



Cooperative Education Report

A study on Community Level Projects conducted by Nepal Red Cross Society

Written by:

Mr. Vivek Pokhrel

Student ID: 5908040055

**This Report Submitted in Partial Fulfillment of the Requirements for Cooperative
Education, Faculty of Business Administration**

Academic Semester 2/2020

Siam University

Title: A study on Community Level Projects conducted by Nepal Red Cross Society

Written by: Vivek Pokhrel

Department: Bachelor of Business Administration (Finance & Banking)

Academic Advisor: Ajarn Worapoom Saengkaew

We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2/2020

Oral Presentation Committees

..... *Worapoom Saengkaew*

(Ajarn Worapoom Saengkaew)

Academic Advisor

Mona Aryal

Mrs. Mona Aryal

(Job Supervisor)

Chanatip Suksai

.....
Cooperative Committee

(Dr. Chanatip Suksai)

..... *Maruj Limpawattana*

(Asst. Prof. Maruj Limpawattana, Ph.D.)

Assistant President and

Director of Cooperative Education

Project Title : A Study on Community Level Projects Conducted by Nepal Red Cross Society
By : Mr. Vivek Pokhrel
Advisor : Mr. Worapoom Saengkaew
Degree : Bachelor of Business Administration
Major : Finance and Banking
Faculty : Business Administration
Semester / Academic year : 2/2020

Abstract

This cooperative report entitled "A study on the Community Level Projects conducted by Nepal Red Cross Society" is a report based on the learning and findings during the internship tenure. This report is prepared on the basis of information gathered during the field visits and various other training programs conducted in the project areas. Student was assigned to work as an intern in Community Based Health and First Aid Project. Objective of the study include: i) to learn about the practical approach of project management ii) to get an insight about the operation of non-profit organization in Nepal iii) to experience the working culture of national and international agencies. Main responsibilities are to assist the field supervisor to conduct CBHFA project, conduct training programs, conduct monitoring sessions, attend meetings during the posting in national headquarter, prepare expense sheets and update financial statements, follow up and update job supervisors regarding the progress made in project areas. This report reflects the various tasks carried out by the student during internship, problems encountered during the internship, learning and knowledge gained and self assessment as a future professional.

Keywords: project management, community level project, non-profit organization

Situation during the COVID-19 Pandemic

As a precautionary measure to control COVID-19, the Government of Nepal imposed lockdown on March 24. Because of this lockdown I could not continue my internship work. Since my work was mostly outdoor based, it was not possible to go out and work because of the seriousness of the issue. Due to this situation there was suspension of my internship. I was advised not to go on field work because of the risk of being affected by the virus.

This unfortunate pandemic situation cost me a valuable time which would have otherwise been devoted in learning and understanding the project management even better. To make most out of this situation I utilized my time by studying some research reports and publications by NRCS which have been very helpful while writing my internship report. My internship started on January 15, 2020 and ended on 23rd March, 2020. Even though I could not work after the lockdown was imposed; I was constantly in touch with my field supervisor and job supervisor during the whole period.

NRCS is working collaboratively with government and front line workers with front line workers to bring this situation under control. Being a part of this humanitarian organization I feel proud as well as thankful for their service.

Acknowledgement

Firstly, I would like to express my sincere gratitude towards Siam University and KCM for including internship program in IBBA course. Internship program has given a platform to work and explore the practical implication of our course. This internship program has made it possible to learn beyond the classroom.

I am extremely grateful to Mrs. Mona Aryal, my job supervisor for accepting me as an intern and giving me various duties and responsibilities in Nepal Red Cross Society. I would also like to thank my field supervisor Mr. Saroj Thapa for guiding me throughout my internship. With their constant support I have been able to learn many things in project management and about the organization as well.

I would like to pay my gratitude towards my academic supervisor Ajarn Worapoom Saengkaew and Mr. Sitaram Dhakal for their guidance and valuable suggestion while preparing this report.

Last but not the least; I would like to thank my family and friends who directly or indirectly supported me to prepare this report.

