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BBA

Internship Report

An Over view of National Resource Centre Of NGO Forum

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To

*Taskina Ali
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Dear Sir:

Here is my report on "An overview of Activities of National Resource Center" as a part of my BBA Program. It is also a great pleasure of attachment with NRC for three months and highly co-operation of officials.

This report is based on the activities of the National Resource Center as you will see through out the whole report. There might be some mistakes in the report. I sincerely am repentant for such accidental mistake. I would be grateful to you if you kindly consider my accidental mistake.

I really appreciate getting such an opportunity that helped me in my future career and also understanding the field of Human Resource Management better. I am thankful to you from my heart for your support and kind guidance. I enjoyed making this report and looking forward to presenting it in front of you.

Thank you for your consideration

Sincerely,

Khaleda Begum

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Acknowledgement

At First, I am grateful to Almighty Allah for the gift of patience and dedication in finishing the report in time. The report has finally been completed. However this would not have been possible without the help of the organization itself, various personnel of the company, and other secondary data sources.

I would like to take this opportunity to express my heartfelt gratitude to my respected and honorable sir to Mr. Rizwan Ahmed (Chief, National Resource Centre) for allowing me to undergo the Internship Program in this reputed Resource Centre.

I would also like to thank to Mr. Arifur Rahman (Asst. Programme Officer), Mr. S.M. Mohsen (System Manager, IT), Mr. Shajahan Ali (RCD Officer), Mr. Md. Maksudul Amin (Technical Specialist), Ms. Sharfun Ara (Research and Documentation officer) who are impressively cooperative and adequately informative in situation as when the tasks of writing this report demanded their support. Without their helps, I could not have completed the report properly.

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Executive Summary

The internship program has been designed in the academic curriculum of the BBA course as a partial requisite for fulfillment of BBA degree at East West University. Because it is intended to make the students familiar with the practical work in an organization and do reduce the gap of knowledge of a student between the theory and the practical.

I was assigned to the NRC for the purpose with of discovering the intricacies of a Resource Centre. Observations, comments and particular findings have been noted down with this report.

This particular report is all about the practice of NRC's activities and aims to providing an overview on the National Resource Centre in NGO Forum. Resource Centre play an active role in assisting clients to adopt information based decision, establish access to collective memory bank and to a knowledge base in composite and challenging world which can assist in learning from experiences. Efforts have been made to provide an in depth analysis on the Promotional Activities in the light of the theoretical and practical aspects.

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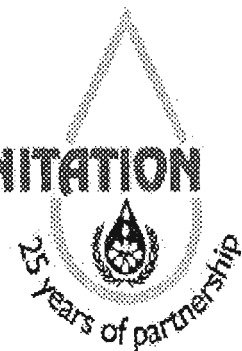


Table of Contents

1.0 Report Title

1.1 Report's Groundwork

1.2 Objective

1.3 Methodology

1.4 Introduction

2.1 Description of NGO Forum

2.2 Background of NGO Forum

2.3 Vision

2.4 Mission Statement

2.5 Goals

2.6 Organization

2.7 Core Values of NGO Forum

2.8 Functional Structure

3.1 Network

4.1 Geographic coverage

5.1 An Overview of NRC

5.2 Background of NRC

5.3 Mission

5.4 Goals

5.5 Clients

5.6 Services

5.7 Research and Development

5.8 Activities

6.0 NRC Library

7.0 WatSan Database

8.0 WASPA-Asia and Its Importance

9.0 Findings

1.0 Recommendations

11.0 Conclusion

12.0 Bibliography

Report Title

The title of the report is “An Overview of the Activities of National Resource Centre”.

Report's Groundwork

Practical application in real life for academic requisite of study it is important for fulfill the graduation. Theoretical knowledge will be useful when we apply it in practical life. So we need proper application of our knowledge to get some benefit from our theoretical knowledge to make it more valuable. Therefore, Internship program is a pre-requisite for acquiring BBA Degree in East West University. Only the lecture, sheet, book study and the classroom discussion alone can't make a student perfect in handling the real business situation, therefore, it is an opportunity for the student to know about real life situation through this Internship program. This program consists of two phases:

- Orientation to the Organization: To accustom the internee with the performance of the employee, organization, structure and operation of the organization.
- The Report Writing: To build the better career in future life, summarize the internee's analysis, findings, and achievements.

