Landscape: The NGO sector is vast and diverse. The intensity of competition depends on BSIL's specific focus area.

Collaboration Potential: Collaboration with other NGOs or research institutions can leverage expertise and resources for tackling complex challenges.

Innovation and Differentiation: BSIL's core function of developing and testing innovative solutions can set them apart from traditional NGOs, attracting funders and beneficiaries seeking new approaches.

3.11   Additional Considerations

Metrics and Impact Measurement: Demonstrating the social and financial return on investment (ROI) of their innovations is essential for BSIL to secure funding and partnerships. Developing strong metrics to measure impact is critical.

Scalability and Sustainability: A key challenge for social innovations is scaling successful projects. BSIL needs to consider strategies for replicating and sustaining its solutions beyond the pilot stage.

Learning and Adaptability: The fast-paced world of social innovation demands a willingness to learn from failures, iterate on projects, and adapt to emerging challenges and opportunities.

Chapter 4: Industry Overview

4.1 Industry Overview

The non-governmental organization (NGO) industry represents a vast network of independent, non-profit entities dedicated to tackling critical social issues. These organizations prioritize public benefit over financial gain, operating at local, national, and international levels. Their core values emphasize transparency, accountability, and beneficiary participation, fostering a sense of ownership and promoting self-sufficiency. The NGO industry plays a critical role in addressing social and environmental challenges, delivering essential services to vulnerable populations, and advocating for positive change.

4.2 Industry Size

The Bangladeshi NGO scenario portrays a mix of prominent national players like BRAC, ASA, Grameen Bank, and international organizations like Plan International, CARE, and World Vision Bangladesh, addressing various social and economic needs. According to BBS officials, 361,672 non-profit organizations are in operation in the country, and their contribution to GDP amounts to Tk 274 billion per year.

BRAC as one of the biggest organizations in the world has a fairly large industry size both in operational terms and social impact aspects. In terms of stakeholders' social impact, 2 in 5 people in Bangladesh received some kind of support from BRAC. Over half of them were women, and 5.1 percent were persons with disabilities. In terms of workforce, BRAC is the largest non-governmental development Organization in the world, in terms of the number of employees as of September 2016 BRAC spent a total of BDT 112.8 billion in 2023 for its operational expenses through self-funding and multiple donor and relief funding. However, it is challenging to estimate the precise size of the NGO industry in Bangladesh due to the dearth of publicly available data.

4.3 Growth Trends in the industry

Rising demand for social services, fueled by population growth, and urbanization, creates ground for NGO intervention. As per the forecast, the global NGOs and charitable organizations market is anticipated to rise at a considerable rate between 2023 and 2030. The market size was valued at USD 327150.0 million in 2021 and is expected to expand at a CAGR of 9.18 percent, reaching USD 554180.0 million by 2027. The growth is backed by the partnership and support NGOs receive from Governments around the world as well. In 2001 CARE International received almost 70 percent of its USD 420 million budget from government contributions. Earlier, a six-country study of NGO income found that: "fees for services had increased by 52 percent, and revenue from the public sector by 40 percent.

4.4 Maturity of the industry

The NGO industry can be regarded as a mature industry because of its lengthy history dating back to the 18th century. The industry's maturity however is measured through various development, size, and social impact, not binding by a definitive metric. NGOs target poverty reduction, improved access to education and healthcare, and the empowerment of women, fostering positive change across the country.

In Bangladesh, pioneering organizations like BRAC and Grameen Bank have demonstrably contributed to national development for over 40 years. They have played a crucial role in extending essential services, particularly in rural communities, bridging gaps in government service delivery. Technology facilitates remote service delivery in healthcare and education, with NGOs leveraging online platforms for telemedicine consultations, e-learning programs, and skills development initiatives, reaching not only remote populations but also new stakeholders and donors. Despite these strengths, heavy reliance on foreign aid raises sustainability concerns creating challenges along the way. Even in the new space, the digital divide remains a challenge. Additionally, cybersecurity concerns necessitate that NGOs moving online prioritize the protection of sensitive data.

4.5 External Economic Factors and Their Effect

The Non-Governmental Organization (NGO) industry operates within a complex economic environment, significantly influenced by several external factors:

Global Economic Growth:

Strong global economic growth generally translates to increased government funding for social services, potentially leading to decreased reliance on NGOs by some beneficiaries. However, it can also create a more favorable environment for philanthropic giving and corporate social responsibility (CSR) initiatives, potentially increasing funding for NGOs.

Economic Downturns:

Economic recessions can lead to government budget cuts, impacting social service funding and potentially increasing demand for NGO services as safety nets for vulnerable populations. However, economic downturns can also lead to a decrease in charitable giving and corporate sponsorships, hindering NGO fundraising efforts.

