Daffodil International University

INTERNSHIP REPORT
ON
An Analysis of Customer Satisfaction with the Service Quality of BRAC NGO.

SUBMITTED TO:

Dr. Mohammad Shibli Shahriar
Associate Professor
Faculty of Business and Entrepreneurship
Daffodil International University

SUBMITTED BY:

Joynob Akter
ID: 241-14-053
Program: MBA
Major in Marketing
Faculty of Business and Entrepreneurship
Daffodil International University

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LETTER OF TRANSMITTAL

Dr. Mohammad Shibli Shahriar

Associate Professor

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report on "An Analysis of Customer Satisfaction with the Service Quality of BRAC NGO"

Sir,

It's a great pleasure to submit my Internship on **"An Analysis of Customer Satisfaction with the Service Quality of BRAC NGO".** I have tried my best to furnish the work with relevant information that I have experienced during my internship period and collected from various sources. I have concentrated my best effect to achieve the objective of the work and hope that my endeavors will serve the purpose.

I shall be highly grateful and obliged if you kindly observed my thesis and evaluate it with sagacious judgment.

Sincerely Yours

Joynob Akter

ID: 241-14-053

Program: MBA

Major in Marketing

Faculty of Business and Entrepreneurship

DECLARATION

I declare that this Internship entitled on **“An Analysis of Customer Satisfaction with the Service Quality of BRAC NGO.”** Has been done by me as a part of Bachelors of Arts course curriculum under the supervision of **Dr. Mohammad Shibli Shahriar**, Associate Professor, Major in Marketing, Daffodil International University.

I also declare that, this monograph or no part thereof has been or is submitted elsewhere for the award of any degree or examination in any other university, and that all the source I have used or quoted have been indicated and acknowledged as complete reference.

Joynob Akter
ID: 241-14-053
Program: MBA
Major in Marketing
Faculty of Business and Entrepreneurship
Daffodil International University

DEDICATION

I dedicate this project to Almighty Allah for his enablement towards the completion of his Internship project to our supervisor, **Dr. Mohammad Shibli Shahriar** and to my Parents.

ACKNOWLEDGEMENTS

At first I want to submit myself to the Almighty Allah and apologized for my misconduct, if any. I render all praises to the inextricable Allah, whose blessing has enabled to me to complete this work.

I feel proud to express my heart-felt gratitude and appreciation to my honorable Internship supervisor **Dr. Mohammad Shibli Shahriar**, Associate Professor, Major in Marketing, Daffodil International University.

I am very much pleased to have a good behavior from them as well as help to prepare this Internship.

Finally, I gratefully acknowledges to Major in Marketing of Daffodil International University.

Joynob Akter
ID: 241-14-053
Program: MBA
Major in Marketing
Faculty of Business and Entrepreneurship
Daffodil International University

LETTER OF APPROVAL

I have the great pleasure` to certify that, the dissertation entitled **“An Analysis of Customer Satisfaction with the Service Quality of BRAC NGO”** submitted to the Major in Marketing, Daffodil International University, Bangladesh by **Joynob Akter**, ID. 241-14-053 for the award of the degree of Bachelors of Arts has been prepared under my supervision. The manuscript of the dissertation has been scrutinized and carefully checked by me. The entire dissertation is the candidate own neither work to the best of my knowledge, neither the whole nor any part of it has been submitted to any other university or institute for any degree.

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Dr. Mohammad Shibli Shahriar

Associate Professor

Major in Marketing

Faculty of Business and Entrepreneurship

Daffodil International University

EXECUTIVE SUMMARY

NGO sector plays a pivotal role in the economic development of a country. This report is an attempt to familiarize service functions of BRAC NGO. The internship program is very helpful to conduct the space between the theoretical knowledge and real-life experience as a part of Business Administration.

In this report it focuses on the Customer Satisfaction of BRAC NGO. The main objective of this report is to fulfill the partial requirements of MBA degree under Daffodil International University. Another objective is to identify whether customers are satisfied or dissatisfied with existing products or seines of branch of BRAC NGO works. The methodology which has a major importance in obtaining data that o grounded largely in the personal experience of manager, but also in the documentary evidence like use questionnaires, articles, annual report, websites etc. The limitation of this report is lacking of time and limited to organizational setup, function and performance.

The vision of BRAC NGO is to become the effective largest commercial NGO in Bangladesh to support socio-economic development of the country and to be a leading NGO in South Asia. The mission of this NGO is an effective commercial NGO by maintaining a stable growth strategy, delivering high quality financial products, providing excellent customer service through an experienced management team and ensuring good corporate governance in every step of NGOing network. The Overview of BRAC NGO covers the origin of the NGO, organizational profile, vision, mission, key milestone, products and SWOT analysis of the NGO.

Contents

Chapter-One
Introduction

1.1 Origin of the Report

Customer satisfaction is a concept that has generated significant interest and discussion in the research literature due to the challenges associated with both its definition and measurement. Research has indicated that high service quality plays a crucial role in enhancing profitability. Customer service quality focuses on ensuring that customers, whether internal or external, receive what they desire. Customer satisfaction refers to the feelings or attitudes of a customer towards a product or service after its use. Satisfaction and service quality are frequently considered together as functions of customer perceptions and expectations. Customer satisfaction is influenced by the definition of customer perceptions regarding quality, expectations, and preferences. Measurement facilitates comparisons before and after changes, identifies quality-related issues, and establishes clear standards for service delivery. In the pursuit of competitive advantage, both practitioners and scholars are eager to accurately assess service quality to gain a better understanding of its fundamental antecedents and consequences, ultimately leading to the development of methods for enhancing and measuring service quality.

This handbook addresses various aspects of accounting, including book-keeping, financial reporting, and non-governmental organizations (NGOs). It also covers the regulation of non-profit organizations in India, focusing on issues such as registration, taxation, and employee benefits. The Foreign Contribution Regulation Act (FCRA) is discussed in detail in a separate volume. Although we have made efforts to ensure the accuracy of this book, the possibility of errors still exists. Therefore, we invite your comments and suggestions to help us rectify these in future editions. A copy of this book will also be available on our website (www.AccountAid.net), where the information will be updated regularly. Acknowledging support for a compilation like this can be quite challenging. Numerous individuals have contributed, making it difficult to determine who might be omitted due to space limitations and the reader's attention span. In line with our tradition, we refrain from mentioning individual names. However, the most significant contributions have come from NGO professionals and accountants throughout India, who have confidentially shared their challenges with us. Many individuals working in grant-making agencies have enriched AccountAble by participating in our annual workshops and discussing their concerns. Additionally, we have received encouragement from those who have visited our website and provided us with their feedback and inquiries.

1.2 Objectives of the Report

Board Objectives

The primary aim of this report is to conduct a comprehensive analysis of the " Customer Satisfaction with the Service Quality of BRAC NGO".

General Objective:

The overarching objectives of this report are:

- To gain insight into the management system of BRAC NGO as a private commercial NGO, including its formation and functions.
- To acquire a thorough understanding of all divisions and departments within the
- BRAC NGO.
- To implement theoretical knowledge in practical scenarios.
- To examine the working environment within BRAC NGO.
- To analyze the current banker-customer relationship.

1.3 Methodology

To prepare the report, I have collected data from the primary and secondary sources. Focusing the sources of information:

A)Primary Data:

- Discussion with the respective organization's officials of all Branch.
- Use Questionnaires

B)Secondary Data:

I have elaborated different types of secondary data in report such as-

- Annual report of BRAC NGO
- Statement affairs
- Websites
- Different circulars sent by Head Office and BRAC NGO.
- Articles

1.4 Scope & Limitations

I have been assigned to the BRAC NGO Office. This study aims to provide insights into Customer Satisfaction at BRAC NGO. The report begins with an overview of the organization, detailing its mission and vision. The scope of this report is confined to this specific branch. Essentially, my topic is "Customer Satisfaction with the Service Quality of BRAC NGO." In this report, I intend to examine various aspects of the service quality at the branch, including its overall performance. I have become familiar with the working environment of the branch. This report is entirely based on the practical knowledge and experiences gained from working and observing the activities carried out by the officials.

Chapter-2
Company Overview

2.1 About BRAC

Throughout its years of enduring chronic deprivation, hunger, and injustice, Bangladesh has been a fertile ground for numerous innovations aimed at combating poverty. BRAC (Bangladesh Rural Advancement Committee), a development organization established by Fazle Hasan Abed in February 1972, shortly after Bangladesh's liberation, has served as both the initiator and catalyst for many such innovations and transformations. Initially, our focus was on aiding the refugees returning from India to their newly independent nation. In 1973, we expanded our focus to encompass long-term sustainable poverty reduction. As it has evolved, BRAC has positioned itself as a leader in identifying and addressing the various dimensions of poverty. Its distinctive, holistic approach to poverty alleviation and the empowerment of the impoverished includes a wide array of core programs in economic and social development, health, education, human rights and legal services, as well as disaster management. Currently, BRAC stands as the largest southern NGO, employing 120,000 individuals, the majority of whom are women, and it impacts over 110 million people through development interventions in Asia and Africa.

2.2 Accounting Procedure and Aspects of BRAC

Accountants across all levels within the departments bear an intrinsic duty to manage operations and resources efficiently and economically. A properly structured accounting system, which consistently provides management with relevant and up-to-date financial information categorized by designated areas of responsibility and program components, can significantly aid in meeting these obligations.

2.3 Summary of Significant Accounting Policies

According to IAS-1, non-profit organizations, government bodies, and other public sector entities adopting this standard may need to adjust the descriptions used for certain line items in their financial statements, as well as the statements themselves. BRAC prepares its financial statements based on the going concern assumption and follows the historical cost principle, except for investments in listed company shares. These investments, classified under investment in securities and others, are reported at their fair value. Typically, BRAC uses the accrual basis of accounting, or a modified form of it, to recognize significant income and expenses. The primary accounting policies guiding the preparation and presentation of these financial statements are summarized below:

1. **Basis of Financial Statement Preparation:** BRAC maintains its accounting records and supporting documents organized by each individual project or program.
2. **No Consolidated Financial Statements:** Registered under the Societies Registration Act of 1860, BRAC is not required to prepare consolidated financial statements.
3. **Management of Donor Grants:** BRAC administers and records foreign grants following the Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978. Presently, NGOs generally follow one of three approaches for recognizing grants: recognizing grants as income, as liabilities, or as income only to the extent of related expenses incurred.
4. **Revenue Recognition**
    - Projects that generate income
    - Enterprises that support programs
    - Service fees on loans provided to VO members
    - Interest accrued on NGO accounts, fixed deposits, and debentures
    - Additional income (As per IAS 18)
5. **Expenses:** Expenses related to programs arise from providing goods and services to beneficiaries, in accordance with the goals and activities of each program.
6. **Property, Plant & Equipment:** Assets such as property, plant, and equipment are recorded at their original cost, less accumulated depreciation

and any impairment losses. Depreciation is computed using the straight-line method, based on estimated useful lives and applied at predetermined annual rates.

Depreciation on Fixed Assets	
Item	**Annual Rate (%)**
Building	4-10
Furniture & Fixtures	10-20
Equipment	15-33.33
Vehicles	20
Bicycles , Machinery , Deep tube wells and tanks, Hatcheries ,Motorcycles , Camp/Poultry/Livestock sheds	20
Crates/Mannequins/Samples	33.33

No depreciation is charged on freehold land and construction work-in-progress.

7. **Loans to Village Organization (VO) Members:** BRAC provides microfinance loans to members of village organizations without requiring collateral, applying a service fee across various programs. The reported loan amounts, including service charges, are presented after deducting provisions for possible loan losses.
8. **Loan Loss Provisions:** BRAC generally sets aside a provision for potential loan losses equal to 2% of total loan disbursements. Management regularly reviews the adequacy of this provision by assessing the aging profile of the loan portfolio.

Loan Classification	Days in Arrears	Provision Required
Standard	Current(no arrears)	2%
Watch list	1-30	5%
Substandard	31-181	20%
Doubtful	181-350	75%
Loss	Over 350	100%

9. **Loan Write-Offs:** Loans are continuously monitored and classified based on their age to evaluate risk. This classification system guides the process of writing off loans.

Age	Classification
Within maturity period	Current
More than one month	Late
More than one year after being classified late	Non-interest bearing(NIBL)

10. **Provision for Liabilities:** Following IAS-37, provisions for liabilities are recognized when BRAC has a present obligation due to a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made.
11. **Accounts Receivable:** Accounts receivable mainly arise from BRAC's revenue-generating activities and program support services, and are reported after deducting provisions for doubtful accounts.
12. **Inventories:** Retail inventories are valued at cost, calculated by subtracting the average markup from the selling price, whereas other inventories are recorded at their cost price.
13. **Foreign Currency Translation:** BRAC maintains its accounting records in Bangladesh Taka. Transactions in foreign currencies are converted into Taka using the exchange rates prevailing on the dates of the transactions.
14. **Deferred Taxation:** Deferred tax is recognized using the liability method, covering all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting.
15. **Borrowing Costs:** Borrowing costs are expensed in the period they are incurred unless they are directly attributable to the acquisition, construction, or production of a qualifying asset, in which case they are capitalized as part of the asset's cost.
16. **Asset Impairment:** At each reporting date, BRAC reviews the carrying amounts of its assets to determine if there are indicators of impairment. When such indicators exist, impairment is measured by comparing the carrying amount to the recoverable amount of the asset.
17. **Goodwill:** Goodwill represents the excess of the acquisition cost over BRAC's share in the fair value of identifiable assets and liabilities of investees at the date of acquisition.