Sincerely,

Vivek Pokhrel

Student ID: 5908040055

Table of Contents

Abstract	3
Situation during COVID-19 Pandemic.....	4
Acknowledgement.....	5
Abbreviation.....	8
 Chapter 1 Introduction	
1.1 Company Profile.....	9
1.2 Organizational Structure.....	10
1.3 Intention to join this company.....	13
1.4 Objective of the study.....	14
 Chapter 2: Internship Activities	
2.1 Job description and responsibility.....	15
2.2 Contribution of student in detail.....	16
 Chapter 3: Identification of Problems	
3.1 Indicate how you successfully solved those problems.....	18
3.2 Provide some examples.....	19
 Chapter 4: Learning Process	
4.1 What are the things you've learned during the internship?	20
4.2 Details of the learning process and new knowledge student have received.....	22
 Chapter 5: Conclusion	
5.1 Self assessment as a Professional.....	24

Annexure.....25

Bibliography.....27



Abbreviations

NRCS: Nepal Red Cross Society

CBHFA: Community Based Health and First Aid

IBBA: International Bachelors of Business Administration

ENT: Ear, Nose, Throat



Chapter 1: Introduction

1.1 Company Profile

Nepal Red Cross Society (NRCS) was established in the year 1963 A.D. Since its establishment, the organization has dedicated itself into the field of humanitarian service and support to the people in an impartial and neutral manner. It was recognized by International Committee of Red Cross (ICRC) in 1964 A.D. In the same year NRCS was affiliated to International Federation of Red Cross and Red Crescent Societies. NRCS has, over the years, grown to be the largest humanitarian organization in Nepal, with its network of District Chapters extended in each of the 77 districts of the country. District Chapters receive organizational support from more than 1,500 Sub-Chapters and Co-operation Committees under them.

NRCS is the biggest non-profit organization and auxiliary to the government in humanitarian field. NRCS has six core principles- Humanity, Independence, Impartiality, Neutrality, Voluntary Service and Unity. Since its establishment NRCS is continuously working in community development, Disaster Management, Earthquake Quick Response, Health Services, Humanitarian values and communication, Human Resource Management, Junior and Youth Red cross development, Gender Equality and Social Inclusion, Organizational Development, Finance and Resource Management; Planning, Monitoring, Evaluation, Reporting and Information Management.

NRCS aims to build resilient communities through diverse integrated community-based programs and projects, which contribute to healthy, safer and resilient living. Most of the projects conducted by NRCS are community based programs with the objective of improving the various aspects of communities like health, women empowerment, education, inclusion among others.

The Head office is located in Kalimati, Red Cross Marg, Kathmandu, Nepal.

1.2 Organizational Structure

The organizational structure of NRCS consists of governing body and executive body. Governing body is elected by democratic process in every 2 years. Governing body consists of Central, Provincial, District, Sub Chapter and Junior/Youth Red Cross committees. While Executive body consists of Executive Director, National and Central Committees. All employees and interns work under Executive Director. Chairperson is the head of organization.