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Objective

The main objective of this report is to have a clear idea about the NRC Department of NGO Forum. NGO Forum has been working with all out efforts for the promotion of safe water, hygienic sanitation and hygienic promotion for the poor and disadvantaged. NRC under NGO Forum is doing all the research and gathers information for NGO Forum workings. So the objective of this report is focusing on the management system of NRC as a resource centre as well as its support services in from of information database, structure and its functional, research and operational aspects.

On the other hand , the important objective is that I would also find out how various activities of the HR Department in NGO Forum is functioning in grooming human resource as the core competence of the organization and also introduce with the activities of the resource center.

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Methodology

The report is based on mainly the secondary source of data. Data required for the report were collected directly from the different published report, journals and brochures. The data has also been gathered with the help of questionnaire, interview and other manuals.

Data collection:

Primary Sources:

- Major sources of information are interview with the top management of NRC.
- Practical work exposure from the different sections of NRC, questionnaire to several employees of NRC.

Secondary Sources:

The organizational and theoretical part of the report is mainly based on secondary data.

- Annual Report of NGO Forum
- Brochure of NRC
- Newsletter published by NRC
- Various book, articles etc regarding Resource Centre operations
- Organization website



Introduction

NGO Forum for Drinking Water Supply & Sanitation is a national non-governmental organization. NGO Forum for Drinking Water Supply and Sanitation has been working for about two decades for the promotion of safe water and environmental sanitation among the community people. NGO Forum is the apex networking and service delivery agency of NGOs, CBOs (community based organization) and private sector and civil society actors who implement water and sanitation (WatSan) programmes at the unserved and underserved rural and urban communities. Over the 2-decade period the Forum's effort have been focused to provide the most time-fitting and demand-responsive services to the community people through its partner NGOs countrywide. Integrating the software –hardware services in a perfect harmony the Forum has been striving to contribute in ensuring sustainable development in the sector. From the very beginning under the development communication activities different IEC/BCC materials are being developed and they are being distributed to the targeted communities through different training, motivation, and information exchange activities.

.The role of NRC in meeting the challenges in the new millennium is to coordinates to bring about a unique composition of information and key skills. The NRC has access to research facts, which are analyzed for making them accessible to others. NRC undertakes initiatives for proper documentation of information and adopt means to archive them so that they may be easily

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retrieved by clients. NRC, with the network partners, attained a strategic position to minimise the knowledge gap between north and south and from within the south. NRC provides unbiased and neutral consultancy services to various WatSan agencies. NRC plays a vital role in maintaining the sector information archive. The concept for the NRC, under the umbrella of NGO Forum was developed in January 2001, and it commenced full operation in mid 2002. NRC provided different services like training, hygiene promotion consultancy, database development etc. Organizing information and keeping it updated is a key area of NRC. NRC enhancing the knowledge base and capabilities. It promote "action research "where by people can benefit from their own experience. NRC attaches high priority to research program in WatSan sector.

To meet the rapidly increasing thrust of WatSan sector's information seekers, NRC has released an online web based database system on WatSan issues. One of the activities is the innovative project WASPA which is being implemented in association of our internationally recognized development partners IWMI, SEI, IRC, STREAMS to explore the potential usage of waste water in agricultural purpose with the objective of poverty alleviation. NRC publishes newsletter bi-annually with the objective to inform its current and future activities. In the near future NRC, NGO Forum looks forward toward more projects through joint collaboration with other networking bodies for the WatSan development in Bangladesh. The recent development at National Resource Centre has witnessed a wide spectrum of activities.