18. **Financial Instruments:** Financial instruments are recognized on the balance sheet when BRAC enters into contractual agreements relating to those instruments.
19. **Cash and Cash Equivalents:** For cash flow statement purposes, cash and cash equivalents include cash on hand, balances with NGOs, and un-matured fixed deposits, after deducting any NGO overdrafts. Donations received through donor grants are also included within these balances.

2.4 Books, Forms & Register

BRAC employs the subsequent books, forms, and registers to document and assess transactions while establishing a robust internal control system:

1. Cash book
2. General Ledger
3. Salary Register
4. Pay Slip
5. Advance Ledger
6. Staff Loan Ledger
7. Voucher Forms

2.5 Corporate Organograms

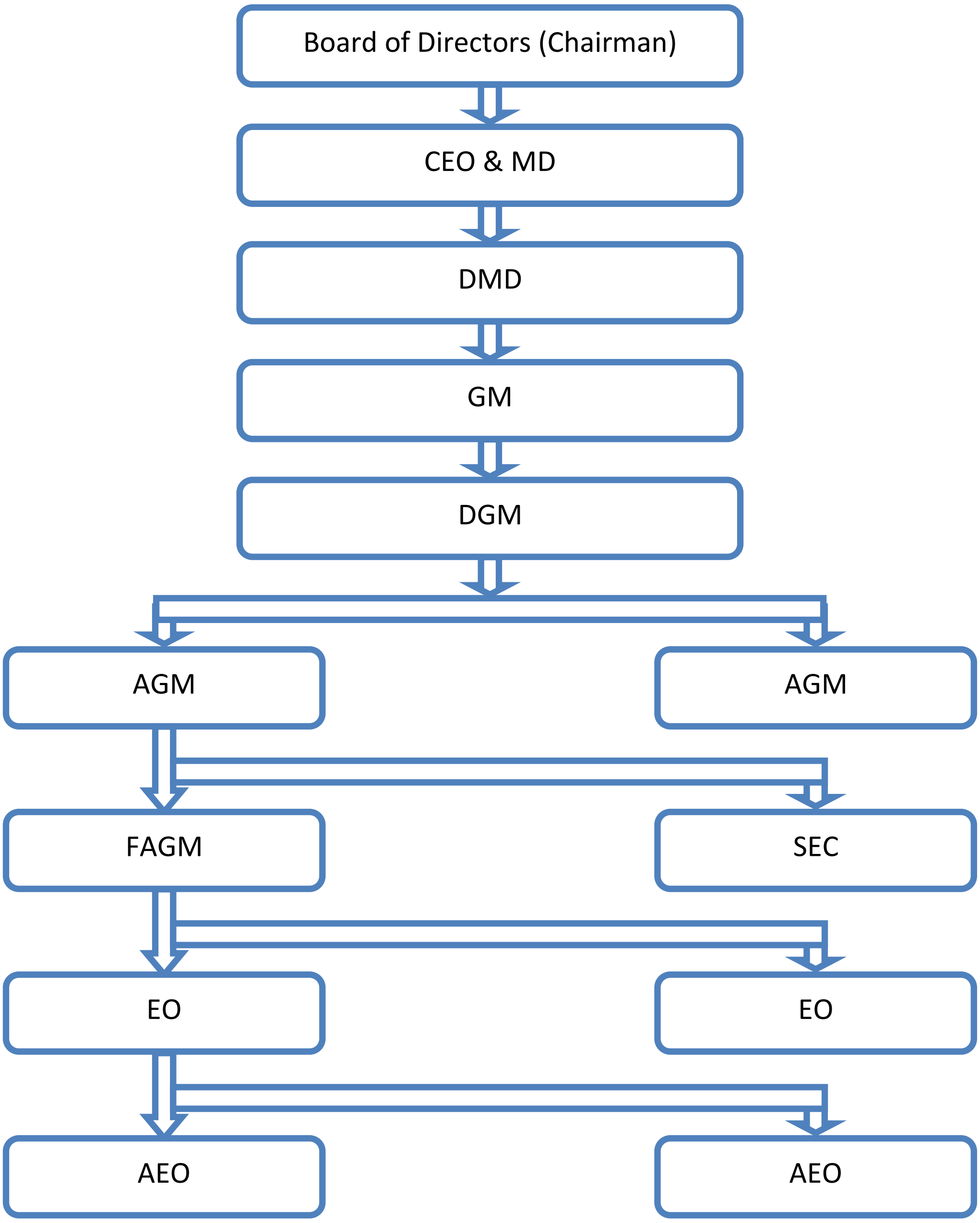

Figure 2.2: Corporate Organograms of BRAC NGO

2.6 Economic Contribution of BRAC NGO

"Creating prosperity for the communities we support." BRAC NGO demonstrated strong performance in the import and export sectors. In 2023, the organization handled total import transactions worth BDT 176,671 million and export transactions totaling BDT 153,252 million.

(BDT in millions)

Particulars	2024	2023	2022	2021
Corporate Income Tax	700.00	2023.00	1,780.26	1,784.23
Excise Duty	709.65	720.27	599.43	451.00
Source tax on interest on deposit & others	3,278.66	3,509.11	3,394.48	3,870.21
VAT on NGO services	363.49	365.16	357.81	400.96
Sources TAX on knit wear, oven garments	958.16	841.06	691.91	852.49
Sources tax on export cash subsidy	192.77	202.97	132.29	259.17
VAT on suppliers Bill	190.09	110.17	103.98	103.17
Sources tax against investment	1,258.46	1212.17	832.07	774.09
Sources tax on buying house commissioners	20.15	25.04	16.48	8.46
Sources tax on L/C commissions	28.99	50.42	53.54	63.71
Total	7,700.42	9,056.37	7962.26	8567.49

Table 2.5: Economic contribution of BRAC NGO

Source: Annual report of BRAC NGO (2024, Page-146)

Social Contribution

Since its establishment, the organization has taken a prominent role in Customer Satisfaction (Corporate Social Responsibility) initiatives among state-owned commercial NGOs. In 2023, it allocated BDT 113.38 million and in 2022, BDT 292.20 million as support to various sectors benefiting underprivileged individuals. The total number of beneficiaries in 2023 reached 3,995. Among these recipients, healthcare and education have been prioritized as key sectors. Additionally, there has been a focus on information technology.

(BDT in millions)

Category	Year Wise Contribution					
	2020	2024	2021	2022	2023	2024
Budget	300	310	350	100	100	100
Education and Research	24.20	78.30	11.84	10.70	0.00	0.00
Health and Treatment	35.30	63.90	25.76	3.80	0.00	0.00
Poverty Reduction & Rehabilitation	14.40	85.30	11.88	0.00	0.00	0.00
A try to bring the marginal farmers and the poor out of the grip of loan	5.00	0.00	5.00	0.00	0.00	0.00
History, culture & Tradition	18.67	44.50	72.58	0.00	0.00	0.00
Expansion of Technology	14.30	15.00	11.11	0.00	0.00	0.00
Invention	0.70	0.00	0.00	0.00	0.00	0.00
Preservation of environment	0.20	0.60	0.25	0.00	0.00	0.00
Natural calamity	0.60	3.90	0.00	7.90	7.90	6.95
Others	0.00	0.00	0.00	0.00	1.23	1.08
Total contribution	113.37	291.50	138.42	22.40	9.13	8.03

Table 2.6: Customer Satisfaction of BRAC NGO

Source: Annual report of BRAC NGO (2024, Page-147)

Environmental Contribution

"Think globally, act locally"

BRAC NGO continuously tracks changes in environmental regulations and takes necessary actions to ensure full compliance. It works closely with the government to strike a balance between combating climate change and minimizing the economic and business impacts of regulatory measures. Committed to managing the environmental and social consequences of its operations, products, and services, BRAC NGO strives to avoid harm to society while strategically addressing global environmental and social challenges that affect its ability to deliver sustainable value to stakeholders.

As part of its green initiative, BRAC NGO promotes environmentally sustainable activities through a dedicated green NGO unit and various initiatives. These efforts include green financing, educating employees on efficient usage of water, electricity, and paper, and emphasizing ecosystem preservation. Recognizing the urgency of environmental degradation, green finance remains a top priority. The organization allocated a budget of BDT 5,000 million for this sector in 2023, with plans to reduce it to BDT 4,100 million in 2024.

Year	Budget
2024	4100.00
2023	5420.00
2022	5000.00
2021	2467.00
2024	2380.00

Table 2.7: Green financing

Source: Annual report of BRAC NGO (2024, Page-153)

Financing commercial projects and the reuse of equipment are among the initiatives aimed at transforming BRAC NGO into a green organization. The initiative for a green NGO is crucial for shaping the future. BRAC NGO collaborates with the central NGO, Bangladesh NGO, to effectively sustain and maintain a green planet. The role of Bangladesh NGO has facilitated the entry into green NGO activities such as online CIB, Bangladesh Automated Clearing House (BACH), and the Enterprise Data Warehouse System (EDWS), among others. BRAC NGO is receiving refinancing for bio-gas, ETP, and solar energy projects. The installation of solar panels across several branches is currently underway. In addition to the solar panel installations, BRAC NGO has revamped its interior design to maximize sunlight in office spaces during working hours. As a responsible corporate entity, BRAC NGO has organized numerous training sessions and seminars for its employees.

• Up to 2024, TK 1682.42 million has been allocated for 128 projects in environmentally friendly sectors to establish bio-gas and solar energy plants and to produce earthworm compost fertilizers.

• BRAC NGO disseminates all circulars and instructions via web-mail and, in special cases, through its website.

2.7 Financial Reports and Statements

Financial reports and statements represent the final outputs of management systems. Every financial transaction that occurs during the year is documented in a collection of records within the computerized accounting system. This system enables accountants to generate financial reports and statements in accordance with the needs of the stakeholders.

User of BRAC's Report

Following is the list of users of BRAC's financial reports:

- Internal users
    - BRAC Management
- External users
    - Donors
    - Government of Bangladesh
    - Financial Experts/researchers
    - Regulatory Bodies
    - Others

To meet requirements of above users, the reports are prepared under the following groups:

- Internal Reports
- Donor reports
- Statutory reports

1. **Internal Reports:**

The Finance and Accounts Department prepares various reports and statements for internal stakeholders throughout the year. Some reports are produced monthly, others quarterly, and some annually. Examples include:

- **Monthly Receipts and Expenditure Statement (Head Office):** This report provides details on cash and NGO balances for a given month and helps forecast cash and NGO needs for the upcoming month.
- **Quarterly Cash Flow Statement:** This statement summarizes the total cash inflows and outflows of projects, categorized under different headings. A specific format is followed for this report.
- **Half-Yearly Project-Wise Financial Statements:** Balance sheets, income and expenditure statements, and receipts and payment statements are prepared twice a year for each project. Consolidated financial statements are also compiled on a semi-annual basis.

- **Project-Wise Budget Variance Analysis:** Conducted monthly or sometimes quarterly, this analysis compares budgeted figures against actual results to identify variances. A specific statement format is used.
- **Donor Reports:** The Finance and Accounts Department also prepares reports for donors, including:
    - Quarterly Financial Report
    - Half-Yearly Financial Report
- **Statutory Reports:** These reports are prepared as required by organizational policies or legal regulations, such as:
    - Annual Accounts
    - Project-Wise Reports for the NGO Bureau
    - Reports submitted to the Income Tax Authority and Bangladesh NGO Affairs Bureau.

2.8 Mirco-Credit System in BRAC NGO

Microcredit has its origins dating back 5,000 years to ancient Greece and the Middle East, where it was utilized in agricultural transactions. The advent of agricultural mechanization and the Industrial Age further refined the concept of Microcredit (Bass and Henderson 2000). Evidence of Microcredit practices can be found in ancient Babylon around 2000 BC. The incorporation of Microcredit into economic relations occurred in 1877, when the telephone company 'Bell' opted to lease rather than sell their telephone devices. The practice of leasing assets began in the USA and Europe to foster business and industrial development following World War II. In the aftermath of World War II, the victorious allies established a new international framework aimed at enhancing global trade and prosperity, leading to the creation of two significant international financial institutions: the International Monetary Fund (IMF) and the World Bank, along with the General Agreement on Tariffs and Trade (GATT), which was succeeded by the World Trade Organization (WTO) (Mishkin 2005). Currently, thousands of businesses that are rich in ideas but lacking in capital are leveraging Microcredit as a straightforward and adaptable financing option to boost productivity and generate profits. Bangladesh, as a developing nation, faces challenges such as national disasters and political instability that hinder both industrial and economic growth. The majority of the population in this country relies solely on agriculture. The concept of Microcredit for Economic Development was first introduced in Bangladesh during the early 1980s. The Industrial Development Microcredit Company of Bangladesh Limited (IDLC), recognized as the first Microcredit institution in the country, was founded in 1986 under the regulatory oversight of Bangladesh Bank. This entity was a collaborative effort involving the Industrial Promotion and Development Company of Bangladesh Limited (IPDC), the International Finance Corporation, and the Korea Development Microcredit Corporation. Another Microcredit organization, the United Microcredit Company Limited, commenced its operations in 1989. The proliferation of Microcredit companies occurred rapidly.