Foreign Aid Fluctuations:

Many NGOs, particularly in developing countries, rely heavily on foreign aid. Fluctuations in foreign aid budgets due to political or economic factors in donor countries can significantly impact the financial stability and operational capacity of NGOs.

Exchange Rates:

Fluctuations in exchange rates can affect the purchasing power of NGOs, particularly those receiving funding in foreign currencies. A strong local currency can increase the buying power of foreign aid, while a weak local currency can stretch resources thinner.

4.6 Seasonality

Natural Disasters:

Certain times of year might see a rise in natural disasters like floods, hurricanes, or wildfires. This leads to a surge in demand for NGOs providing disaster relief, shelter, and humanitarian aid.

Seasonal Issues:

NGOs working on issues tied to seasons, like hunger relief during harvest shortfalls or healthcare during outbreaks linked to weather, see a rise in workload during specific times.

Cycles of financing and donations:

Seasonal variations in the availability of funds or donations can also be noted. Some funders or donors may have predetermined cycles or times when they distribute funds or hold financing rounds.

Employment and HR:

The availability and allocation of personnel and human resources within NGOs may also be impacted by seasonal factors. For instance, there can be a greater need for program coordinators or field workers during particular times when certain events take place.

4.7 Technology Concerns

Project Management Tools:

Software helps NGOs plan, track, and manage projects effectively, improving resource allocation and achieving better outcomes.Project management tools like Monday.com, Trello, Notion and monitoring and evaluation platforms like Google Forms are used very frequently in development sector.

Enterprise Resource Planning (ERP):

ERPs help NGOs to navigate through cross-disciplinary functions within the organization. At the same time, it helps build a focus communication channel with beneficiaries and donors.ERP helps the staffs to pay for their transport services, lunch and other benefits that the organization provides.

Communication Platforms:

Online tools like video conferencing and messaging apps facilitate communication within the NGO and with beneficiaries, donors, and partners, fostering collaboration and faster response times.

Data Analysis:

Technology allows NGOs to collect and analyze data on beneficiaries, programs, and impact. This data can be used to identify areas for improvement, optimize resource allocation, and demonstrate the effectiveness of their work to donors.

Digital Media:

Digital and social media create advocacy opportunities for NGOs.Platforms like social media can empower beneficiaries to share their stories and experiences, raising awareness about critical issues and advocating for change.

4.8 Regulatory Concerns

Fundraising Regulations:

Complex regulations around fundraising activities like online donations or public events can make it difficult for NGOs to raise money effectively. Restrictions on opening bank accounts and receiving

funding from foreign entities can negatively affect NGO's ability to operate.

Laws on Licensing:

Strict laws on licensing can restrict the work procedures of different projects. Regulations can make it difficult for NGOs to advocate for social change.

4.9 Legal Concerns

Non-Profit Incorporation Laws:

NGOs are required to register as non-profit organizations with specific government bodies. This establishes their legal status and allows them to operate within the legal framework.

Anti-Money Laundering (AML) and Counter-Terrorism Financing (CFT):

NGOs are increasingly subject to AML/CFT regulations that are designed to prevent illicit financial activities.

Humanitarian Law:

NGOs operating in conflict zones or during natural disasters are subjected to international humanitarian law ensuring the safety of staff and beneficiaries.

4.10 Political Concerns

Political Bias:

NGOs should maintain political neutrality to ensure their services reach beneficiaries regardless of political affiliation. However, NGOs might need to advocate for policy changes or hold governments accountable, potentially aligning themselves with specific political positions.

The intervention of Government:

Governments may make an effort to monitor the operations of NGOs or impose certain restrictions on their operations. Governments could, for instance, pass legislation that restricts donor confidentiality and data protection. This can distract foreign and native donors.

4.11 Competitive environment

Technology:

Technological advancements although beneficial for every organization, work as the winning substance for organizations that are quick to adopt to them. In a competitive environment, NGOs adapting newer technologies have an edge in data management, communication, and program delivery. Technological advancements especially disruptive technologies can make a huge difference for project management and social advocacy.

Market Developments:

As social, economic, and environmental landscapes evolve, new needs emerge. Agile NGOs that adapt their services and programs to address these evolving needs will be more competitive in attracting beneficiaries and donors.

Understanding Beneficiaries:

Understanding beneficiaries properly brings success to the NGOs' offered programs, ultimately creating greater social impact. Differences in understanding beneficiaries set the NGOs apart. A partici-

patory approach can help NGOs reach their goals.