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Description of NGO Forum

Background of NGO Forum:

At the backdrop of grim scenario around the globe in the area of water supply and sanitation at the grassroots resulting in dangerously high incidences of mortality and morbidity, the United Nations General Assembly launched the International Drinking Water Supply and Sanitation Decade (IDWSSD) for the period 1981-1990. In line with the IDWSSD NGO Forum for Drinking Water Supply & Sanitation was formed in 1982 to support and strengthen the WatSan Projects of the NGOs in the unserved and underserved areas of Bangladesh. NGO Forum for Drinking Water Supply & Sanitation is the outcome of a consultation meeting, jointly organized by the leading national NGOs and UN-Steering Committee for Water and Sanitation in Bangladesh.

Vision:

Improved Public Health situation.

Mission Statement:

NGO Forum is a national apex networking service delivery organization in the water supply and sanitation sector dedicated to contribute in the improvement of the public health status of the poor and disadvantaged women, children and men of Bangladesh.

NGO Forum is committed to contribute in reducing morbidity and mortality caused by water and excreta-borne diseases ensuring arsenic free, safe, accessible, affordable and sustainable water supply sanitation and hygiene promotion services adopting software-hardware mixed approach. The Forum is an adaptive learning organization and emphasizes demand-responsive and water supply and sanitation services.

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NGO Forum utilizes its vast experience and works as development partner with all concerned government bodies, NGOs, CBOs, private sector, civil society actors, media, national and international agencies and other stakeholders to promote sustainable safe water supply, environmental sanitation facilities and hygiene behavior.

With a committed work force, strong partnership and network, NGO Forum strives to bring about sustainable behavioral changes of the community people by complementing the implementation of the National Policy for Safe Water Supply and Sanitation.

Goals:

1. Ensuring access to safe water and sanitation facilities
2. Promoting sustainable change of hygiene behavior
3. Contributing in reduction of morbidity and mortality

Organization:

The policy decisions of NGO Forum are made by a 7-member Executive Committee (EC), which is elected from and by the Executive Committee. Dr. Fazle Hasan Abed, chairperson of BRAC, chairs executive Committee of NGO Forum. Mr. S.M.A. Rashid is the Executive Director of this organization. NGO Forum is functioning with a set-up of one central office in Dhaka and 14 regional offices. Again the administrative and management set-up characterizes each regional office.

Core Values of NGO Forum:

- Concern for poor and disadvantaged community
- Human rights and good governance
- Professionalism
- Adaptive learning and innovation
- Gender equality

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- Concern for sustainable water, sanitation and hygiene service
- Partnership

Functional Structure:

Hardware Supports:

To maximize people's access to affordable and adequate safe water and environmental sanitation facilities, NGO Forum extends physical component support to the community people adopting the "some for all, rather than more for some" approach. NGO Forum-provided hardware supports are low-cost, easy handling and are provided in concurrence with the geophysical characteristics and community demand.

Software Services:

Provision of hardware facilities alone is not enough to change on way to contribute in the improvement of public health situation. To ensure proper use and maintenance of facilities and to promote and sustain safe WatSan and hygiene practices, creation of explicit demand for the services provided and community awareness and motivation in relation to safe WatSan and hygiene habits are inevitable.

NGO Forum's Software Services package comprises of multi-dimensional components:

- Advocacy & Information Services
- Training
- Development Communication
- Promotional Activities
- Arsenic Mitigation
- Research
- National Resource Centre