Year	No of Microcredit companies	Amount (in million)	Index	Growth Rate
2002	1	633	100	-
2003	1	2461	172	72.03
2004	1	2237	223	29.65
2005	3	35026	276	23.76
2006	3	2357	431	56.16
2007	3	3544	579	34.33
2008	3	625	658	13.64
2009	4	4987	803	22.00
2010	4	8918	1053	31.13
2011	6	12530	1709	62.29
2012	11	20223	2759	61.43
2019	14	25174	3434	24.46
2020	16	24508	3343	2.65
2021	16	31887	4350	30.12
2022	17	41737	5694	30.89
2023	17	51800	7066	24.09
2024	22	58000	8059	28.01

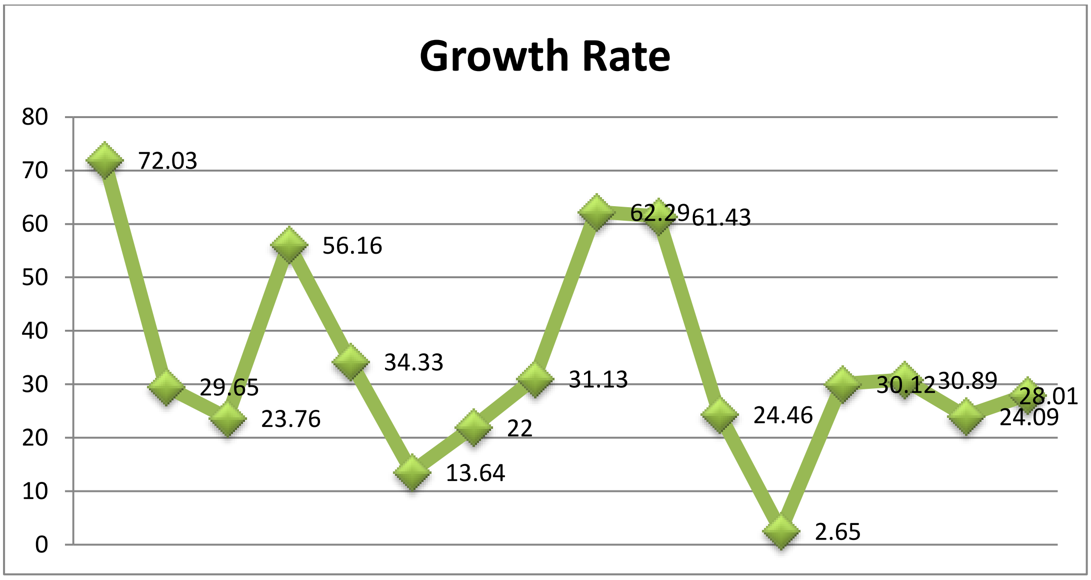

Figure-03: No of Microcredit companies

Since 2001, microcredit has gained traction as a viable alternative financing option. The subsequent Table-3 and Figure-1 illustrate the increase in microcredit contracts over the years.

Year	Contract (Tk. Million)	Growth (%)
2001	41	-
2002	82	98.7
2003	117	41.5
2004	158	36
2005	262	65.4
2006	365	39.4
2007	415	13.7
2008	525	26.4
2009	741	41.2
2010	1254	69.2
2011	2083	66.2
2012	2617	25.6
2019	3331	27.3
2020	4187	25.7
2021	5005	19.5
2022	6500	23
2023	7500	15
2024	11291	50

Source: Financial Institutions Department, Bangladesh NGO

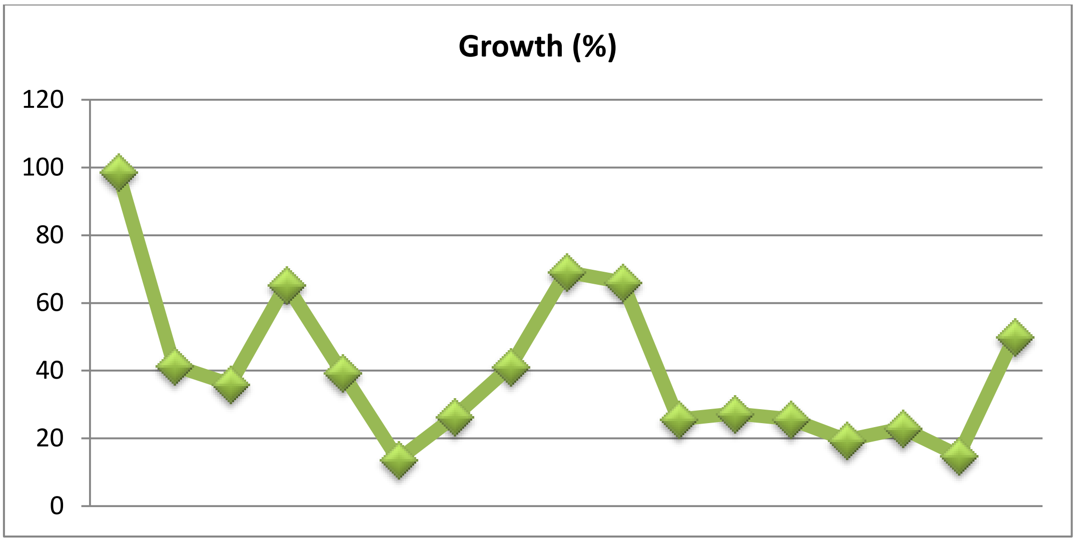

Figure-04: Microcredit Contract

The Microcredit execution in Bangladesh for the past 16 years are given below –

Table 4. Growth of Execution

Year	Contract (Tk. Million)	Growth (%)
2002	31	-
2003	113	262.4
2004	131	15.8
2005	233	78.6
2006	248	6.3
2007	397	59.8
2008	472	19.1
2009	599	26.8
2010	1027	71.6
2011	1756	70.9
2012	2389	36
2019	2794	17
2020	3669	31.3
2021	4950	34.9
2022	6180	24.8
2023	8000	29.4
2024	9750	21.8

Source: FI Department of Bangladesh NGO Figure-2: Growth of Microcredit Execution

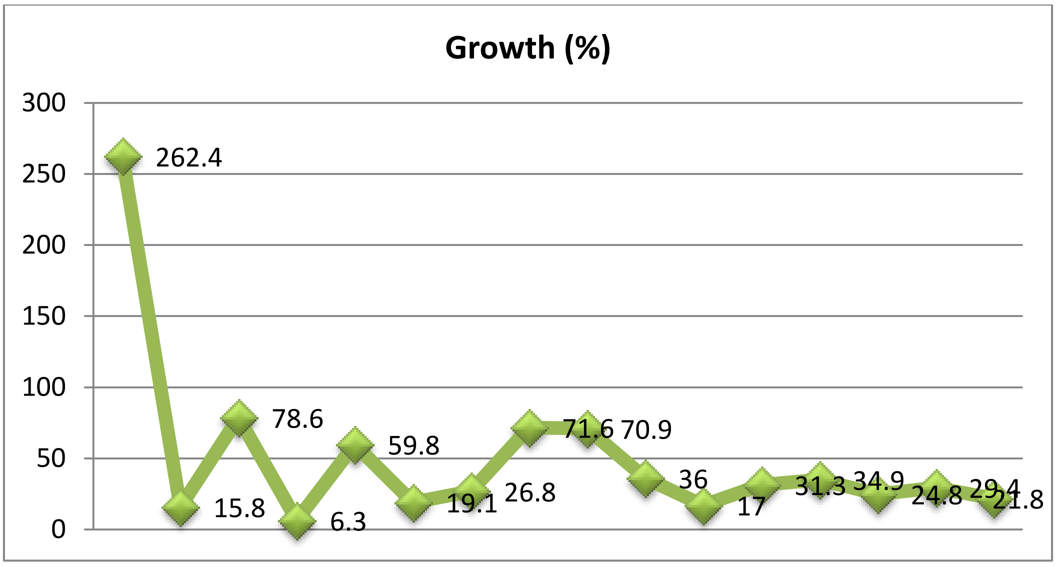

Figure-05: Microcredit Execution

The Microcredit sector in Bangladesh engages in standard Microcredit operations and has expanded into stock market-related functions, including issue management, underwriting, trust management, private placement, portfolio management, and mutual fund activities. The Microcredit services related to Economic Development encompass textiles, food and beverage, transportation, apparel and accessories, paper and printing, pharmaceuticals, construction and engineering, chemicals, telecommunications, agro-based industries, as well as leather and leather goods. Private Microcredit firms attract clients by offering comparatively superior services, with lower down payments required for their Microcredit offerings and shorter growth periods.

2.9 SWOT Analysis

Every organization consists of certain internal strengths and weaknesses, as well as external opportunities and threats throughout its entire life cycle. The following will provide a brief introduction to customers regarding the internal strengths and weaknesses, as well as the external opportunities and threats that I have outlined in the past few weeks.

Figure 2.3: SWOT Analysis

Strengths

- The BRAC NGO possesses reliable funding sources.\
- The top management is composed of an effective management team.
- The NGO enjoys a positive reputation within the industry.

- Numerous branches are established to meet customer demands.

Weaknesses

- Relied significantly on the head office for making decisions.
- Lack of an updated website.
- Inadequate compensation package.
- Insufficient promotional efforts.
- Not entirely digitized.
- The ATM booth is inadequate at BRAC NGO..

Opportunities

- Products line profile ratio for the introduction of additional branches.
- Launching a specialized corporate program.
- Creating new products and services..

Threats

- To remain viable in the financial market, it is essential to minimize the default risks associated with all loan terms, as default risk can drive an organization towards becoming a non-governmental organization (NGO).
- The inadequate compensation packages for employees in mid-level to lower-level positions pose a threat to employee motivation.
- There is a need for increased customer awareness regarding pricing and services.
- The economy of Bangladesh is under threat due to political instability and corruption.

Chapter-3

Analysis & Evaluation

3.1 Definition of Customer Satisfaction

Customer Satisfaction, as indicated by its name, primarily emphasizes the customer. The main goal is to enhance customer value over time by fostering customer loyalty. When a company cultivates stronger customer relationships, it simultaneously enhances its business processes and profitability. Generally, Customer Satisfaction serves as a more effective automated approach to connect and improve all facets of business, concentrating on the establishment of robust customer relationships.

One definition provided by Kristin Anderson and Carol Kerr states that customer satisfaction is a holistic approach aimed at creating, sustaining, and enhancing customer relationships. Several terms are pivotal to the definition of customer satisfaction. To begin with, the term "holistic" is significant. Customer satisfaction is not confined solely to sales and marketing; it is not exclusively the duty of the customer service department. Additionally, it is not merely the innovation of the information technology team. While any of these sectors may act as the internal advocate for customer satisfaction within the organization, in reality, customer satisfaction must be an integral part of the business model that influences all departments. When any department is excluded from customer satisfaction initiatives, the organization jeopardizes the very customer relationships it aims to uphold. The second crucial term in our definition is "approach." According to Webster, an approach is defined as "a method of addressing or managing a situation." Customer satisfaction represents a mindset regarding how to manage customer relationships. The term strategy could also be applicable here, as effective customer satisfaction requires a clear and structured plan. Indeed, we assert that your customer satisfaction strategy can serve as a standard for all other strategies within your organization. Any organizational strategy that fails to foster, maintain, or enhance relationships with your target customers does not benefit the organization.

Ultimately, the author highlighted the phrases, "creating, maintaining and expanding". Customer Satisfaction encompasses the entire customer lifecycle. When executing a Customer Satisfaction strategy, one must gather and analyze data regarding the organization’s target customers and their purchasing behaviors. This extensive information allows the organization to comprehend and anticipate customer actions. With this customer intelligence, efforts directed towards customers are more effective in both acquiring new clients and enhancing the financial engagement of existing customers. Customer interactions, guided by comprehensive insights into customer preferences, yield greater satisfaction. Furthermore, the author asserted that customer satisfaction is directly proportional to employee satisfaction. Consequently, Customer Satisfaction impacts an organization not only externally but also internally.

All these definitions underscore that Customer Satisfaction should be comprehensive. It represents a fusion of business processes and technology rather than being treated as separate entities. Customer Satisfaction (Customer Satisfaction) is an integration of business processes and technology aimed at understanding a company’s customers from various perspectives to facilitate identification, conversion, acquisition, and retention. - (Ricardo -2006).

3.2 Benefits of Customer Satisfaction

These factors necessitate that NGOs strengthen their connections with customers and provide the services they require through their preferred channels. The objectives of Customer Satisfaction (Customer Satisfaction) are outlined below:

• Cost reduction, achieved by performing the right tasks (i.e., effective operation)

• Enhanced customer satisfaction, as they receive precisely what they desire (i.e., exceeding expectations)

• Maintaining an external focus for the organization

• Growth in customer numbers

• Maximizing available opportunities

• Improved access to market and competitor information

• Identification of inefficient operational processes

• Forward-thinking organizations recognize the critical importance of sustaining a strategic emphasis on Customer Satisfaction and managing it effectively.

• Optimization of NGO resources, including alternative distribution channels.

• Minimal maintenance and expansion costs due to the implementation of modern administrative tools that enable NGO staff to make a wide array of modifications to the system.

- Non-Governmental Organizations (NGOs) that effectively implement Customer Satisfaction strategies foster improved relationships with their clientele, cultivate customer loyalty, and realize significant returns, alongside enhanced revenue and decreased expenses.
- When executed successfully, Customer Satisfaction can profoundly influence overall financial performance.