Funding Opportunities:

With a limited pool of donor funds, NGOs have to stand out to access resources. Strong fundraising strategies, clear communication of impact, and a focus on areas aligned with donor priorities become crucial.

4.12 Surviving Factors

Strong Social Impact:

The success of NGOs is measured in their perceived social impact and accountability. Understanding the beneficiaries and customizing solutions hold the key to strong social impact. Maintaining high ethical standards and practicing good governance builds trust and fosters long-term sustainability for NGOs.

Financial Sustainability:

Developing clear goals and strategies helps NGOs allocate financial resources efficiently and measure progress towards their mission.However, working with diverse beneficiaries poses operations and management challenges. Adaptation, continuous innovation, and financial sustainability are important for ethical management and operations.

Stakeholder Relationships:

NGO works involve a diverse set of stakeholders, from people belonging to diverse economic and social backgrounds and donors, government, organizations, etc. Prioritizing the needs and participation of beneficiaries in program design and implementation leads to more sustainable solutions and stronger impact. Similarly, transparent and accountable donor relationships are important for securing continued funding.

Technology:

Digital platforms improve communication, collaboration, and data management within and outside teams. For NGOs in particular, social media and crowdfunding bring advocacy opportunities and a wider audience, which can eventually lead to new donor funding. For a geographically diverse region like Bangladesh, technology can help deliver beneficiaries in geographically isolated areas.

Building Capacity:

Building capacity can be done by investing in training and development programs for staff to ensure expertise in delivering high-quality services. This promotes not only self-sufficiency in individuals but also raises awareness and advocacy impacts for the organization.

Chapter 5: Description of Main Duties and Job Activities

5.1 Recurring Tasks

I participated in a variety of regular tasks that helped the CIT unit of BRAC SIL function in achieving its goals during my internship. I conducted the following regular duties in my tenure:

Writing Reports:
As a part of the, I routinely wrote reports based on the data and conclusions derived from frequent field visits. I have summarized the insights along with the recommendations from the visits.

Archiving and documentation:
I kept accurate records of all project-related material, including reports,pictures and videos that I got from the visits. By doing this, it was made sure that all the data was well-organized and simple to access for future reference and meetings.

Attending meetings:
I attended the meetings, talks, and knowledge-sharing sessions actively in an engaging manner during my internship days.This included making suggestions, giving updates on existing work, and requesting clarity on given duties or responsibilities. I attended all the important meetings that were held in the head office and outside of head office with internal and external partners so that I can get a proper learning experience and also understand the fundamentals of the work of SIL.

Brainstorming Sessions:
As innovation thrives in the CIT unit of SIL, brainstorming sessions hold quite a lot of importance.I have attended brainstorming sessions once every month related to Frugal Innovation Forum and other projects.

Graphical illustration:
I took part in training sessions and activities for the CIT unit. Illustrated several graphical contents later on provided to programme staff. Made a short summary of the key findings from field visits and later on illustrated them as graphical contents and slides.

5.2 Working condition and functions

The CIT unit of BRAC SIL offered an organized and dynamic work environment via its work culture. The regular workday and any atypical workdays are described below:

Regular Working Day:
Regular office hours were followed by BRAC'S standard reporting hours, which were typically from 8:30 AM to 5:00 PM. There was a flexibility that interns could take to enter into the office till 10.00 AM.Interns would do a variety of duties allocated to them during the course of anormal workday, including note taking,session attending,blog writings,etc. They would collaborate on projects and seek direction as necessary while maintaining close contact with their managers and coworkers.

Field Trips:

BRAC's operability makes field trips part of their core works. Interns in the CIT unit frequently get the chance to go on field trips. On field visits, interns accompanied by their project managers visit project locations, speak with recipients, conduct surveys or interviews, and observe program operations. Depending on the destination, field visits typically required interns to spend a few days or longer away from the office. During my tenure,I have been to field trips both inside and outside of the capital.

Work-Life Balance:

The SIL team understood how crucial it was to have a positive work-life balance for productivity purposes.Supervisors and coworkers encouraged interns to take breaks, rest, and manage their workload while still expecting them to complete their tasks and meet deadlines. In order to help us to maintain a balance between their obligations to their internship and their personal lives, the unit worked to develop a helpful and welcoming work environment.

Professional Development:

Along with their regular duties and obligations,SIL interns were also urged to participate in professional development programs. Attending training sessions, workshops, or seminars professional development,career advancements,etc. These opportunities gave interns the chance to develop their abilities, increase their knowledge, and keep up with current events and industry best practices.

Overall, the SIL team's CIT unit's working environment was organized and well-balanced. It is to conclude that apart from professional growth, BRAC promotes a healthy work-life balance and a very healthy working environment.