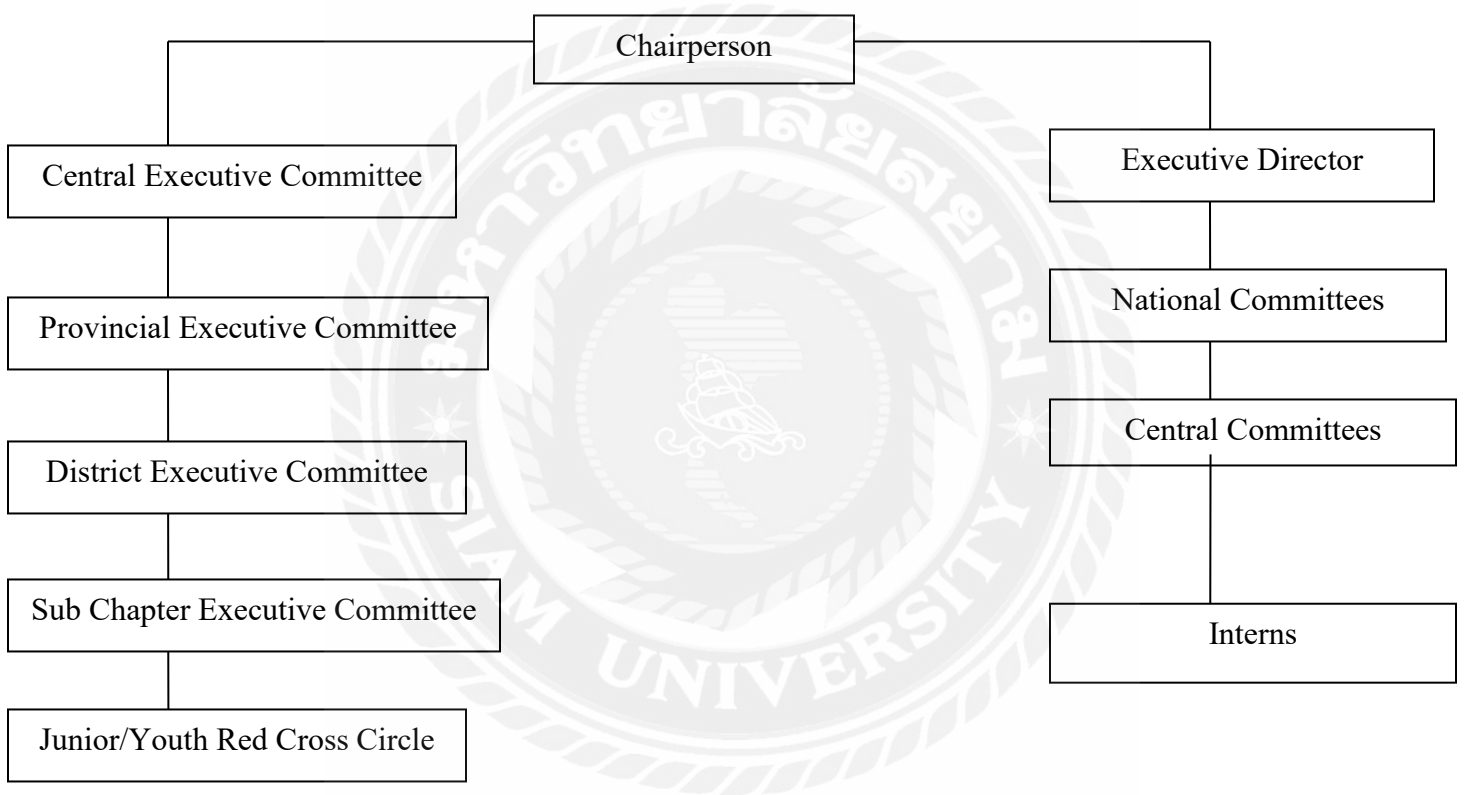


Figure 1: Organization Figure

The roles are explained as below:

Chairperson: NRCS elects its Chairperson through democratic process. Chairperson is elected for tenure of 2 years by the representatives of the entire Provincial and district level committees. Chairperson is involved in policy making, advocating humanitarian issues, collaborating with government and other national and international organizations to achieve the common goal which is to serve humanity.

Executive Director: NRCS conducts many national, regional and community level programs throughout Nepal. Executive Director looks after the execution of such programs. Executive Director is responsible for coordination with other national/international agencies, donor nations/organizations to work collaboratively to address the community's needs and work for the betterment of Nepalese society. She/he is also responsible for the management of national committees and central committees.

Central Executive Committee: NRCS is led by the team of Central Executive Committee. This committee is elected by the representative of provincial and district level committee. This committee gets elected in every 2 years by the democratic process. Chairperson is the head of this committee. It consists of 29 members including Chairperson, Vice Chairperson, Secretary, and Treasurer among other members.

Provincial Executive Committee: Like Central Executive Committee, Provincial Executive is elected for 2 years. In all of the 7 provinces in Nepal, NRCS has its Provincial committee that governs the overall function of NRCS in their respective Provinces.

District level Executive Committee: There are 77 district level committees in Nepal. The major function of these committees is to coordinate with provincial level and central level for effective execution of programs and policies under NRCS. It also governs sub chapters functioning in their respective districts.

Sub Chapter Executive Committee: These committees are dedicated to work closely in the community level. They provide organizational support to district chapters. There are 1508 sub chapters who coordinate with communities for public awareness, health and sanitation, resources mobilization and execution of different projects dedicated to those specific communities/regions.

Junior/Youth Red Cross Circles: These are established as a club in public/private educational institutions, or as a community level clubs. These clubs are solely dedicated to youths and children who are trained and provided education on first aid, community health, sanitation, income generation programs so that they can work as a catalyst to bring positive change in their respective communities/institutions.