3.3 Characteristics of Excellent Customer Satisfaction

The subsequent attributes are linked to the provision of outstanding Customer Satisfaction

• Dependability
• Promptness
• Availability
• Security
• Politeness
• Thoughtfulness
• Recognizing the customer
• Proficiency

3.4 Necessity of Customer Satisfaction in the NGO

The primary objective of Customer Satisfaction, similar to any NGO initiative, is to enhance profitability. However, Customer Satisfaction does more than just improve customer service; a robust Customer Satisfaction capability also leads to reduced costs, minimized waste, and fewer complaints. Furthermore, effective Customer Satisfaction alleviates staff stress, as attrition—a significant source of stress—decreases with the enhancement of services and relationships. Additionally, Customer Satisfaction facilitates immediate market research; establishing communication channels with the NGO's customers provides direct and continuous feedback on products, services, and performance, which is far more effective than traditional market surveys. Moreover, strong Customer Satisfaction contributes to business growth: customers remain loyal for longer periods, the customer churn rate declines, referrals to new customers increase due to a growing base of satisfied customers, and the demand on fire-fighting and troubleshooting staff diminishes. Overall, the NGO's service processes and teams operate more efficiently and with greater satisfaction. Customer Satisfaction is a relatively new concept for many organizations. If this concept is unfamiliar to you, here are the reasons why many progressive organizations invest significant energy and resources into establishing and managing a Customer Satisfaction capability. Customer Satisfaction (Customer Satisfaction) primarily addresses all interactions with customers or potential customers across various touchpoints, including the Internet, NGO branches, call centers, field organizations, and other distribution channels. Customer Satisfaction (Customer Satisfaction) can assist NGOs in several ways:

Campaign Management

NGOs must identify their customers, customize products and services to fulfill their needs, and market these offerings effectively

Customer Information

It integrates various channels to provide a wide range of services to customers while supporting the NGO's operations.

Customer Encyclopedia

A primary repository for product information, pricing details, competitive analysis, along with internal training resources, sales presentations, proposal templates, and marketing materials.

Operational Inefficiency

Removal Customer Satisfaction can aid in formulating strategies to eradicate existing operational inefficiencies. An effective Customer Satisfaction solution encompasses all customer interaction channels, such as telephone, fax, email, online portals, wireless devices, ATMs, and face-to-face engagements with NGO personnel. It also integrates these customer touchpoints with an operations center and connects the operations center to relevant internal and external business partners.

Enhanced Productivity

Customer Satisfaction can contribute to increased productivity for customers, partners, and employees.

Customer Satisfaction with Business Intelligence

NGOs must analyze the performance of customer relationships, identify trends in customer behavior, and comprehend the true business value of their customers. Customer Satisfaction integrated with business intelligence enables NGOs to evaluate customer segments, assisting them in calculating the net present value (NPV) of a customer segment over a specified timeframe to determine customer lifetime value. Customers can be assessed within a scoring framework, combining behavioral metrics and frequency with monetary acquisition analysis alongside a marketing revenue quota..

3.5 Customer Satisfaction Condition in NGO

The non-governmental organization (NGO) and the clients each possess specific criteria to evaluate when establishing their relationship, including the desires and requirements of both sides;

• The NGO must generate profit to ensure its survival and expansion.

• Clients seek excellent service and a high-quality product.

• High levels of customer satisfaction can impact both sets of criteria.

3.6 Customer Satisfaction Impacts on the NGO

Customer Satisfaction can significantly influence an organization by

• Redirecting the emphasis from product to customer

• Tailoring the offerings to meet customer needs rather than what the organization is capable of producing

• Emphasizing the skills necessary for an efficient process.

3.7 Steps for Making Good Relations with Customers

One of the ongoing challenges faced by successful businesses is the optimization of customer satisfaction and the improvement of Customer Satisfaction. Many companies strive to enhance customer service in order to positively impact customer retention rates. Nevertheless, since 1994, customer satisfaction has seen a decline in nearly all sectors of the economy. Raising customer satisfaction levels requires a comprehensive systems approach.

3.7.1 Selecting the Correct People

When hiring employees for customer service roles, the recruitment process frequently emphasizes functional expertise, technical skills, and knowledge over interpersonal abilities. Nevertheless, an inappropriate attitude can significantly affect client satisfaction.

- Clearly outline the essential job requirements
- Create scenario-based interviews or assessment centers to evaluate and select applicants
- Engage several team members in the recruitment process
- Make sure that the evaluation is grounded in objective criteria rather than subjective ones.

3.7.2 Developing, Motivating and Managing the Customers

To build a strong culture centered around customer relationships, it is essential to:

- Provide training in key skills necessary for delivering excellent personalized service.
- Reinforce these skills through ongoing coaching and constructive feedback.
- Regularly evaluate current performance levels.
- Reward performance through a combination of financial incentives and non-monetary recognition.

3.7.3 Establishing Effective Service Delivery Processes

Well-designed processes and procedures form the backbone of customer service interactions, either enabling smooth service or causing delays. Customers perceive efficient service delivery systems as seamless, whereas poor systems create obstacles that require extra effort to overcome. Critical steps to ensure a positive customer experience include:

- Mapping out service delivery workflows
- Identifying key success factors within these processes
- Setting clear service standards and objectives for these critical points
- Implementing procedures aimed at enhancing the service experience
- Developing service level agreements to optimize internal service delivery

3.7.4 Building in Continuous Improvement

Even with efficient processes and well-trained staff, challenges such as product defects or customer frustrations can still occur. Successful organizations proactively manage these situations through a process called “recovery,” which plays a vital role in strengthening customer loyalty by effectively addressing issues as they arise.

3.7.5 Ensuring Managers are the Key Change-Agents

Middle managers are pivotal to driving change and embedding a customer-focused culture. To leverage their role effectively, organizations should:

- Engage management early and maintain frequent involvement throughout the change process
- Provide managers with coaching skills to help them communicate and reinforce key personal service competencies
- Use managers as facilitators during interpersonal skills training sessions
- Motivate managers with incentives for establishing, overseeing, and refining service delivery processes
- Ensure managers model the behaviors expected from their teams.

Developing an outstanding customer service culture demands time—often several years—and requires a comprehensive shift in how a company operates across all service functions. While this transformation takes commitment, the benefits in customer loyalty and profitability are well worth the effort.

3.8 Survey Report

Data analysis and implications regarding Customer Satisfaction involve a blend of business processes and technology aimed at comprehending a company's customers from various viewpoints to facilitate identification, conversion, acquisition, and retention. Based on the survey conducted on customers, I have endeavored to assess the Customer Satisfaction levels of BRAC NGO.

Response	Frequency	Percentage (%)
1-2 years	4	34
3-5 years	7	58
6-10 years	1	8
above 10 years	0	0

Table 3.8.1: Years of NGO experience with BRAC NGO

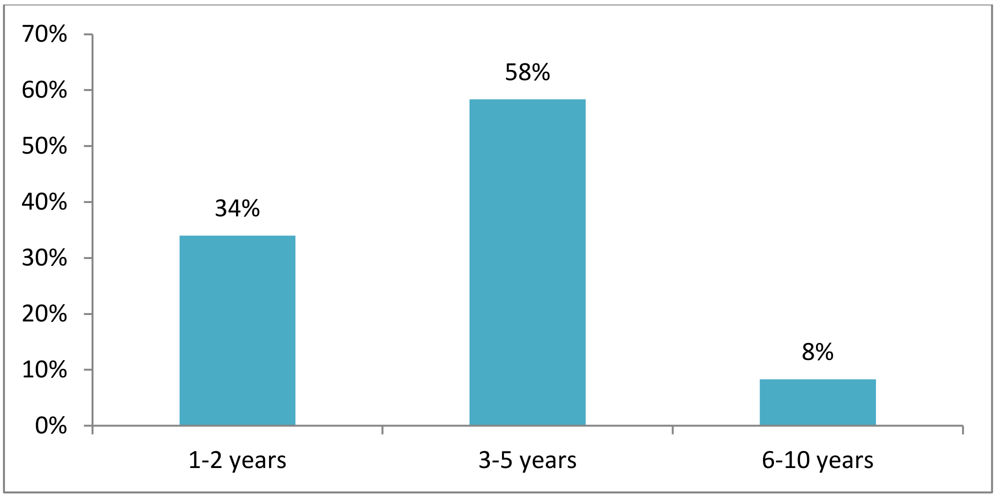

Figure 3.8.1: Years of NGO experience

Table 3. 8. 1 aimed to find out how experienced the respondents are in NGOs because experience is important for their views to be trustworthy. Seven out of the twelve people had between 3 to 5 years of experience, which makes up 58% of all the respondents. The table also shows that everyone had at least one year and up to ten years of experience in the NGO field, with no one having more than ten years. This spread of experience might help balance the opinions shared in the responses.

Response	Frequency	Percentage (%)
Customer relation	7	58
Information Technology	3	25
Staff	2	17

Table 3.8.2: Understanding of the thrust of NGO's mission statement

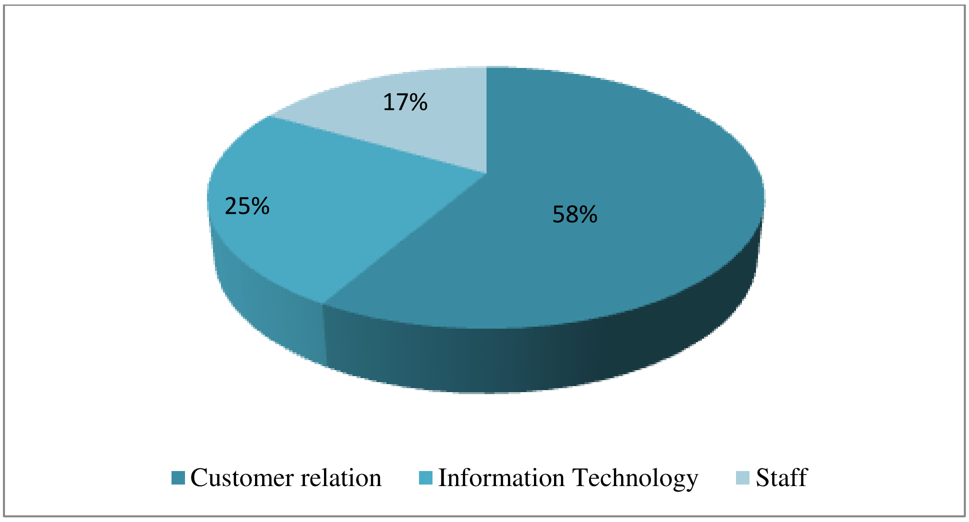

Figure 3.8.2: Understanding of the thrust of NGOs mission statement

Table 3. 8. 2 looked at how staff understood the main purpose of the NGO's mission statement. Out of the 12 people who responded, 7, or 58%, believed the mission statement was focused on building relationships with customers. Three people, or 25%, thought the main focus was on information technology. Two people, or 17%, felt the mission statement was about the staff. Since a mission statement shows the direction an organization wants to go, how people understand its main idea helps show what direction the organization is trying to follow.

Response	Frequency	Percentage (%)
Through top management directive	2	17
By training all staff to become customer focused	8	66
By providing customer feedback mechanism	2	17

Table 3.8.3: How is the need for customer Satisfaction emphasized in your NGO?

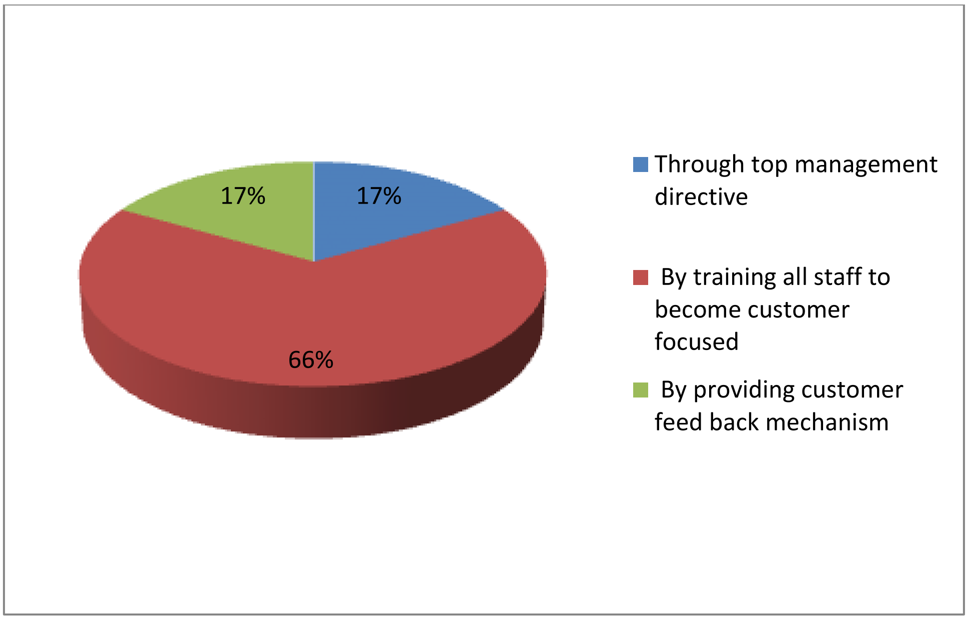

Figure 3.8.3: How is the need for customer Satisfaction emphasized in your NGO?

According to 8 respondents, which make up 66% of the responses in Table 3. 8. 3, the need for customer satisfaction is highlighted in the NGO by training all staff to be customer-focused. This shows the NGO's effort to keep customer satisfaction awareness alive. The next highest number of respondents, which is 2 or 17%, believed that providing a customer feedback system shows how the NGO focuses on building customer relationships.