5.3   Main Job and Responsibilities

I was given a variety of responsibilities to complete during my internship with the BRAC SIL, which gave me invaluable expertise and insight into the development sector and the workings of BRAC. A few of the most significant tasks I worked on were:

Introduction with different units and team members of BRAC's development programs

I was assigned to work with the SIL team on a broader scope. Although I was hired by the CIT team of SIL, I got to know the members of the Frontier Technology and Partnership team, Advocacy team, and Technology Knowledge team], BRAC Education Program, Microfinance Department, BRAC Health Program through 1:1 facilitated sessions and introductory sessions for better communication and for grasping the roles I would be filling up during my internship. I gained knowledge about the team's routine tasks and how they carry out the SIL program through these contacts. I was also given the task of doing my monthly check-in with each member of the team.

Field Visit planning and contribution

I have attended two field trips during my time at BRAC SIL. In the field trips, I was included in the overall planning stage and the communications that required support from transport departments, and

multiple development programs and stakeholders involved in the field trip. I have visited remote areas as well as slum areas of the country because of the field trips. The areas often do not have mobile and internet access, so note-taking was the sole way of keeping track of multiple documentation that needed to be taken care of. I was in charge of note-taking and capturing pictures during those field visits. Other than that I was assigned to interview and conduct FGDs with the female members in the community during my field visits. I have conducted and led interviews during my time in SIL.

Attending workshops and design sessions

I have attended the design workshop and brainstorming session for the event Frugal Innovation Forum which is organized by SIL. I have also attended system mapping and design workshops by the team as part of the deliverables to the BRAC Health Program. I have also attended the workshop on child development that was conducted by BIGD. At the same time, I attended the session of the Climate Change Program conducted by a fellow of Climate Accelerator Lab on the occasion of increasing climate change concerns.

Preparing presentation pitches

I have prepared presentation pitches for multiple business partnership pitches in my tenure as an intern. Among them, there were presentations on the UrbaN health context for the BRAC Health Program. I have actively made the slides for pitching to the senior management of BRAC for the BRAC CMED Partnership. Other than that, I have made slides for instructing and facilitating training material for communicating with the Microfinance Program staff for their onboarding on a project run by SIL.

Preparing Reports

I have prepared reports based on the projects I have been part of during my time at SIL. I have put the factual information obtained through secondary research in those reports. At the same time, I have prepared my observations from the field visits and stakeholder interactions to put into the reports. The reports have then been submitted to the BRAC Health Program as deliverables from SIL.

Writing blogs and other communication materials

A large portion of my work during my internship at SIL required leveraging my writing skills through blogs and other communication materials. I have written for the internal blog Scoop 2.0 for the SIL community. I have also written on SILverlining which is the official website of SIL by BRAC. I have written blogs on my experience of field visits and also learning blogs on the topics I have observed during my time in the workplace. I have also written event blogs on the workshops that I have attended in the time.

5.4   Challenges

There were a few challenges that I faced in my tenure as an intern. These difficulties provided a learning opportunity for my personal development.These are a few of the challenges I ran into:

The Professional Multicultural Settings:

At first, I had trouble getting to know the precise procedures and methodologies that are used in the professional workspace of CIT in SIL. As I was new to the environment, my supervisor and senior colleagues were extremely helpful to make me accustomed to the entire process.

Language and Communication:

During my internship, I had to communicate with both the foreign and field members of the organization who had different educational backgrounds and degrees of English ability.This occasionally presented difficulties for clear communication and comprehension. To guarantee efficient communication, I rapidly adapted on using clear, succinct language and asking for clarification when necessary.

Multicultural Working Environment:

I was exposed to a multicultural and diversified work environment while working for the CIT team of SIL in BRAC. I came across cultural disparities in terms of internal and external work procedures,communication methods,organizational and social standards. But I saw these dissimilarities as chances to grow and adapt, which broadened my viewpoint.

Time management:

It was occasionally difficult to juggle several projects and fulfill deadlines. The nature of the become more organized in making plans, and asking for help when I was on a deadline.

5.5   Working tools

I got the chance to work with a variety of tools and software during my internship in SIL which helped me do my duties successfully. These practical tools were extremely important for managing, analyzing, and reporting the data. I utilized a few important tools throughout my internship, including:

Microsoft Excel

For data entry, data cleansing, and simple data analysis, Microsoft Excel was widely utilized. I used Excel's tools to do computations, create charts, and generate reports while also organizing, sorting, and filtering massive datasets and also to analyze and create budgets for different projects. I have also used Microsoft Excel to create dashboards as well.

Project Management Tools

I used and learned to use project management tools like Trello, Notion, and Mendeley to keep track of project progress and to update and create Gantt charts for the ongoing projects at SIL.