National Committees: National Committees are responsible for effective execution and evaluation of programs operating in various regions of the country. This committee includes- National Disaster and Crisis Management Committee, National Health and Community Resilience Committee, National Humanitarian Principles and Diplomatic Committee, National Organization and Capacity Development Committee. These committees have their own respective administration, finance team who coordinates with Central Finance Development Committee for budgeting and financial transparency of all the projects under operation in their respective committee.

Central Committees: The function of committees under Central Committees is mentioned below.

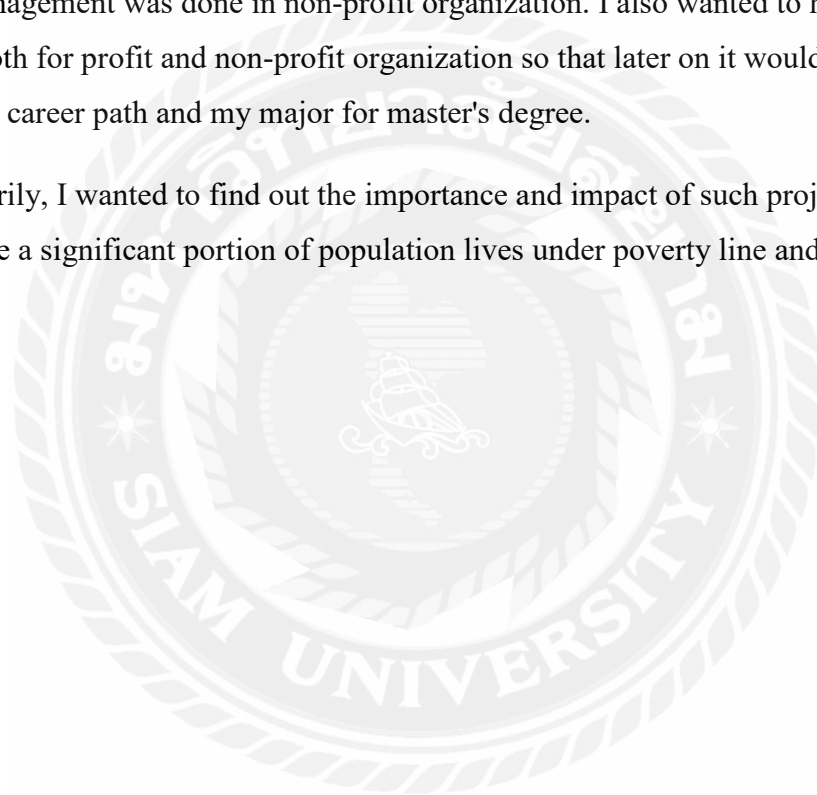
- Central Youth/Junior Red Cross Committee: It promotes the managerial capability of the juniors and Youths and develops them as volunteer workers for their own benefit by affiliating them to Red Cross.
- Central Health Service Committee: There are two Eye Hospitals under NRCS that provide eye care service to community level people. Apart from that, it also provides First Aid trainings and Ambulance services.
- Central Community Development Committee: It aims to build resilient communities through diverse integrated community-based programs and projects, which contribute to healthy, safer and resilient living. Some of the programs are – Integrated Water Resource Management (IWRM), Protection Gender and Inclusion (PGI), Risk Management (Disaster and Development), Climate Change (CC).
- Central Finance Development Committee: It is responsible for accounting and resource mobilization.
- Central Blood Transfusion Management Committee: It ensures adequate, safe and timely supply of blood and blood related products throughout Nepal.
- Central Gender and Inclusion Committee: It provides technical support at all levels of NRCS by developing guidelines, policy and plan. It advocates for child right protection, gender and inclusion issues.

1.3 Intention to join this company

During my first, second and third year I had the opportunity to intern at portfolio management companies and multi-national company. I interned for National Merchant Bankers Ltd., GG Merchants and Perfetti Van Melle in first, second and third year respectively. Since I had the experience of interning in corporate organization before I wanted to learn how non-profit organization's working culture.

My primary intention of doing so was to learn about the community level projects and how project management was done in non-profit organization. I also wanted to have a working experience in both for profit and non-profit organization so that later on it would be easier for me to figure out my career path and my major for master's degree.