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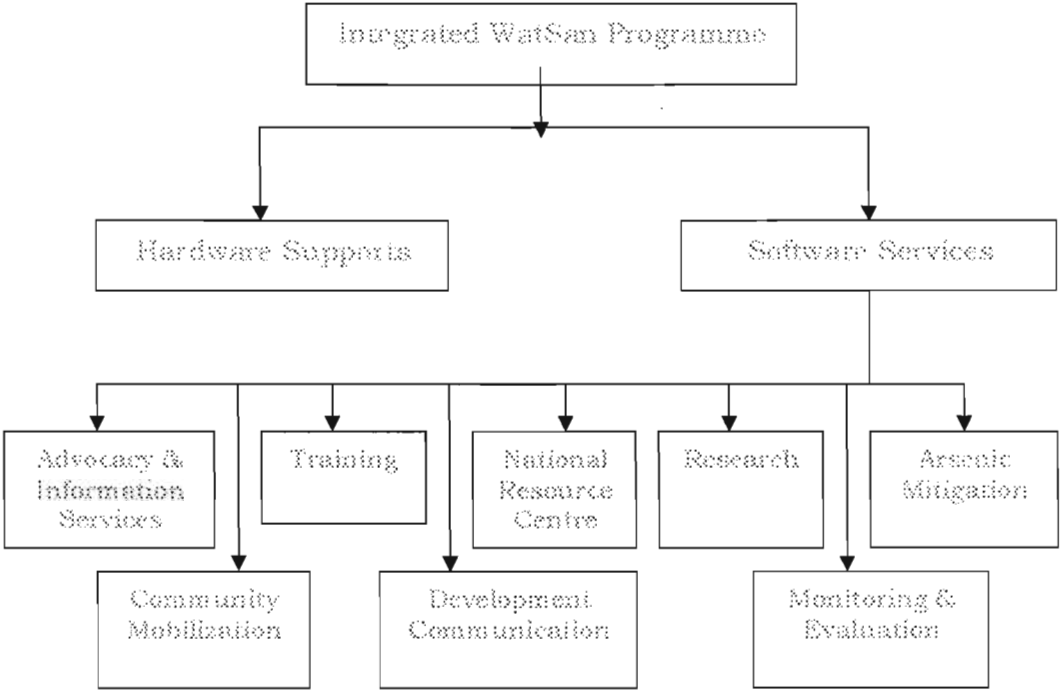


Fig: Integrated WatSan Programme

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Network

NGO Forum maintains a nationwide working structure to facilitate the supports in a decentralized fashion. Through its countrywide working structure in communion with its partners, NGO Forum maintains a dynamic network to create a synergy among all stakeholders towards sector promotion

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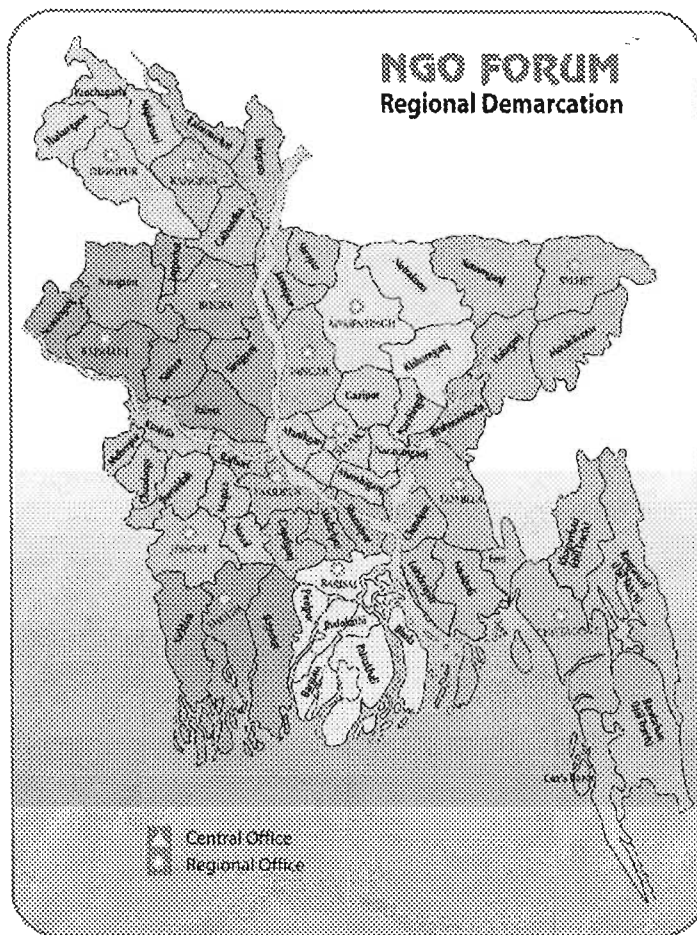


Geographical Coverage

NGO Forum's entire working area is encompassed into 14 Regions with administrative and management set-up at each of the Regions. The Forum provides its supports through Regions to the unserved and underserved areas while it has covered about 394 upazilas in the 4 geophysical areas namely: a) Shallow-water Table Area, b) Low-water Table Area, c) Coastal Belt, and d) Hilly Area.