Microsoft PowerPoint

This tool was used to create presentations that disseminate study outcomes, analysis, and suggestions. I made excellent use of the program to create aesthetically appealing presentations that communicated the findings of our data analysis and review.

Tools for Documentation and Reporting

My internship included significant amounts of documentation and reporting. I created reports, documented procedures, and kept project-related paperwork using programs like Microsoft Word, LaTeX, and Google Docs.

Chapter 6: Analysis

6.1   Company Analysis

Within the BRAC SIL department,the CIT team is essential in promoting the use of low-cost and high-touch innovation-focused decision-making. The CIT unit greatly contributes to the success and impact of the other BRAC programs by providing them with consultancies and encouraging a culture of learning. The CIT's capacity to develop a frugal solution framework and pilot onboardings is one of its main advantages. This philosophy developed by CIT includes several elements, indicators, and data-collecting technologies, all of which have been specifically designed to meet the requirements of internal innovation demands.

Elevating Programme Quality With Design Support

BRAC SIL's process of evaluating program quality often follows a defined procedure that entails the following steps:

- Assess and Explore Co-design Prototype
- Evaluate program areas and identify innovation opportunities
- Partner with stakeholders to create tailored solutions.
- Test and refine solutions based on real-world feedback.

Figure 7: Integrating Wellbeing Principles with BRAC Education Programme (Source:Google Images

Unlocking Innovation with Crowdsourced Solutions

SIL focuses on the principle of Convene, Converse and Combine to unlock innovation with crowdsourcing solutions-

- Host events to gather diverse thinkers and doers
- Facilitate dialogues to share insights and spark ideas among peers
- Forge partnerships to develop and implement joint solutions.

Enterprise Sustainability

To create sustainable enterprise solutions, SIL focuses on landscape analysis, business planning, and prototypes.

- Examine external factors, trends, and sustainability impacts to inform strategic direction
- Outline goals, strategies, and actions for sustainable growth and resilience
- Develop and test models to ensure viability and sustainability alignment.

Figure 8: Enterprise Sustainability with BRAC Healthcare (Source:Google Images)

Spotting and shaping future opportunities and challenges BRAC SIL focuses on future scoping by following these points-

- Identify upcoming trends and disruptions
- Explore possible futures with scenario planning.
- Seek expert insights on future challenges.
- Refine strategies to meet future trends.
- Foster agility and continuous improvement.
- Innovate to meet evolving needs.

Cultivating a dynamic internal culture of innovation

SIL focuses on the gestures of penned thoughts, initiates innovative dialogue and hands-on exploration by publishing Failure Report, arranging Innovation Adda and bracX to foster the culture of Innovation.

- Building bridges with external organizations
- Building bridges with external organizations to ensure programs reach their full potential. The team does so by scope, connect and scale principles-
- Identify potential partnerships and collaborative opportunities.
- Establish strategic partnerships. Facilitate networking and collaboration opportunities.

My observations and learning from Field Visits

Field Visit 1

Kurigram,Char Narayanpur, Bhurungamari

Name of the project:

BHP Pilots Hard to Reach areas

Purpose of the visit:

Understanding the challenges of healthcare in hard-to-reach areas and strengthening the community clinics.

Date:

18-20 February, 2024

The Stakeholders

Area managers, BRAC regional office staff, and employees from NGOs active in hard-to-reach areas, FWA, CHCPs, local pharmacies, madrasa, and a traditional birth attendant from Char Narayanpur and Bhurungamari.

Figure 9: FGD with the stakeholders (Source:Field Visit)

The activities and program/project outcomes

We had discussions with area managers, BRAC regional office staff, and employees from NGOs active in hard-to-reach areas. We met local people from char, FWA, CHCPs, local pharmacies, madrasa, and a traditional birth attendant. Had a discussion with both the professionals working in the area and the local people. We noted down their insights for further improvement. Females are accustomed to sanitary pads after a workshop on hygiene from an NGO. Shows the efficacy of such workshops and know-how can lead to a change in the char area.

- Malnutrition is a huge problem in the area despite the area having fertile soil
- Many go to hospitals at the last stage of pregnancy, which can cause complexities to a large extent.

Figure 10: Farmers carrying crops in horse carts (Source:Google Images)

- Many see normal delivery as the preferred method (stigma against c-section, c-section requires high cost as much as 40,000 tk in the mainland) that causes risk to pregnant women facing difficulties at childbirth.
- There's a lack of institutional education and related certainty that the educated personnel will come back to char, leading to a deficiency in qualified manpower.