Secondarily, I wanted to find out the importance and impact of such projects in country like Nepal where a significant portion of population lives under poverty line and lack basic facilities.



1.4 Objectives of the Study

Objective of the study includes the following:

1. To get an insight about the operation of non-profit organization in Nepal.
2. To learn about the practical approach of project management.
3. To experience the working culture of national and international agencies.
4. To find out about the problems encountered during the execution of projects and developing the possible solutions.
5. To build professional network and connection in the international agency community.



Chapter 2: Internship Activities

2.1 Job description and responsibility

My responsibility was to learn about the project management in non-profit organization. I had the opportune moment to learn about the functioning of projects; how they are planned, budgeted, executed, monitored and evaluated. For this purpose, I was assigned to CBHFA project which was based in Arghakhanchi district. This project was conducted by Nepal Red Cross Society with the financial aid of Australian Red Cross. The overall outline of the program was designed jointly by the coordination of these two organizations to meet the objectives set. I also had a chance to work with Bhaktapur Red Cross in a health based project. During the internship tenure I work was not limited to office premises only. I had the first hand experience of visiting different project areas and closely work with the communities for the successful execution of the project. Following are the tasks and responsibilities assigned to me during the internship.

1. Assist field supervisor to conduct CBHFA (Community Based Health and First Aid) Project.
2. Visit project areas on regular basis.
3. Preparing minutes after every review meetings.
4. Follow up with job supervisor regarding the project.
5. Prepare expenses bills and update the financial statements.
6. Become a team player to achieve the target set.
7. Attend evaluation sessions jointly conducted by the NRCS and donor agencies.
8. Documentation of files.
9. Talk to locals and arrange vocational training to make bamboo products as an income generation program.
10. Regularly monitor the progress being made in Balebang Basic School.
11. Attend meetings related to other projects during my posting in National Headquarter.
12. Conduct free Eye and ENT (Ear,Nose,Throat) health camps in Bhaktapur.
13. Approach and follow-up with NRCS sub-chapters of Bhaktapur for free health camps.

2.2 Contribution of the student in details

As an intern my primary responsibility was to assist field coordinator of CBHFA project. For this I used to visit project area which is based on Wangla-5, Sandhikharka, Arghakhanchi. I have assisted field coordinator to conduct School Sanitation Support Program, Child Protection Orientation Training, Hygiene Awareness Program and vocational training on how to make bamboo dustbins using locally available bamboos. I was also responsible for the documentation of files and weekly achievement reports that were to be presented in quarterly review meetings jointly conducted by NRCS and Australian Red Cross.

Under School Sanitation Support Program, water tank was built in one of the government school. School lacked proper drinking water facility. Similarly, compound and toilets were built in Balebang Basic School and other six government schools which were inside our project area were provided two water filters each to facilitate them with pure drinking water facility. As an intern my job was to coordinate with the school committee and field coordinator to successfully complete this program.

Child Protection Orientation Training was conducted to raise awareness among the locals about the importance of nutritious food for the growth of a child. A competition called "Healthy Baby Competition" was done under this project. The competition was among the children under 5 years. Similarly, locals of Wangla-5 were trained to make bamboo dustbin as a vocational training to help them generate income using locally available resources.

To ensure that everything was according to plan, I was asked for the documentation of all the activities conducted. The purpose of doing so was to check whether the execution was as per the planning and also to make sure that all the financial activities were as per the budget allocated. Since the project was the funded project by Australian Red Cross, additional budget in case of insufficiency was out of question. This is because the organization would need to justify the over spending of the budget detailing all the micro elements as well which is time consuming as well as incurs extra expenditure.

I was involved in conducting Free Eye and ENT health camp in Bhaktapur. Health camp was done in collaboration with BP Eye Foundation. It was conducted in Gadgade School, Nagarkot with the objective of providing free Eyes and ENT checkup for Tamang community and students of Gadgade School in Nagarkot, Bhaktapur.

Apart from the above mentioned programs, I was responsible for preparing expenses bills, frequently meeting stakeholders from Wangla-5 community. While I was in national headquarter I have attended quarterly meetings of programs under Disaster Management Department.



Chapter 3: Identification of Problems Encountered during the Internship

3.1 Indicate how you successfully solved those problems

Interning at a non-profit organization was a completely new experience for me. I didn't have much idea whether my tasks would be office based or field based. When I was assigned field and started working I didn't encounter much problems because field coordinator was always there for me. However, there were times I did encounter problems.