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An Overview of NRC

Background of NRC:

Organizational information:

The concept for the NRC, under the umbrella of NGO Forum was developed in January 2001, and it commenced full operation in mid 2002. Since that time it has been providing multi dimensional support services (information database, research, documentation, advisory and referral services, dissemination of

12

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knowledge & technology) to various stakeholders, including government agencies, national and international NGOs, academic institutions, donor bodies, international agencies, research foundations, local and foreign consultants, expatriates and allied institutions engaged in WatSan activities.

Mission:

The mission of NRC in WatSan sector is to fill-in the gaps of un-addressed Issues by

- Enhancing the knowledge base and capabilities.
- Managing information & achieving equitable access to information.
- Ensuring sustainable development and growth towards poverty alleviation.
- Enhancing and protecting quality of life as a centre for disseminating data and information.
- Act as a national archive and media centre in WatSan sector.

Goals:

- To provide data and information in form of services in WatSan sector.
- To focus on knowledge dissemination where it can assist in capacity building.
- To promote “action research” whereby people can benefit from their own experiences.
- To function as a knowledge base, self- sustaining national archive in WatSan sector.

Clients:

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NRC provides clientele services to all WatSan related projects. Emphasis is given to support academic bodies in carrying out research projects. The mainstream support services are to extend assistance to donor bodies, international agencies and diplomatic missions. It provides consultancy support to all local and expatriates firms. Apart from this, the activities of the centre involves in providing necessary assistances to GOB and NGO agencies in the sector.

Services:

Training

NRC provides training programmes on:

- Capacity building for knowledge management
- Know-how about new technology
- Cost recovery of technologies

Hygiene Promotion Consultancy from NRC

In the first half of 2002, NRC carried out a study on "Hygiene Promotion" together with ICDDR, B funded by the WELL project of DFID. The study explored activities of various NGO/GoB working in Health & Hygiene promotion. A questionnaire used for the institutional survey was prepared and tested by NRC staff. The questionnaire was also devised to capture the real situation relating to hygiene promotion, awareness and education.

The NRC carried out the task to the full satisfaction of WELL foundation, with support from NGO Forum and PNGOs.

The WELL project consultancy was the first international contract that NRC implemented. It laid the foundation for NRC being a centre of excellence in providing consultancy services.

Database Development

NRC has developed a customized database for archiving data and information for the NGO Forum. Small to medium level databases for various NGOs, UN bodies and private agencies were included in the programme. In this context several effective small databases were developed to provide answers to frequently asked questions (FAQ) such as "Contact Database", "Information

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Source and Demand”, “NGO Inventory” etc. In addition to this, NRC developed a customized training, evaluation and monitoring database for the project jointly conducted by UNICEF, NGO Forum and Upokul. The software is being presently used by the clients and has received good reviews.

Library on WatSan

NRC hosts an extensive library, with a wide range of books, publications, case studies, reports, journals, newsletters, etc. on water and sanitation, hygiene promotion, environmental situations etc.

Support Programme for MS Student

NRC, at an early age of its functioning has proven to be a "Centre of Excellence" in WatSan sector. It has become involved in a number of diverse activities, including providing internships to young undergraduate MS students. This programme is open exclusively to students who are enrolled in a Graduate or Masters programme in different universities to gain "on-the-job experience" in the WatSan sector.

Under this programme Mr. Kamrul Islam, a student of Environmental Studies from North South University (NSU), had been working as an intern with NRC, NGO Forum. During the internship he was engaged in studies and activities at NRC under supervision of Chief, NRC. His objective was to acquire knowledge, experience, and career development opportunities. Awarded by NGO Forum, the internship is intended to assist bright, well-educated, young people in initiating their career. Recently another Student named Mr. Md. Numabi of department of Geography and Environment; University of Dhaka completed his internship under the same support programme

NRC believes the concept that there are no better achievements than those gained through experiences. Through this programme, students benefit by developing essential skills different from those attained in academia. This enhances their ability to function as a junior professional after graduation. Learning by experience and being exposed to a professional working environment provides the students with a valuable experience, additionally they get a reference from a professional referee and potentially a job, depending on availability, within the organization upon graduation.