Response	Frequency	Percentage (%)
Empowered staff, integrated processes and technology; all focused-on customer satisfaction	7	58
New branch locations, availability of ATM and low cost of doing business	1	8
Simplified transaction procedures, one stop shop for all customer information and sophisticated IT systems	4	34

Table 3.8.4: Indicators that Satisfaction is being practiced in a NGO

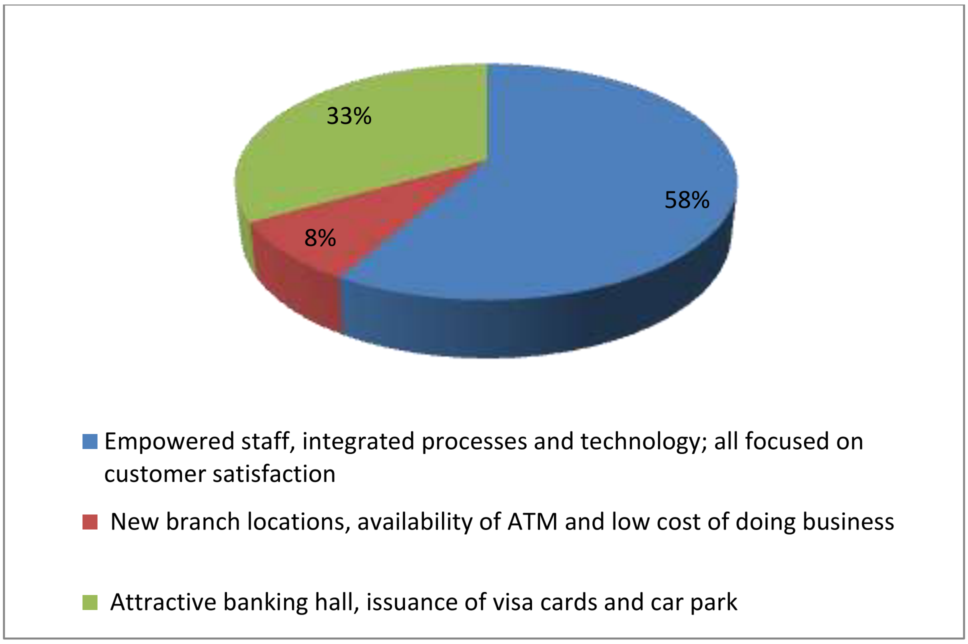

Figure 3.8.4: Indicators that Satisfaction is being practiced in a NGO

More than half of the respondents, specifically 7 people or 58%, believed that empowered staff, integrated processes, and technology aimed at customer satisfaction show that customer satisfaction is being practiced in an NGO. The next most common response, according to Table 3. 8. 4, was that simplified transaction procedures, one-stop shops for all customer information, and advanced IT systems are signs that customer satisfaction is being practiced.

Response	Frequency	Percentage (%)
Training staff regularly and in a planned way to help them learn more about customer service	8	67
Using new and advanced IT software to make the NGO's work more efficient	2	17
Giving the right tools and resources like computers, good internet, cars, and people at the right time and place	1	8
Setting up more offices or branches in different areas	1	8

Table 3.8.5: Significant decision or action taken by management to facilitate customer Satisfaction in BRAC NGO

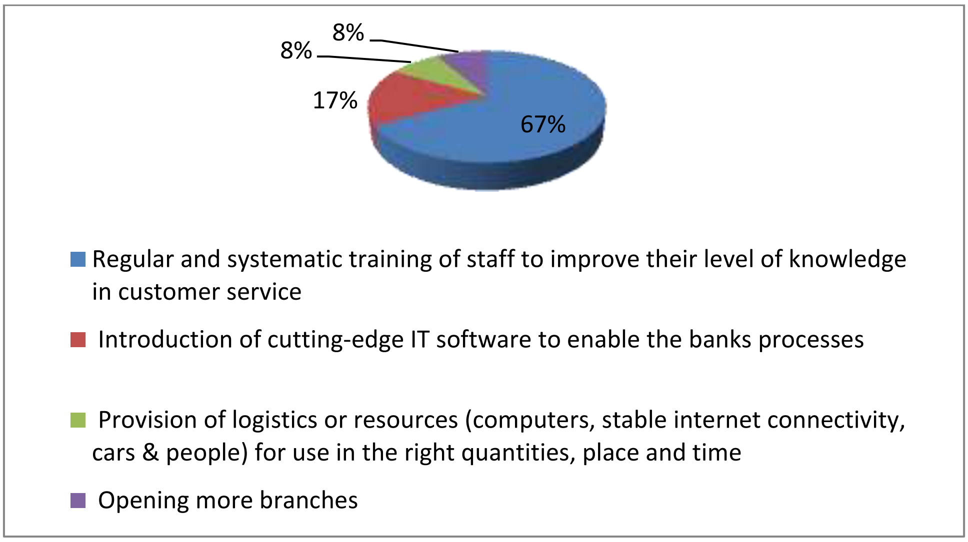

Figure 3.8.5: Significant decision or action taken by management to facilitate customer Satisfaction in BRAC NGO

In Janata, several important management decisions and actions were taken to help improve customer satisfaction. According to Table 3. 8. 5, the most significant action was providing regular and thorough training to staff to enhance their knowledge in customer service. This received the highest percentage of responses, with 67% of the 8 out of 12 responses. Other key decisions, such as introducing advanced IT software to support NGO processes and providing necessary logistics and resources like computers, stable internet, cars, and people in the right amounts at the right places and times, were mentioned with the same frequency and percentages (8%). These management choices are very important for improving customer satisfaction.

Response	Frequency	Percentage (%)
No response	2	17
Customer loyalty	3	25
Customer satisfaction	2	17
Increased market share	2	17
Increased profitability	1	8
Competitive edge over rivals	1	8
Recognition as customer-centered NGO	1	8

Table 3.8.6: Anticipated benefits for initiating customer Satisfaction

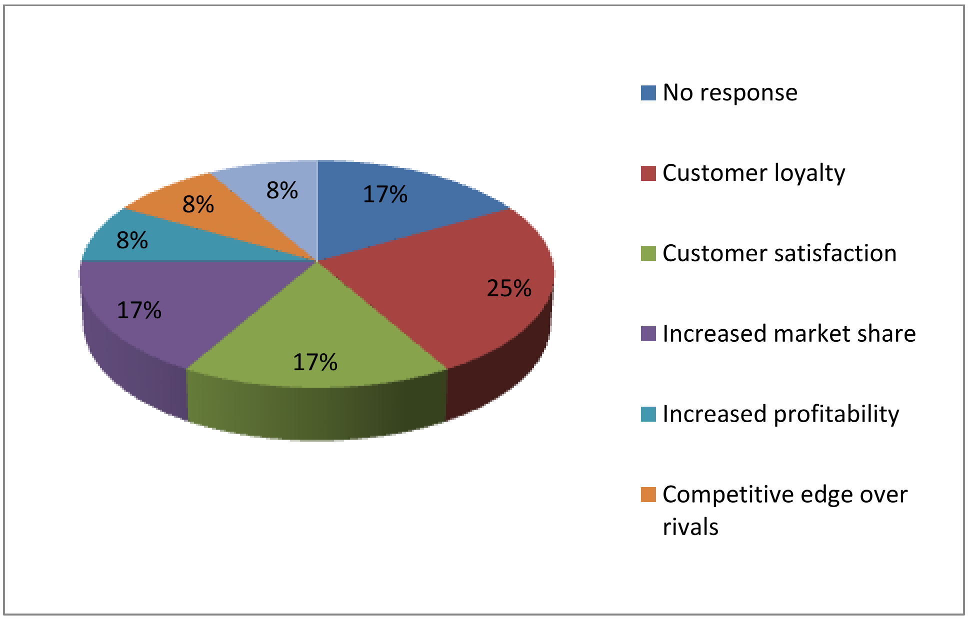

Figure 3.8.6: Anticipated benefits for initiating customer Satisfaction

Table 3. 8. 6 shows several expected benefits of Customer Satisfaction. The most commonly mentioned benefit was customer loyalty, with 3 responses making up 25% of the total. Next was customer satisfaction itself, with 2 responses or 17% of people. The third most mentioned benefits were increased market share and expanding the customer base, each with 2 responses and 17% of respondents. These results show that people expect certain advantages from customer satisfaction, which is why companies might choose to focus on it.

Question 1: Sex

Response	Frequency	Percentage (%)
Male	14	70
Female	6	30

Table 3.8.7: Gender distribution

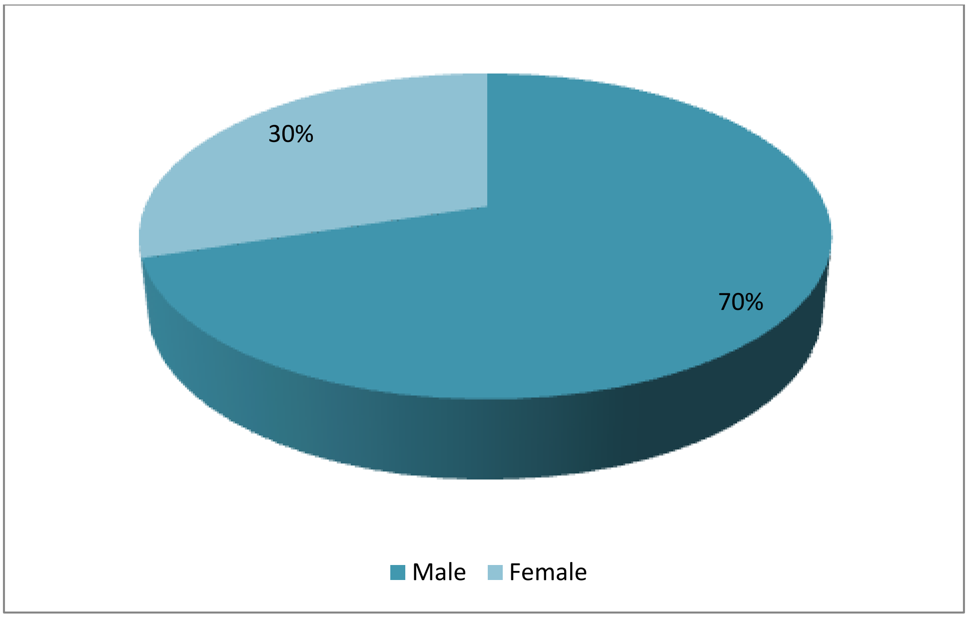

Figure 3.8.7: Gender distribution of customers

In the table 3. 8. 7, the total number of people who took part in the survey was 20. The table also shows that out of 100 respondents, 72% were male and 30% were female.

Question 1: Age

Response	Frequency	Percentage (%)
18-29	9	45
30-39	5	25
40-49	4	20
50+	2	10

Table 3.8.8: Age distribution

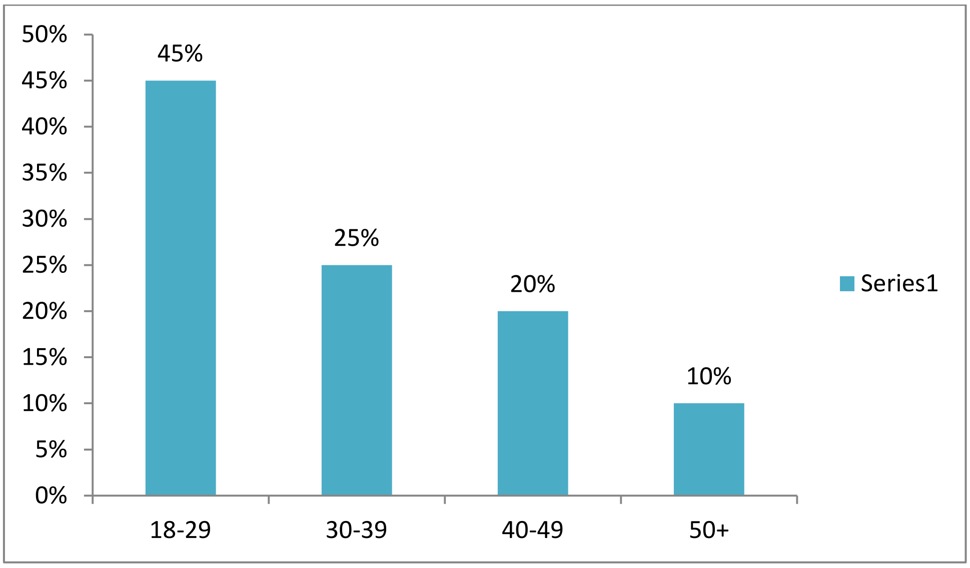

Figure 3.8.8: Age distribution of customers

From Table 3.8. 8, 45% of the respondents were aged between 18 and 29 years, which is the largest group. 25% were aged between 30 and 39 years. Only 10% were aged 50 or older. This shows that most of the respondents are young and active (70%) while a smaller group (10%) is in the 50 and above age range.