During the monitoring session in Balebang Basic School, I noticed mismanagement of the resources they were provided. When I tried to raise my query regarding this with the teachers and principal; instead of accepting the truth they were trying to convince me with some made up excuses. Based on the situation, I gave few suggestions that I thought would be the most efficient use of existing resources.

Another problem I encountered was the people's perception towards community level projects especially by schools. Based on my observation what I have found is people think that it's their right and privilege to get benefitted time and again from project like this. But they tend to ignore the fact such programs are not government funded and in some cases they are focused on specific area within the community and are intended to solve particular problems that is hampering the community most instead of general issues.

Based on my field visit observation, I found that there was a lack of clear understanding about the project itself. When the objective of the project itself was not clear it did raise the quality of project execution. In order to eradicate this issue, Quality Measure of Program was used as a tool to make the quality assurance of the project.

Similarly, participation of community was not as per the expectation in few cases. Major reason for this was they were hesitant to participate or put forward their problems. In order to solve these issues, the most effective tool was one-to-one communication highlighting the benefits the community would receive. If the message is clearly decoded to people that it's for their good people are more participative.

3.2 Provide some examples

- For Quality Measure of the program, every activity was categorized into three different classifications based on the frequency of occurrence. These three categories were-(event based/ monthly/ quarterly). Strengths and Weaknesses of each activity were listed. This helped to gather the general findings and to cross check whether they support the objectives set. If objectives were supported then those activities were continued, if the objectives were not supported, the challenges found would be eradicated by executing the activity in a different manner.
- Challenges enlisted on the Quality Measure of the program were later discussed in quarterly review meeting. Nature of challenge, impact on the program from policy level and financial aspect were listed along with the possible solution to achieve the target.
- There were times when people were curious about the awareness programs but hesitant to join in. Initially it was difficult for me to convince them but with time I was able to do that.
- I used to frequently visit Balebang Basic School during the field visit and one thing that I was always told was school even though they want to improve school's infrastructure school does not have enough fund. The location where school is situated is a popular picnic spot in that area and school owns those spot. To generate income, I suggested them to start charging a certain sum as a fee to use that spot. School would be able to earn extra just by charging fee for those picnic spot.
- During the free health camp in Nagarkot, the participation of local Tamang community was not as per our expectation. When I talked to few of them who were there in the camp I came to know that others were hesitant to come. So I went to some of their houses and told them the importance of ENT and Eye check-up and if anyone of them had any serious issues their surgery would be done for free which would otherwise turn expensive if they go for same service in hospitals on their own.
- COVID- 19 was spreading all over Nepal during my field visit. Many people were either lacked awareness or didn't have safety kits. To solve this issue I suggested my field supervisor and job supervisor to launch an awareness program for rural communities and also provide safety kits.

Chapter 4: Learning Process

4.1 What are the things you've learned during the internship?

As an IBBA student, this internship tenure was a great learning experience beyond the classroom. I was fortunate enough to learn new things, experience non-profit organization working culture. Internship in NRCS was practical approach of learning and doing things rather than theoretical knowledge.

I also got to know the importance of project management for a non-profit organization like NRCS. Many projects conducted by NRCS are possible with the financial aid of various donor organizations around the world. Because of this project management becomes even more crucial. On the one hand there's immense pressure to conduct the program in most efficient manner through following the different steps of project management to address the existing issues. On the other hand the success/failure of the project also determines whether the two organizations will have a long term partnership or not.

Most important learning I learned was execution part of the project. In project evaluation course I had the opportunity to learn a project is planned, budgeted, executed, monitored and evaluated. This internship has helped me to clarify the difference between for profit and non-profit organization from practical aspect. Unlike in for profit organization, non-profit organization impact of project is one of the key determinant factors to distinguish whether the project is successful or failure.

This internship has also taught me the vital role of communication in project management and people's perception towards organization and its programs. Communication always plays a vital role be it in our personal or professional life. During the review session with the representative of Australian Red Cross, there were many questions raised regarding the progress till date, problems, financial status and more. While it was our duty to respond those questions; the way those questions were being answered was also very important. While answering them I and my team tried to use formal words and gestures which is considered to be a professional way. But while we were on our field visits we used to communicate in informal way with the community people. Had we used formal words it would be difficult for those people to

understand the meaning. I learned that communication style we use varies on the nature of people, setting, and place.