15

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Research and Development:

NRC provides access to a collective knowledge base containing information on WatSan sector throughout the world. Through this knowledge base the NRC can internally initiate collaborative research at country and regional level and disseminate information to different WatSan sector professionals for their research and development work.

NRC addresses knowledge gaps in the WatSan sector by conducting collaborative research with external organizations and generating striking questions to stimulate the next steps in research.

NRC's initiative is a breakthrough in WatSan sector by consolidating the past experiences, to minimize the risk of expensive repetition, and initiating further research.

Publications:

- NRC Newsletter
- NRC Brochure
- Reports
- Case Study
- Books
- Flyers

Activities:

Networking

16

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The resource centre utilises a network of organisations that are involved in WatSan sector. The network facilitates the collection of diverse experiences, enabling learning & adoption of the best practices from across the world. It assists clients to make information-based decisions, by establishing access to a collective memory bank and knowledge base.

IT in WatSan Sector

Information technology provides the opportunity to improve access to information and overcome distance with *just a click*. NRC envisages a shortfall in information management in WatSan sector. It also encounters unavailability and lack of flow of information and lack of coordination among the sector players. A vast knowledge gap persists between the north and south and within the south even though there is ample scope for cooperation.

Information Management

Organising information and keeping it updated is a key area of NRC. Considering the information requirements of academics & researchers, decision & policy makers, CBOs & institutions, NRC designed the categories of information. Using the network partners experiences, practices and information base, NRC updates its information portal and enhances the database, by incorporating the lessons learnt from different projects undertaken across the country.

Support services

Call Centre (Hotline Services) is maintained by NRC furnishing information on WatSan projects, statistics, status and queries.

Seminar/Symposium Hall caters to the need for holding of sophisticated and advanced workshops, which may require of specialized venue and facilities. Such facilities have provision to support clients in every possible way including publishing of proceedings.

Society/Clubs of WatSan agencies is a good forum for NGO/GOB/ donors/international bodies to practice/exchange of ideas through memberships.

17

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Such a society formed through assistance of NRC expands the networking facilities of like-minded agencies through nominal subscriptions.

Distribution of IRC publications

Since January 2004, NRC/ NGO Forum will be the exclusive distributor of International Water and Sanitation Centre (IRC) publications in Bangladesh. IRC is widely recognised for producing high quality reference materials and guidelines in the water and sanitation sector.

NRC Library

The NRC is a venture of NGO Forum where information and skills are blended together to support activities that would strengthen the provision of water and sanitation services. It is the primary aim of NRC to function as the country's memory bank in WatSan sector.

The centre is well equipped with advanced library system containing a wide range of books and information services. Its services are designed to anticipate and to be responsive to the individual's information needs in WatSan sector.

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The library has a computerized database cataloguing the rich collection of more than 3000 books, reports especially on WatSan related issues. It also accumulated a number of national, international journals, periodical magazines and newsletters. The library is housed in an air-conditioned floor with internet, email and online database searching facilities. NRC has Library Information System (LIS) from where people from outsider can search books. After searching books they can know what books they can get from NRC library. Access to the library resource is open for all. There is also a provision for photocopying service with a nominal charge.

WatSan Database

NRC continually strives to present information through avenues that allow accelerated information flow, expediting access to information by its stakeholders. Up until now the database, developed by NRC in 2005, was only used internally by the staff of NGO Forum and by visitors to NRC. It is noteworthy to mention that the internally used WatSan Database has been made online with the objective of making information flow more reachable to all stakeholders.

19

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The specific features of the online database are as follows. .

Overview of NGO Forum which includes information about the Vision, Mission and Goals of NGO Forum as well as what type of organization it is, its objectives, structure, personnel, activities and assets.

Details of organizations working in the sector.

List of projects being implemented by NGO Forum, its human resource and capacity.