Figure 11: The Inactive Heath Centers (Source:Field Visit)

The challenges and solutions

Challenges:
- Transportation issues that lead to no scope of higher education, delayed medical response to critical emergencies and pregnancies.
- Lack of qualified manpower in Char resulting from lack of formal education.

- Malnutrition issues that lead to risky pregnancy and neonatal deaths as well as a void in educated manpower.
- Early marriage leading to young mothers, risky pregnancies and unreported death of child and mothers
- Lack of safe delivery centers and basic healthcare activities, inactive CCs.

Solutions:
- Females are accustomed to sanitary pads after a workshop on hygiene from an NGO. Shows the efficacy such workshops and know-how can lead to a change in the char area.
- BHP intervention starting with Maternity center and an SK, SS model
- BHP plans to later integrate extensive services to attract males of the Char.
- A plan to strengthen community clinics will be introduced.

What surprised me:
- Despite the challenges, char people hardly migrate to the mainland because the land in Chars are very fertile to produce crops.
- The entire community sees the issue of maternal and neonatal mortality as a major issue and concern which makes implementation easier for any intervention planned to serve the community from a maternity healthcare perspective.
- The Madrasa representatives see telemedicine as a solution to the healthcare situation.

Field Visit 2

Sutrapur, Rayer Bazar, Korail, Bhashantek

Name of the project:

BHP Pilots -Urban Health Project

Purpose of the trip:

Understanding the challenges of healthcare from urban poor context

Date:

18-30 January, 2024

The Stakeholders:

Area managers, BRAC regional office staff and employees from NGOs active in areas, local pharmacies, BRAC Maternity Center clientele.

Figure 12: Patients waiting in an Urban Health Center (Source:Google Images)

The activities and program/project outcomes:

We had discussions with area managers, BRAC regional office staff, and employees from NGOs active in the areas. We noted down their insights for further improvement.This is a peri-urban area, almost at the edge of Dhaka.Most people who live here are running small businesses, rickshawalas,etc. We talked to residents of the area to get a holistic understanding of their socio-economic scenario.

The challenges and solutions:

Challenges:

- Early marriage leading to risky pregnancies, and unreported death of children and mothers.
- Lack of safe delivery centers and basic healthcare activities at affordable costs.
- High internal migration.

Solutions:

- Females are accustomed to sanitary pads
- BHP intervention starting with Maternity center and an SK,SS model

What surprised me:

Despite the challenges and high rate of maternal and neonatal mortality in traditional home births, people from the urban poor community are against institutional birth and C-sections.

6.2   Market Analysis

Social Innovation Lab, an innovation hub within BRAC, aims to support strategic innovation at BRAC by driving experimentation and learning and fostering systems and cultures that promote innovation. In 2016, SIL team is working on, exclusively focusing on the current market of technology and innovation within the following realms-

- Catalyzing BRAC to adopt digital financial services at scale
- Transforming how BRAC collects and uses data for decision-making
- Driving strategic innovation initiatives and strengthening key partnerships
- Building BRAC's overall innovation capacity and establishing it as a thought leader in the field of social innovation.

Recent accomplishments:

- With BRAC Bank's subsidiary bKash quickly becoming one of the world's largest mobile money companies, development activities are going digital. Our Innovation Fund for Mobile Money seeded a portfolio of diverse pilots across BRAC. Currently SIL is running pilots of Digitizing microfinance transaction, Mobile allowance disbursement, Digitizing lunch tokens, Nearly cashless branch, Sanitation loan using mobile money, Interest and medical bill disbursement for Rana Plaza survivors and Adolescent savings using mobile money.
- SIL has published a special series on Stanford Social Innovation Review- Scaling Social Innovation in South Asia. The inspiration for the series was a 2-year project on "Doing while learning," which set out to analyze why some organizations like BRAC are so good at scaling, when so many others find it impossible. Co-authored by leading experts from global north and the global south, these articles explore different dimensions of scale, primarily from the practitioner point of view.
- On March 22-24, SIL hosted 4th Frugal Innovation Forum on "Scaling resilience" with 150 leading development practitioners, social entrepreneurs and industry experts to explore . In the short span of 3 years, Frugal Innovation Forum has become a recognized platform for Southern Leaders to solve world's toughest development challenges.
- Ultimately innovation comes down to people: how BRAC inspires and taps into the creativity of its network of staff. So,SIL has developed and piloted a 2 day training for field level managers on leading an innovative team, incorporating methods for human-centered design, brainstorming, and even talking about failure.
- Social Innovation Lab is accelerating data-driven decision making across the organisation by providing technical support to programmes in their digitisation effort. Also, innovation cannot be translated into impact without a strong monitoring and evaluation system. SIL is facilitating inter-programme collaboration to ensure there is a strategic alignment among the organisation's overall strategy, individual programme goals and the priorities of the strategic partners.