Question 3:Educational Attainment

Response	Frequency	Percentage (%)
College	5	25
Graduation	11	55
Masteral	4	20

*Elementary, High School and Doctorate respondents are zero

Table 3.8.9: Literacy levels

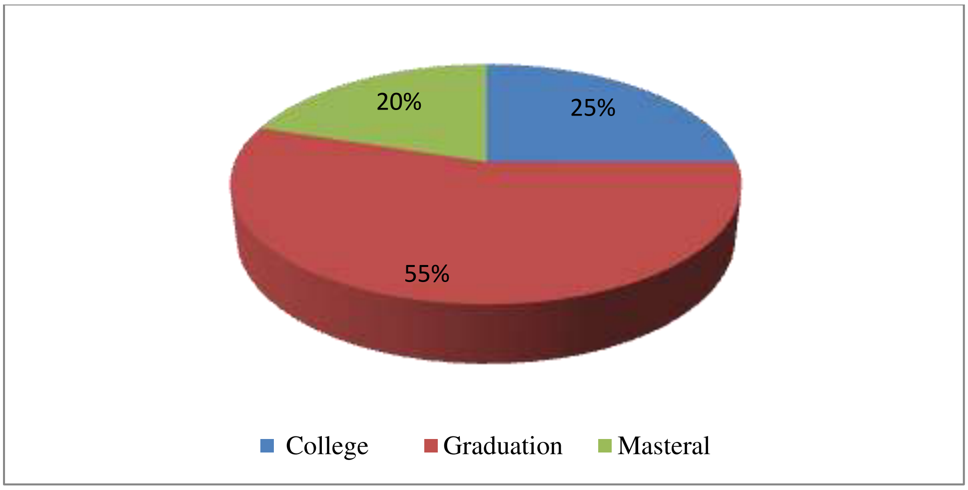

Figure 3.8.9: Literacy levels of customers

Table 3. 8. 9 shows the literacy levels of the sample group. Out of the 20 people surveyed, none have completed tertiary education, 25% have a secondary education, and 55% have graduated from college. This suggests that the respondents have a good level of education. It also means that sharing information or introducing new ideas may be easier if the goal is to improve customer satisfaction.

Question 4: Which of the following best describe your occupation?

Response	Frequency	Percentage (%)
Student	8	40
Business	5	25
Service	5	25
Unemployed	2	10

Table 3.8.10: Type of occupation

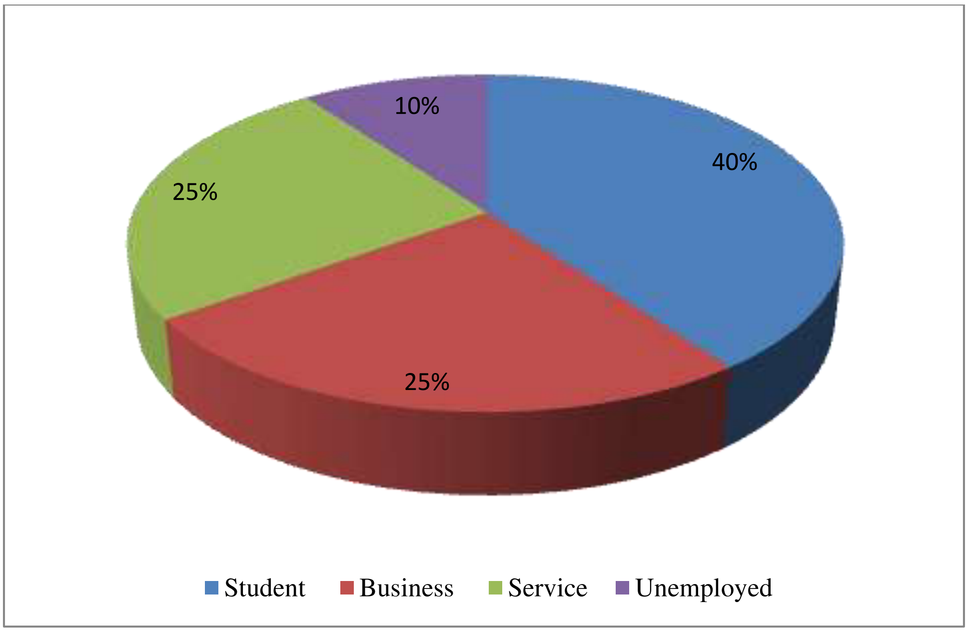

Figure 3.8.10: Type of occupation of customers

Table 3.8.10 shows the different types of jobs that the people in the study have. It shows that 10% are not working, but most of them, which is 50%, are employed. This means that making customers happy with the NGO can help them keep their jobs and save more money.

Question 5: Which of the following best describe your account?

Response	Frequency	Percentage (%)
Current account	6	30
Savings account	10	50
Foreign account	1	5
SME account	3	15

Table 3.8.11: Type of account

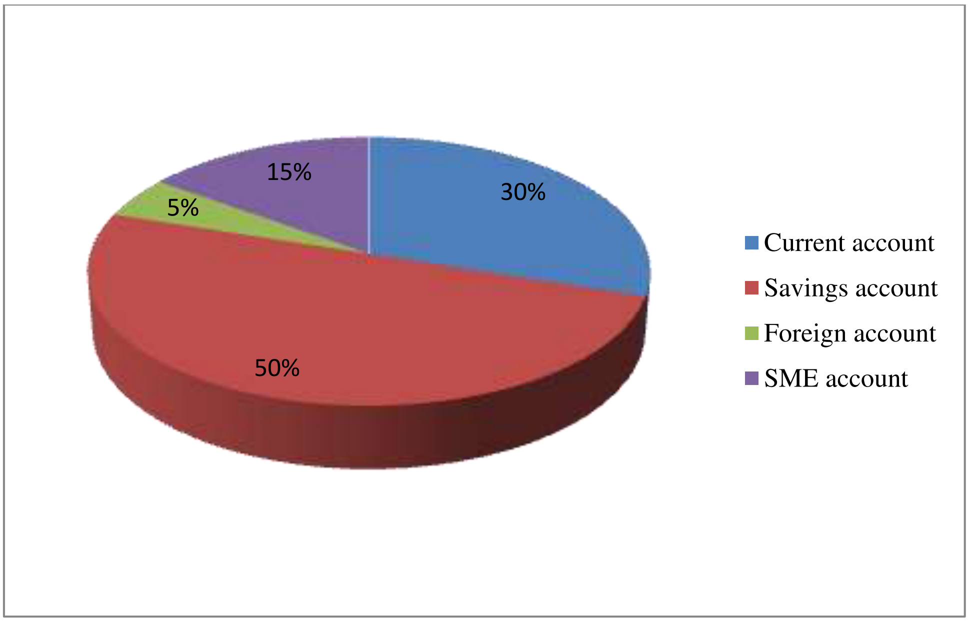

Figure 3.8.11: Type of accounts

Figure 3.8.11 shows the different kinds of bank accounts that the people in the study have. The chart shows that out of 100 people, 50% have savings accounts, 30% have current accounts, 15% have SME accounts, and 5% have foreign accounts. This shows that people are interested in having different types of accounts.

Question 6: Are you satisfied with how customers are treated by NGO officials?

Response	Frequency	Percentage (%)
Very satisfied	4	20
Somewhat satisfied	9	45
Neutral	4	20
Somewhat dissatisfied	3	15

Table 3.8.12: Customer satisfaction

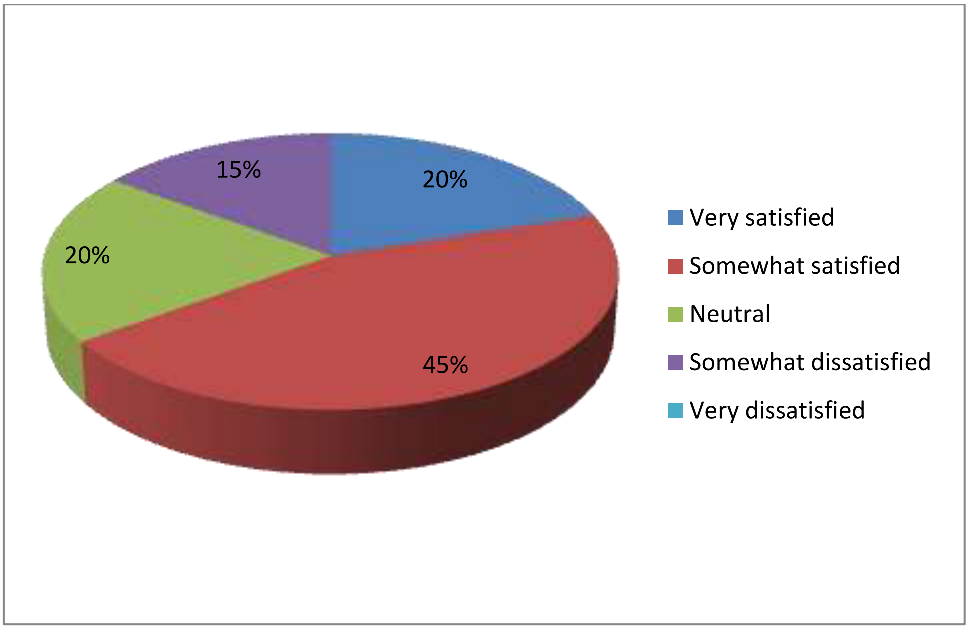

Figure 3.8.12: Customer satisfaction

Figure 3.8.12 shows the customer satisfaction levels of the respondents. Out of the 20 people surveyed, 45% said they were somewhat satisfied with how they were treated by the NGO officials. On the other hand, 15% of the customers said they were somewhat dissatisfied. They mentioned reasons like the poor attitude of some NGO staff, long waiting lines, and bad customer service, among other issues.

Question 8: Have you ever lodged a complaint before?

Response	Frequency	Percentage (%)
Yes	12	70
No	8	30

Table 3.8.13: Complaints lodged

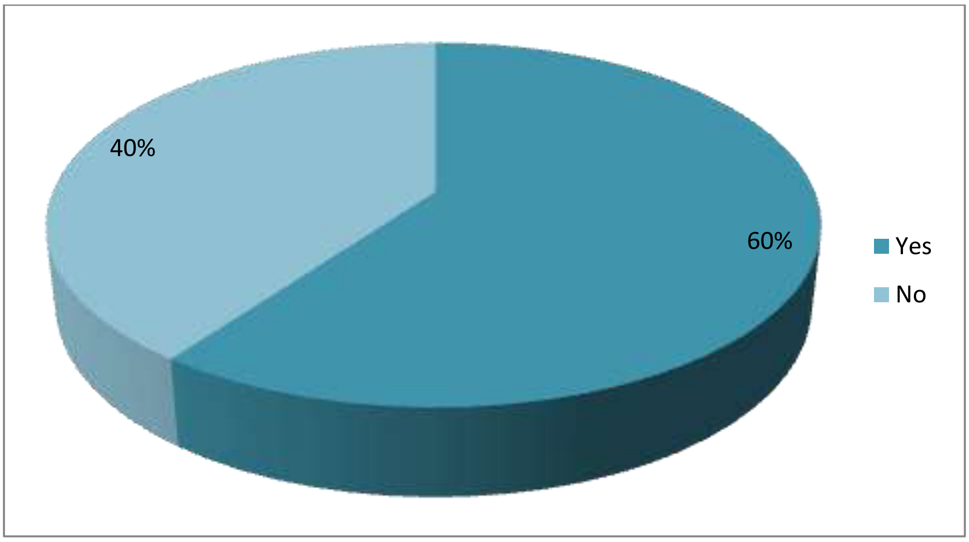

Figure 3.8.13: Complaints lodged by customers

Sixty percent of the people who answered said they have complained before, while forty percent said they have not. Those who have complained mentioned that they never had a chance to log a complaint.

Question 9:What type of complaint did you log?

Response	Frequency	Percentage (%)
Atm retraction	4	33
Delayed cheque book	2	17
Non delivery of statement	2	17
Balance inconsistencies	3	25
Delayed loan processed	1	8

Table 3.8.14: Type of complaint

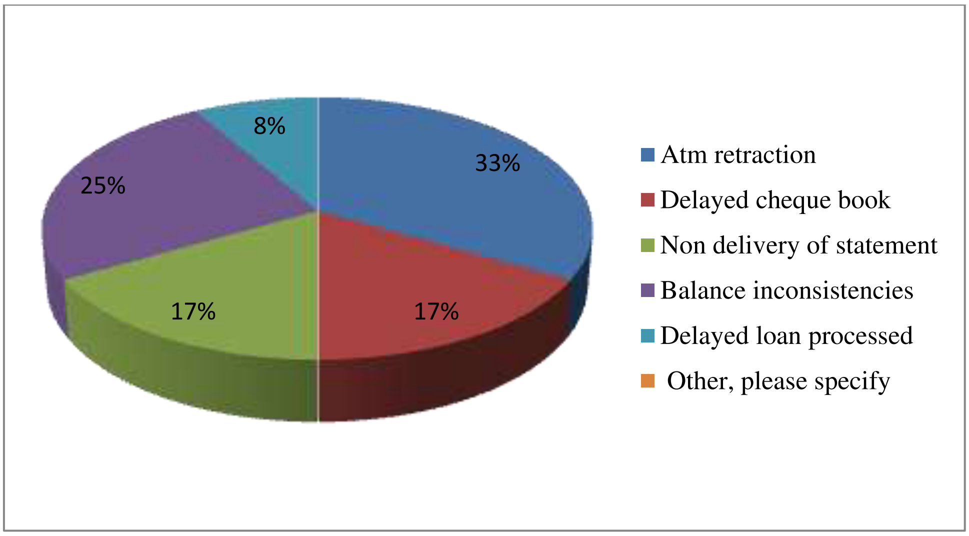

Figure 3.8.14: Type of complaint by Customers

Table 3.8.14 shows the types of complaints people usually report. Thirty-three percent said they had trouble with the ATM, like when they take money out but don't get cash. This is usually because of problems with the system. Seventeen percent said they had delays with their cheque book. Another seventeen percent complained about not receiving their bank statement. Twenty-five percent were unhappy with their account balance when they checked. Eight percent also said their loan processing was delayed.

Question 10: How long did it take for your complaint to be resolved?