Information on news, report and photography with the provision for uploading facility to encourage the users to contribute in the information and knowledge management and dissemination.

District wise arsenic field testing information.

Environmental Impact Assessment with the identification of possible parameters and their degree of effects.

District wise WatSan information including geographical introduction and information on active organizations, type of latrine installed and feasible, safe water supply technology installed/constructed and feasible, sanitation coverage, etc.

A database is in essence a well-organized hierarchical information tree that stores data in a segregated manner so that the users intending to use the data/information for any particular purposes can retrieve them in a prompt and convenient way. This online database will be able to boost up the capacity of individuals and institutions.

NRC s intention is to continually mature the database and therefore provisions have been made facilitating users to upload news, reports and photography into the database.

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WASPA-Asia and Its Importance

Wastewater, Agriculture and Sanitation for poverty Alleviation (WASPA) - Asia project is being undertaken in the cities of Rajshahi in Bangladesh and Kurunegala in Sri Lanka. This is a research project in Bangladesh that is taken by NGO Forum by NRC. This project funded by European Union under its Asia Pro Eco II programme. The project mainly concerns in improving sanitation situation identified in urban and pre-urban areas while minimizing risks and maximizing benefits of wastewater. WASPA is working on urban wastewater because of the rapidly growing population in urban areas.

WASPA addresses a trade off, between economic value of water, nutrients and risks, in both the environment and human health. Moreover, this project is moving ahead according to its adopted optimization principle for use of water. These specific rationales are as followed:

- Wastewater is a resource of increasing global importance.
- With proper management, wastewater contributes towards sustainable livelihoods, food security and environment aspects.
- Without proper management wastewater use pose a serious health and environment risks and threats to debilities and even mortality.

The vital approach of WASPA is to work with stakeholders in a Learning Alliances (LA) approach to improve environmental sanitation and hygiene in poor urban areas.

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Findings

NGO Forum is the fastest growing organization in the Bangladesh. NRC cell is the heart of NGO Forum. In fact, it's a great opportunity for me to get chance to internship programme. The most useful experience of my student life is doing internship in NRC. By doing internship, I have acquired some practical knowledge about National Resource Centre. I can make the following findings:

- NRC utilizes a wonderful combination of trained manpower, available computational facilities and advanced monitoring equipment to fulfill the societal goal in WatSan sector.
- NRC will be a milestone to envision the challenges of the new millennium.
- NRC will serve as a non-profit, self-sustainable center for providing assistance to the GOB/NGO offices, academic institutions, donor bodies and international agencies as well as research foundations, local and foreign consulting houses working in the country.

- National Resource Centre a new concept in Bangladesh especially in the context of WatSan sector.

- One of the important functions NRC performs is to collect pools of data and information to share, generate and distribute among the stakeholders.

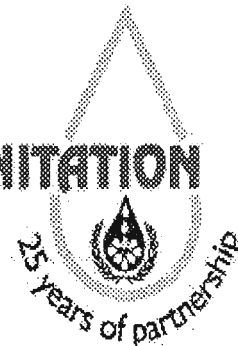
- The vision for the National Resource Centre is not only being centered within the territorial boundary of Bangladesh. But also attract expatriate supporting scope for studies in WatSan sector as well as research and development activities in the region.

- Resource Centre play an active role in assisting clients to adopt information based decision, establish access to collective memory bank and to a knowledge base in a composite and challenging world which can assist in learning from experience.

22

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- NRC attaches high priority to research program in WatSan sector. It generates required manpower development and skills to attain this objective.
- Improving water supply and sanitation (WSS) is key to the attainment of the Millennium Development Goals.
- Advocacy is an essential role of resource centres in capacity building for organizations working in the similar field or sector.