6.3 Professional Analysis:

BRAC is the largest development organization in terms of employability. The organization holds an impactful history of development initiatives in Bangladesh.BRAC provides broad chances for students interested in the development sector to get practical experience and skills through internships. BRAC, as a reputed development organization, is known for its excellence in scalability and understanding community impact nudges and the running social initiatives. Because of such a trusted presence in every corner of the country,the organization presents students with a broad scope of work engaging deeply into the community.

For a student in their last semester, an internship opportunity at BRAC can be an exceptional exposure to the development sector and will give them the chance to work with the community and policy experts.The internship will provide the students with a chance to put the theoretical knowledge of society, innovation, development and entrepreneurship they have gained in the classroom to use in real-world scenarios in appropriate practical areas.

BRAC offers internships in all of their main and support programs. So the activities, although belonging to diverse groups, have a strong correlation with academic knowledge. An intern in BRAC might be requested to gather data, lead conversations in the field and take part in brainstorming as well as managing meetings. The abilities of problem-solving, critical thinking,communication, and teamwork are necessary for success in the area of such integrated community engagement. By adapting students with such work culture, BRAC prepares students to take on challenges. However, the fast paced nature as well as the instant response needed to tackle pressing issues may pose new situations. Despite these challenges, a graduating student's internship at BRAC can be a priceless learning opportunity for them, giving them the chance to develop professional connections, learn about the policies and proven initiatives of the development sector, and receive hands-on experience. Additionally, an internship at BRAC can give students a boost on the consistently relevant development sector even in the global landscape.

Future career plans

A graduate student's plans for their future career can be significantly impacted by an internship at BRAC in a number of ways. First and foremost, it gives students hands-on community based experience in the development sector, enabling them to put not only the academic knowledge and abilities but also their soft skills and communication skills to use. Their further academic and professional objectives can be greatly shaped by this experience.The internship is also a great way to build a network.Interns can develop meaningful contacts and relationships.The total experience being so immerse in knowledge and building a broad perspective, helps the interns with a greater understanding of their surroundings. Their knowledge and interests as journalists may be shaped by this experience , they can be more empathetic and vocal on social issues and policy advocacies in future.They can use it to develop their knowledge and abilities, clarify their career objectives, and provide the groundwork for a fulfilling and fruitful career.

Correlation

The academic knowledge of a BBA (Bachelor of Business Administration) in Technology Management student can be strongly associated with an internship in the Social Innovation Lab of BRAC. This is because the Central Innovation Team and Frontier Tech teams of SIL work with bothe core business principles of management and finance as well as test technical fit and feasibility. And these roles greatly benefit from the skills and information learned in the BTM program.

As a BTM student I have already studied case studies and coursework to learn about the numerous facets of technology and project management. The internship at BRAC has equipped me with relevant skills and expertise and has helped me to put social entrepreneurship ideas into practice. Overall, as a student from BTM, I have gained significant real-world experience with the internship in BRAC, enabling me to put the classroom knowledge and skills to use in practical settings. I now have a better grasp of advocating business knowledge in the social welfare setting which can be greatly beneficial in my future career.

Challenges:

Although the internship has been meaningful for me, I have faced several challenges along the way.

- **Adapting to the workplace:**
  As this is the first workplace experience for me, the fast-paced and dynamic nature of the work was initially tough to adapt to.
- **Understanding the company ideologies:**
  As innovation projects work with different stakeholders,partners and companies along with different forces within the community, understanding company ideologies is important to keep up with BRAC's mission and vision.
- **Nurturing effective communication skills:**
  Community engagement and policy advocacies for social projects require effective communication tailored to the specific communities.For the internship to be effective, students may need to improve their communication abilities. They need to be flexible to express themselves and know how to read the situation better to maximize the stakes of both the communities and the organization.

6.4   Organizational Analysis

BRAC works to empower people and communities in situations of poverty, low literacy, disease, and social injustice. As my internship attachment was in the Social Innovation Lab of BRAC, there I focused on the innovation labs that exist in the competitive innovation ground of development organizations. Social Innovation Lab tests, prototypes, adapts, and collaborates with BRAC's other programs to achieve positive changes at the expense of a large scale in the communities. In line with BRAC's economic and social programs that work to create opportunities for everyone. Innovation Labs in general are labs that work as knowledge and experimentation hubs. Innovation labs, still a

fairly new concept, are even more exotic in the social welfare scene. Innovation labs like MindLab, DESIS Lab, and Innovation Lab by a2i test, prototype, and support scaling new ideas to solve the most complex social problems. BRAC's Social Innovation Lab only adds to the list by solving complex social problems of the global South□. The team focuses on social problems from a problem-solving analysis and tries to solve them from the scale of frugal innovations. The team works within and outside BRAC with a people-centric approach by generating quick insights and redesigning service delivery models.