Response	Frequency	Percentage (%)
Promptly	5	42
Fairly	4	33
Delayed	3	25

Table 3.8.15: Complaint resolve duration

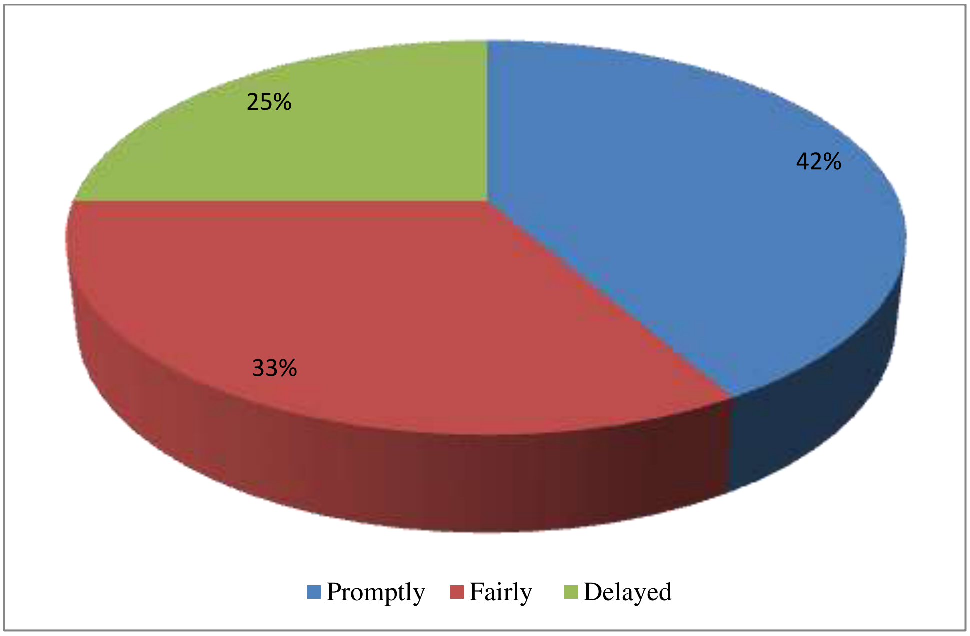

Figure 3.8.15: Complaint resolve duration by branch, BRAC NGO

The table above 3.8.15 shows that 42% of the respondents had their complaints resolved quickly, while 25% said their complaints were dealt with late.

Question 11: Were you satisfied with the outcome?

Response	Frequency	Percentage (%)
Very satisfied	3	25
Somewhat satisfied	4	33
Neutral	2	17
Somewhat dissatisfied	2	17
Very dissatisfied	1	8

Table 3.8.16: Satisfaction of complaint resolution

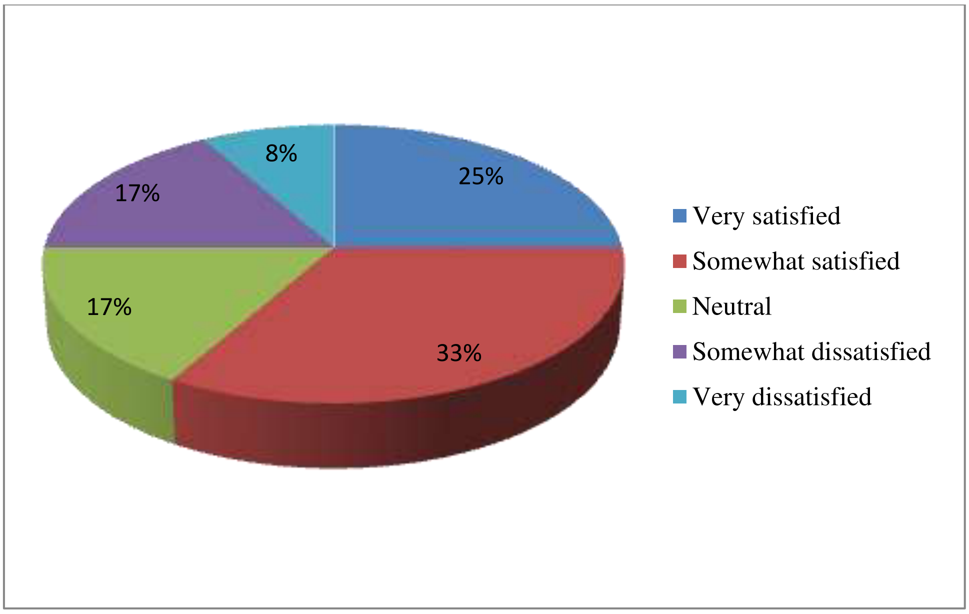

Figure 3.8.16: Satisfaction of complaint resolution

Table 3.8.16 shows that 58% of the respondents were happy with how their complaints were handled, but 25% were not satisfied. Those who were not satisfied mentioned that it took a long time for their complaints to be resolved.

Question 13: Have you ever received a care call from BRAC NGO before?

Response	Frequency	Percentage (%)
Always	2	10
Often	3	15
Sometimes	9	45
Rarely	4	20
Never	2	10

Table 3.8.17: Care calls frequency

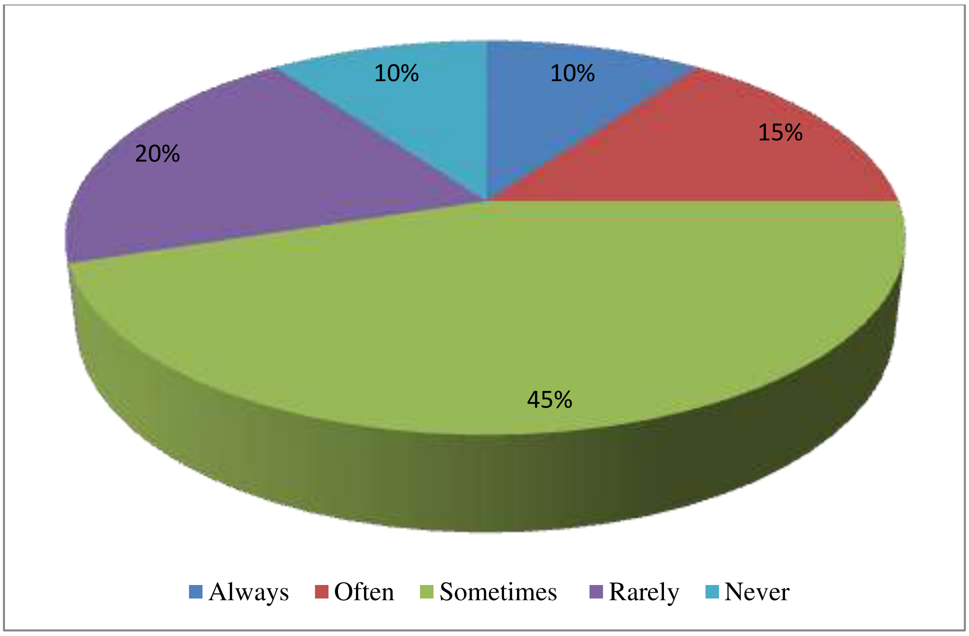

Figure 3.8.17: Care calls frequency

Figure 3.8.17 shows how many customers received a care call from the NGO. Ten percent said they always get a call from the NGO. Forty-five percent said they only get a call when it's needed. Ten percent said they never received a call from the NGO. This suggests that most of the people surveyed were not contacted by the NGO to ask if they were happy with the services they received.

Question 15: How are you treated by the NGO staff?

Response	Frequency	Percentage (%)
Excellent	3	15
Good	7	35
Fair	6	30
Poor	2	10
Very Poor	2	10

Table 3.8.18: Treatment by staff

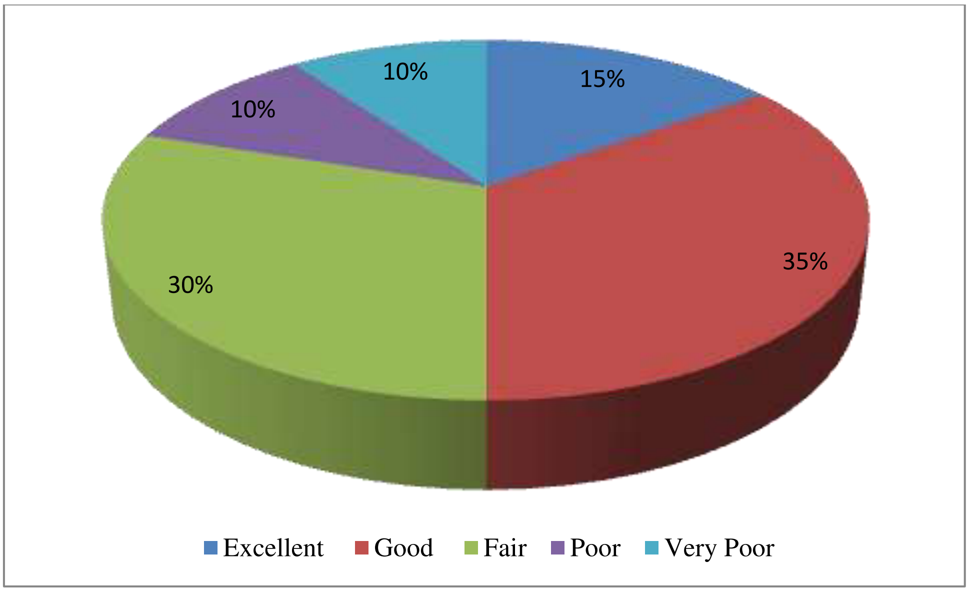

Figure 3.8.18: Treatment by staffs

BRAC NGO works in a very busy and competitive area. It's really important that the staff treat customers well because good treatment makes a big difference. If customers know they'll be treated warmly, no matter what service or product they're getting, they're more likely to come. Table 3. 8. 18 shows that most people have a positive view. 15% say the staff's treatment is excellent, 35% say it's very good, and 30% say it's fair. However, 10% say the treatment is poor or very poor.

Question16

Response	Frequency	Percentage (%)
Strongly Agree	5	25
Agree	8	40
Uncertain	3	15
Disagree	3	15
Strongly Disagree	1	5

Table 3.8.19: Branch Proximity

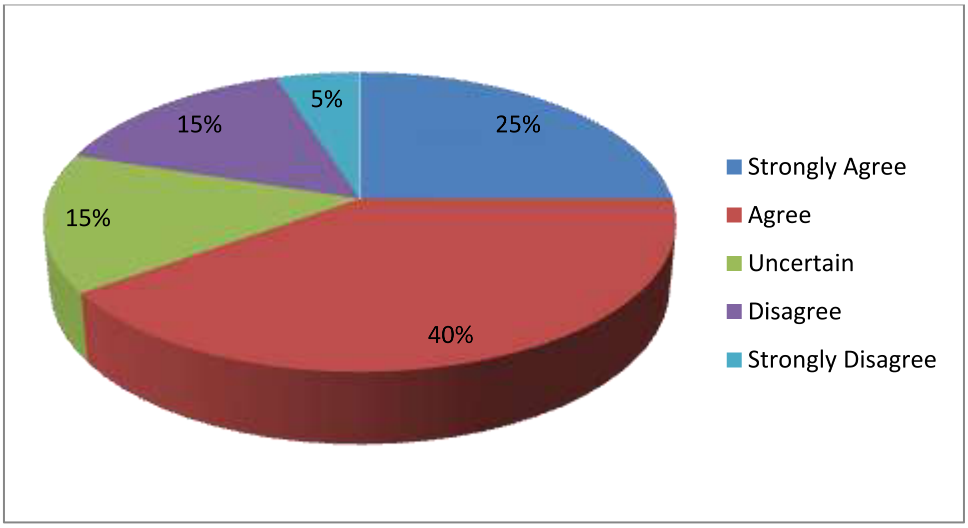

Figure 3.8.19: Branch Proximity

Table 3.8.19 shows the responses about how close BRAC NGO branches are to customers. It found that 25% of the people interviewed strongly believe the branches are near them. Another 40% say the branches are close to their area. 15% are unsure, while 15% disagree and 5% strongly disagree. Even though some customers think the NGO has tried to bring branches closer, most people are still not happy with how well the NGO is doing in this area.

Question 17

Response	Frequency	Percentage (%)
Strongly Agree	5	25
Agree	7	35
Uncertain	3	15
Disagree	3	15
Strongly Disagree	2	10

Table 3.8.20: Personalize service

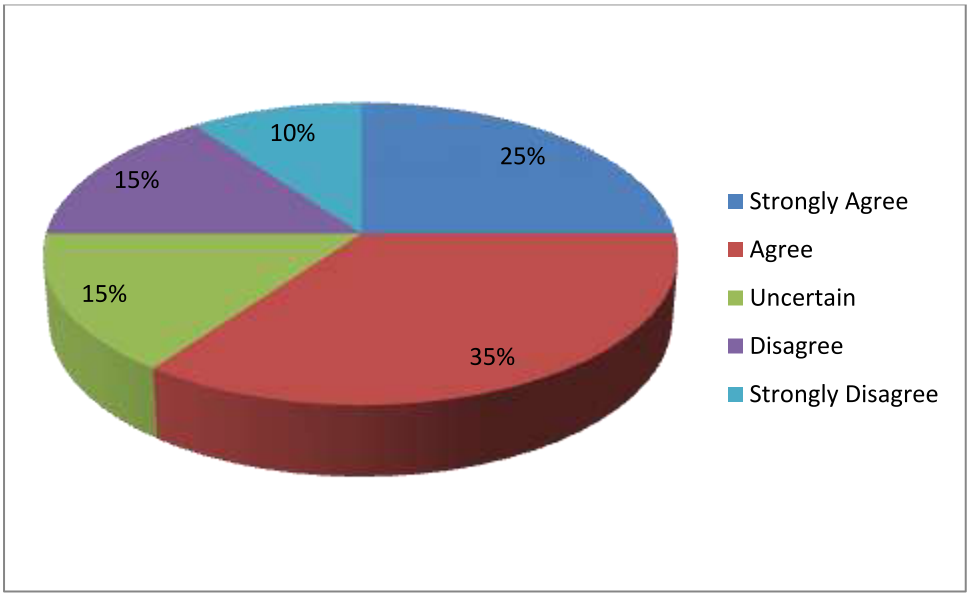

Table 3.8.20: Personalize service

In this table show one important rule in the NGO sector is to treat people fairly and see each customer as an individual. This helps make customers feel important and appreciated. When it comes to offering personalized services, most people agree that they get personalized help from the NGO. About 35% of the people surveyed said they do. This can help build better relationships with the NGO's customers. However, some people are unsure, and a few don't agree. Three out of twenty people are unsure, three disagree, and two strongly disagree. This shows that the NGO still has work to do to provide better personalized services and improve customer relationships.