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Recommendations

At this point of report it is observed that NRC need to make some better policy to provide good services. This will result in time saving as well as performing the activities of NRC department with more accuracy. For this they can make the following policy implications:

- Increasing manpower to operate smoothly and render services to the clients is necessary for NRC.
- Commit resources specifically for growth of NRC .
- Strengthen the IT department because it is the heart of the whole NGO Forum .
- NRC should enhance and enlarge its IT section.
- NRC library should be placed in separate place from Conference room. Then it will facilitate for the users.
- Its IT section can control the database and servers of the whole NGO Forum . So, NRC should develop and modernize its IT section.
- NRC should practice different Promotional strategy to generate awareness about their services.
- NRC should take some efficient and permanent computer operator for efficient work.
- For better performance it should interact with the public body through social activities as part of promotion would help NRC to reach its goal in a sophisticated way.
- Make continuous performance evaluation of NRC

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- Implement strict and continuous monitoring system of the whole NRC.
- Need to train the computer operator for better and fast services.
- For library purpose analyze borrower's and customer's behaviour that what type of borrower back their books in time.
- Need to train the librarian and computer operator so that they will not face any trouble while make their services.

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Conclusion

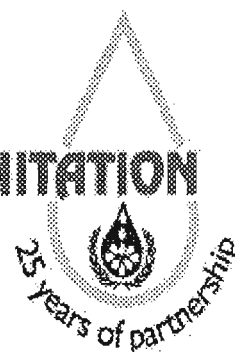
After NGO Forum have started their activities and qualified employees are working heart and soul , it may dream to climb the ladder of success again, and to move forward. NGO Forum has a long 20 years reputation working effectively in the WatSan sector in Bangladesh. It has performed excellently in the national perspective. National Recourse Centre under the NGO Forum doing the tremendous work for WatSan development in Bangladesh. NRC working with the objective of poverty alleviation through its WASPA project. NRC efficiently collects the information in both hard and soft copy from the NGOs, GOB, donor and private agencies as they committed to supply their information.

NGO Forum believes that by NRC it would be able to focus on its visibility in the sector. It is anticipated that NRC will be a milestone to envision the challenges of the new millennium. WatSan sector is of multi-disciplinary nature and NRC is composed of professionals hailing from various fields. NRC utilizes a wonderful combination of trained manpower, available computational facilities and advanced monitoring equipment to fulfill the societal goal in WatSan sector. It is anticipated that NRC will be a milestone to envision the challenges of the new millennium. NRC is able to disseminate information in WatSan sector that is the primary mandate of NRC.

For the three months internship programs as an intern the work experience in NRC was excellent and enjoyable to me. All officers of this Section were excellent and very cooperative to me. The atmosphere of NRC is very good. To conclude writing the report, I would to say that NRC will survive as "*Centre of*

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Excellence" in WatSan sector. This NRC department plays a vital role for the success of the NGO Forum.

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Thank You

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Job Satisfaction

Concept of job satisfaction

Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to

materialise. A simple or general way to define it therefore is as an attitudinal variable:

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to

which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Spector, 1997)

An alternative approach is that proposed by Sousa-Poza and Sousa-Poza, based on the assumption that there are

basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that

individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role

inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working

conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs

('pains'), then job satisfaction will increase (Sousa-Poza and Sousa-Poza, 2000).

Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic

and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of

the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually

performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and

depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards

or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a

composite measure of overall job satisfaction.

This distinction, as described by Rose, relates to the double meaning of the word 'job': the work tasks performed

and the post occupied by the person performing those tasks.

The meaning of 'job' as a post or appointment is of primary importance. Every job is an instance of the

employment relationship, embodying a contract (substantive or implied) to exchange an ability to work (labour,

provide service, exercise ingenuity, direct efforts of others, etc) for rewards (both material and symbolic). True,

performing work tasks provides a stream of experiences, technical and social, that can energise psychosocial

responses; any resulting data summarising these reactions are indispensable. However, such data must not be

weighted higher than those concerning experience of the overt (or ostensible) contractual terms - above all, those

concerning pay and job security. (Rose, 2001)

Job Factor

1. Pay level
2. Security
3. Working condition
4. Training condition
5. Use of Technology
6. Personal characteristics
7. Relationship with co-worker
8. Relationship with supervisor
9. Performance appraisal
10. Scope of utilize ability
11. Legal leave
12. Decision taking authority
13. Retirement plan
14. Other benefit
15. Overall level of satisfaction