4.2 Details of the related learning process and new knowledge student have received.

While studying Project Evaluation course, our learning was mostly based on theory side and less on practical one. But during this internship I got to learn the practical aspect as well. I learned that planning of any project is done in a way that it addresses the core issue. To make sure that there is sufficient budget, budgeting was done for the entire project life. Every project under the various departments had separate teams which were responsible for the execution of that project only. In order to make sure everything was according to plan, quarterly meetings and monitoring of the projects was held. I myself had the opportunity to attend those meetings. I was however mostly involved in execution and monitoring part.

In class I was taught that planning and budgeting for any project was either done on the basis of assumptions made or could be based on the historical data of projects with similar nature. I found it to be true. In case of project I was involved in planning and budgeting were a mixture of both assumptions and historical data of similar projects conducted in previous years of operation. But the assumptions were not made on a random basis. Assumptions were based on the information gathered after studying the geography, infrastructural needs, capital that may be required, operational expenses that may occur and so on. The approval of budget was done by donor agency.

One aspect which was most closely tracked was budgeting to maintain transparency. This was to ensure that not even a penny was being misused and at the same time the project's financial position was in the right direction. In case of overuse of budget it is almost impossible to get the additional fund required which may ultimately halt the entire project making it meaningless. Similarly, because of some unforeseen circumstances sometimes the budget might turn insufficient. In such cases, it depends solely on the donor agency whether or not to provide the additional fund. This reflects the importance of fund management for a project.

During my last internship in Perfetti Van Melle every activity performed were directly or indirectly related to increase in profit. While interning in NRCS, every activity whether it was a training program, awareness program or building some sort of infrastructure everything had one specific purpose and that was to serve the humanity irrespective of gender, communal

background, geography and demography. This has to be one of the important lessons during this internship. Not every organization is profit oriented. Every organization has specific objectives, vision and mission that clearly defines and guides the purpose of that very organization.

This internship has been a platform to hone my organizational skills as well. There were several occasions when I solely had to organize the meetings, conduct field visits and go for sightseeing for the infrastructures being built. Similarly I was also responsible for preparing bills and financial statements and reporting them to head office. I believe all of these have helped to hone my organizational skills and leadership quality.



Chapter 5: Conclusion

5.1 Self-assessment as a professional

Despite the short internship tenure, I got to learn many things which I may not have otherwise learnt if I did not intern in NRCS. My internship period has been a great learning experience. I believe this internship has opened new doors of opportunity for me. I was able to gain on field knowledge and how planning and policies made are later executed in effective and efficient manner.

Many tasks that were assigned to me were completely new and some of them were out of my comfort zone. I have done those tasks with full dedication with best of my abilities. In today's competitive world in order to succeed first step is to get out of comfort zone and explore the opportunities and handle the challenges that we face. For someone like me who aspires to become an entrepreneur it's extremely important to understand the demographics and geography of the society. I had a chance to travel, talk to locals know their problems, observe the resources those places had to offer. Later, when I start my professional life if I am able to address those problems and become a bridge by grabbing the existing opportunities to provide a possible solution to them, I believe it will turn into a great entrepreneurial idea.

I got to learn about project management from the professionals who have been this field for a very long period of time. Getting involved in a project that involves both national and international agency is a huge boost for my professional career. The knowledge they shared, invaluable suggestions given to me will be useful during my professional career. I did have my weaknesses and lacking during this internship. But most important thing is to learn from those mistakes and hone your skills which I did with best of my ability and being always open to new experiences and learning.

Annexure



Figure 2: During free health camp in Nagarkot, Bhaktapur



Figure 3: During monitoring session in Balebang Basic School



Figure 4: Meeting session with the teachers of Balebang Basic School



Figure 5: During field visit with leader of cluster A in Wangla-5, Arghakhanchi

Bibliography

Nepal Red Cross Society. (2019, September 13). *NRCS Final Report: End Line Study of Sanitation, Hygiene and Water Management Project*. Retrieved from <https://nrcs.org/publications/nrcs-newsletter-2075-baisakh-and-jestha/>