Question 20

Response	Frequency	Percentage (%)
Strongly Agree	2	10
Agree	4	20
Uncertain	5	25
Disagree	7	35
Strongly Disagree	2	10

Table 3.8.21: Understanding the needs of customers

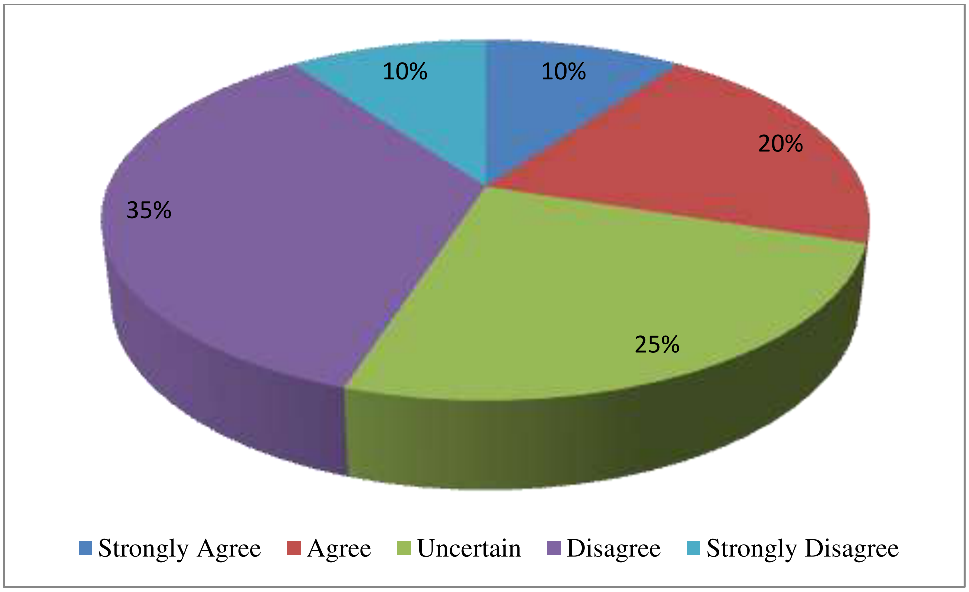

Figure 3.8.21: Understanding the needs of customers

According to table 3. 8. 21 most (45%) of the people surveyed think the NGO doesn't understand their needs. This means customers aren't getting the right services and products. This might be because most of the NGO's customers aren't being managed in a personal way, so there aren't enough efforts to connect with them and find out what they really need. One thing that helps make customers happy is understanding what they need. When an organization knows what customers want, they can offer the right services and products.

3.9 Corporate Social Responsibility

Businesses have a vital role in driving economic growth, protecting the environment, and promoting social well-being to support sustainable development. They hold a responsibility to actively avoid and reduce any harmful impacts caused by their activities. Corporate Social Responsibility (CSR), particularly regarding Customer Satisfaction, means embedding ethical values and responsible practices into all areas of business, ensuring the needs and expectations of customers, employees, shareholders, local communities, and the environment are all carefully considered in decision-making and operations.

The main goal of the NGO's Customer Satisfaction strategy is to create value not only for the organization but also for its customers, shareholders, staff, communities, and society at large by driving both business growth and social impact. This strategy is fully integrated into the NGO's fundamental objectives and strengths, becoming a core part of its everyday culture and operations. BRAC NGO has outlined its Customer Satisfaction programs clearly and dedicated a substantial part of its yearly budget to key focus areas, including:

- Education & research
- Health & treatment
- Poverty reduction & rehabilitation
- Combat against natural calamity
- Efforts to lift marginal farmers and the impoverished from the cycle of debt
- Preservation of history, tradition, culture, and sports
- Environmental conservation
- Technological expansion
- Innovation

Others categories, for the NGO has a total budget of 1110 million tk. and has contributed 574.82 million tk. from 2020-23 against this budget.

Policy for Customer Satisfaction activities in BRAC NGO

The policy is outlined as follows:

Education and research It is widely recognized that education is irreplaceable. With this understanding, it has extended its support to financially disadvantaged yet deserving individuals, as well as those eager to benefit from educational opportunities.

Furthermore, it is actively involved in organizing various conferences, symposiums, workshops, and other events related to education and research.

• Health and treatment BRAC NGO regards this sector as its second priority. Over the past decade, conditions such as diabetes, heart disease, cancer, and liver cirrhosis have reached epidemic levels. To foster a healthy nation, BRAC NGO, as a community-focused organization, plays a significant role both independently and in collaboration with others.

• Poverty reduction and rehabilitation In its efforts to liberate individuals from the shackles of poverty and to bridge the divide between the affluent and the impoverished, BRAC NGO has identified street dwellers, landless individuals, and the disabled as its primary focus for development.

• Natural calamity Despite being blessed with natural beauty, our country is not immune to disasters such as floods, cyclones, earthquakes, and road accidents. In light of humanitarian values, BRAC NGO acts as a supportive ally to those in despair.

• History, culture, tradition, sports, etc. With the goal of instilling the spirit of the liberation struggle in the hearts of the populace, BRAC NGO takes initiatives to promote our rich history and culture by sponsoring organizations that conduct various programs on these topics.

• Environment Protection Today, environmental pollution has emerged as a critical issue. For the sake of sustainable development, BRAC NGO treats this matter with utmost seriousness, investing significantly in tree planting, reforestation, and other eco-friendly initiatives to ensure a cleaner, pollution-free environment..

• Growth of information technology

With the aim of establishing "Digital Bangladesh" by 2024, BRAC NGO is working to include all types of organizations by supplying computers and other technological equipment to promote the expansion of Information Technology.

• Various considerations

In addition to these efforts, the sovereignty of the nation, protection, discipline, economic independence, and the assurance of justice are also taken into account in the Customer Satisfaction initiatives implemented by the NGO. Last but not least, BRAC NGO is dedicated to supporting the economic upliftment of the valiant freedom fighters who sacrificed their lives for the independence of Bangladesh.

• Disbursement procedure

Upon receiving applications from underprivileged individuals or organizations, the Chairman forwards them to the Business Development Customer Department. This Department processes the applications following the Chairman's directives and presents them as a memo during the board meetings of the directors. Once approved, appropriate instruments are prepared, and the payees are contacted via phone (if a number is provided by the applicant) or sent to the addresses specified in the applications.

Chapter-4

Findings, Recommendations and Conclusion

4.1 Findings

During my internship at BRAC NGO, I observed several strengths and weaknesses based on practical experience. Key findings include:

- When irregularities arise in routine audits, which are conducted on a sample basis, a thorough full-scale audit is subsequently carried out.
- The internal control systems across BRAC's various programs and activities are regularly assessed to determine their adequacy and effectiveness.
- Risk management procedures and risk assessment methods are reviewed to ensure they are properly applied and functioning well in different programs.
- Compliance with relevant laws, regulations, and internal policies is systematically evaluated.
- Existing policies and procedures are examined for their effectiveness, with recommendations provided to improve them.
- Follow-up is conducted on recommendations made in previous external and internal audits to ensure corrective actions are implemented.
- Opportunities for cost reduction are identified, along with suggestions to improve overall cost efficiency.
- Audits verify that resources are procured economically, used efficiently, and sufficiently protected from misuse.
- Special investigations are performed as requested by senior management, including the Chairperson, Audit Committee, Executive Director, Managing Director, and Risk Management Director.
- An induction meeting is held at the beginning of the audit process to gain an understanding of the program's systems and any recent changes.
- An exit meeting is arranged to discuss audit findings with management and ensure proper documentation of observations.

4.2 Recommendations

Based on my observations, I would like to put forth the following recommendations:

- Improve the sampling methodology to increase the likelihood of detecting irregularities earlier, thereby reducing the need for comprehensive audits.
- Regularly update and strengthen internal control systems across all programs to ensure they remain effective against evolving risks.
- Standardize risk assessment methodologies and provide ongoing training to staff on risk management to ensure consistent application throughout the organization.
- Establish automated compliance tracking systems to promptly identify any deviations from legal, regulatory, or policy requirements.
- Implement a scheduled review process for all policies and procedures to maintain their relevance and effectiveness, incorporating feedback from audit findings.
- Develop a robust system to monitor and report the status of audit recommendations, ensuring timely and effective implementation.
- Conduct regular cost-benefit analyses and explore innovative cost-saving measures without compromising program quality.
- Strengthen controls around resource procurement and utilization to prevent waste and misuse, including periodic verification audits.
- Create clear guidelines for conducting special investigations to ensure consistency, transparency, and thorough documentation.
- Standardize agendas for induction and exit meetings to maximize their effectiveness in communication and knowledge transfer.

4.3 Conclusion

The government is unable to provide all types of services to meet the basic needs of citizens on its own due to various limitations. Currently, NGOs, in collaboration with multilateral aid agencies, are playing a broader role in reducing hunger. However, there are some areas of the country where government services have not yet reached or have reached a very limited extent. In these areas, NGOs are making important contributions in various fields including poverty alleviation, education, health, women's empowerment and the establishment of human rights. Although the role of NGOs is commendable, there are also some weaknesses in their activities. For this reason, regular monitoring and control of their activities is essential. Unfortunately, the supervision of NGO activities in Bangladesh is not sufficient. The government of Bangladesh must improve the control framework. NGOs cannot work independently of the political, economic and social context of the country. They must follow specific standards, comply with state regulations and coordinate their work at the state level.

Their accounting system is very important for the financial transparency of NGOs. If the internal control system of NGOs is strong and the distribution of authority is clear and appropriate, then accountability will naturally increase. NGOs adopt their own appropriate arrangements for recording transactions and preparing reports. In the case of large NGOs like BRAC, accounting standards are applicable. Although there are no specific standards for NGO accounting, the existing standards can be applied to transaction records and accounting. In my report, I have tried to highlight various aspects of BRAC's transaction records and accounting. Basically, there is a difference between NGOs and for-profit businesses in fund maintenance and fund accounting.

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Appendix

Questionnaire for Customers

The survey forms a component of the report aimed at evaluating customer practices at BRAC NGO. The questionnaire consists of 13 questions directed at 30 randomly selected customers. Some of the information provided includes a concise introduction outlining the survey's purpose. This should assist you in structuring your responses to the questions.

Customer Details

Name : …………………………………………………………………….

Types of Account : …………………………………………………………………….

Address : …………………………………………………………………….

Phone Number : …………………………………………………………………….

Please answer the Following questions: Mark a tick if you,

1. Sex ☐ Male ☐Female

2. Age ☐18-29 ☐30-39 ☐40-49 ☐50+

3. Educational Attainment

☐ Elementary ☐High School ☐ College ☐ Graduation

4. Which of the following best describe your occupation?

☐ Student ☐ Business ☐ Service ☐ Unemployed

5. Which of the following best describe your account?

☐ Current account ☐Savings account ☐ Foreign account ☐ SME account

Part II: Customers Perceptions about the Customer Satisfaction with the Service Quality of BRAC NGO

6. Are you satisfied with how customers are treated by NGO officials?

☐ Very satisfied ☐Somewhat satisfied ☐ Neutral

☐ Somewhat dissatisfied ☐Very dissatisfied

7. Please give reason for your answer

……………………………………………………………………………………….

……………………………………………………………………………………….

8. Have you ever lodged a complaint before?

☐Yes ☐No

9. What type of complaint did you log?

☐ATM retraction ☐ Non delivery of statement ☐ Delayed cheque book

☐ Balance inconsistencies ☐ Delayed loan processed ☐ Other, please specify...

10. How long did it take for your complaint to be resolved?

☐ Promptly ☐Fairly ☐ Delayed

11. Were you satisfied with the outcome?

☐Very satisfied ☐ Somewhat satisfied ☐Neutral

☐Somewhat dissatisfied ☐ Very dissatisfied

12. Did you receive a call from staff for confirmation before payment was made to a third party?

☐Always ☐Often ☐Sometimes ☐Rarely ☐Never

13. Have you ever received a care call from BRAC NGO before?

☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

14. Have you attended to on time when you come to this branch to transaction?

☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

15. How are you treated by the NGO staff?

☐ Excellent ☐Good ☐Fair ☐Poor ☐Very Poor

PART III: This part seeks to assess the reasons customers choose to do business with NGO PLC.

I choose because…

Details	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
16. Branch proximity					
17. Personalizes service					
18. Provides efficient service					
19. ATMs is very efficient and reliable					
20. Understands my needs					

Thank you for co-operation