Chapter 7: Conclusion and Recommendations

7.1 Conclusion

Bangladesh is a developing country with vast growth potential, particularly in the development sector.To explore the potential of development in the country through communal experience, BRAC was chosen by me. BRAC's stance on community development and its involvement in the innovative business decision-making landscape were key factors behind this decision. The internship at BRAC's Social Innovation Lab has provided me with significant professional experience in the development sector that I sought at the end of the undergraduate journey. Over the past three months, my take-aways have been valuable insights into the mechanisms of social innovation and the intricacies of implementing development programs. This experience offered a comprehensive understanding of the challenges and opportunities within the development sector, facilitating the application of theoretical knowledge to practical situations.

Engagement in various projects addressing pressing social issues such as healthcare, climate change, and community tourism was undertaken. Responsibilities included conducting research, data analysis, and community engagement, all contributing to the successful implementation of several initiatives. This hands-on experience was pivotal in testing and enriching skills in project management, problem-solving, and effective communication. The mentorship and support from both organizational and academic supervisors were invaluable, guiding me through complex tasks and providing constructive feedback that enhanced the learning experience. Recognition is due to the teammates and colleagues at BRAC for creating an environment conducive to learning and growth.

A key takeaway from this internship is the importance of setting realistic goals and maintaining transparent communication with stakeholders. Given BRAC's vast presence and influence, managing community expectations is crucial to sustaining trust and ensuring the success of its programs. During the tenure, communication with internal and external stakeholders was maintained while bearing these criteria in mind, contributing to a more professional navigation of BRAC's and the overall development sector's ecosystems.

The internship highlighted the importance of innovation in the development sector. Work at the Social Innovation Lab provided exposure to new approaches and technologies used around the world to drive social change. Analyzing how these technologies could be applied in Bangladesh showed the challenges the country still needs to address.

In conclusion, the internship at BRAC's Social Innovation Lab has been both enriching and transformative. It has offered valuable insights to effectively navigate professional challenges and has inspired a commitment to contribute positively to the community and support the country's development. The skills and experiences gained during this internship will form a solid foundation for future endeavors.

7.2 Recommendations

My time at the Social Innovation Lab at BRAC has truly been a transformative experience, shaping both my education and my career plans within the development sector. This internship provided me with hands-on professional experience and the chance to connect with senior specialists, which is invaluable for my career growth. Thanks to the support and guidance from my supervisors, I was able to complete my tasks successfully and gain a deeper understanding of the development field.However, after serving my tenure in the organization,there remain some recommendations from my side for BRAC that I believe would be helpful for the organization's future prospect-

- **Manage Expectations and Communication**
  BRAC has a vast presence with its broad development activities all around the country. The goodwill gives the organization a level playing ground to engage with the community and implement further development programs. But sometimes such a vast presence can create expectations in the community can can be difficult to meet because of the bureaucratic and organizational constraints of BRAC. For that, realistic goal-setting and transparent communication with the community is important. BRAC can adapt to proper goal-setting methods and appropriate time frame communications to avoid any disappointment to the community.Incorporating feedback mechanisms can help BRAC stay responsive to community needs and adjust goals as necessary. By setting realistic objectives and maintaining transparency, BRAC can build trust and prevent disappointment among the communities it serves. This strategy will not only improve the effectiveness of its programs but also strengthen its relationship with the community, leading to sustainable development outcomes.

- **Expand Knowledge Sharing and Collaboration**
  BRAC has expertise in scalable solutions and the organization is close to the community it serves. The positioning gives BRAC leverage to knowledge management over other organizations. Such knowledge should be documented and protected to produce better development approaches in the future. To facilitate that, BRAC can invest in knowledge hubs and cross-organizational collaborations.BRAC can create knowledge hubs or repositories where best practices, case studies, and research findings can be shared and accessed by staff and partners. At the same time, joint initiatives and partnerships can amplify impact and drive innovation by fostering a culture of learning and continuous improvement.

- **Utilize Human-Centered Design (HCD)**
  BRAC and specifically the Social Innovation Lab focuses on integrating HCD in the organization's development approaches. But the pioneering programs at BRAC are still learning to adapt to HCD which can lead to implementation difficulties of a project. BRAC can invest in adopting HCD principles to ensure that programs are tailored to the specific needs and preferences of the communities served. This involves deep empathy, field research, and iterative prototyping based on feedback from beneficiaries for effective implementation.

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Appendices