

Internship Report

On

Social Business Activities of Grameen Trust

Prepared For,

Feihan Ahsan

Lecturer & Academic Supervisor

BRAC Business School

BRAC University

Prepared By,

Shafquat Omair Islam

Student ID: -13364087

MBA Program

BRAC Business School

BRAC University

Date of Submission: - September 20, 2015

Letter of Transmittal

September 20, 2015

Feihan Ahsan

Lecturer & Academic Supervisor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It is indeed my pleasure to submit the internship report titled '*Social Business Activities of Grameen Trust*' to you for your kind appraisal in due time. I have completed my internship at the Head Office of Grameen Trust. During my internship, I got huge amount of support from the officials for preparing my report in time. The experiences I have gathered will be very helpful in the professional life.

I believe, this report will fulfill your expectation. I have tried to give my best efforts to prepare a comprehensive report. I will be grateful if you accept my report and your kind consideration will be highly appreciated.

Sincerely,

Shafquat Omair Islam _____

Acknowledgement

An internship report cannot be completed without significant help from others. Firstly, I would be grateful to Almighty Allah, for giving me the patience, knowledge and courage to complete this report. I would like to thank the following people for their contribution in this report:

- I express my gratitude to my honorable academic supervisor, Feihan Ahsan, who has monitored and directed me for this report.
- Ms. Tasmina Rahman, Deputy General Manager- Monitoring Department, Grameen Trust
- A.S.M. Shahidul Haque, Program Officer – Monitoring Department, Grameen Trust
- Shaila Islam, Executive – Social Business Department, Grameen Trust

Table of Contents

Executive Summary		vi
Chapter 1	The Organization	
1.1	About Grameen Trust	2
1.2	Grameen Trust Programs	3-4
1.3	Organogram	5
Chapter 2	Role as Intern	
2.1	Job	7
Chapter 3	Background of the Report	
3.1	Description of the report	9
3.2	Objectives of the report	9
3.3	Methodology	10
3.4	Limitations	10
Chapter 4	Social Business Activities of Grameen Trust	
4.0	Social Business Concept	12
4.1	The Nobin Udoykta Program	13-21
	4.1.1 NUP Development	15-16
	4.1.2 Business Plan	16
	4.1.3 Social Business Design Lab	17
	4.1.4 Partnership Agreement	18
	4.1.5 Disbursement & Repayment	19
	4.1.6 Monitoring & Evaluation	19
	4.1.7 Current Performance	20-21
4.2	Grameen Intel Social Business Co. Ltd(GISB)	22-31
	About	22
	Products	23-31
	4.2.1 Agriculture	
	4.2.1.1 krishe	23
	4.2.1.2 mrittika	23-25
	4.2.1.3 ankur	25-26
	4.2.1.4 protikar	26-27
	4.2.1.5 vistar	27-28
	4.2.2 GISB Lab	

	4.2.2.1	dolna	29-30
	4.2.2.2	shumata	30-31
	4.2.3	Learning	31
4.3	Grameen Trust Sampan Social Business		32
4.4	Grameen Shakti Samajik Byabosa Ltd.		33-34
Chapter 5	Recommendation & Conclusion		
5.1	Recommendation		36
5.2	Conclusion		37
Reference			38

Executive Summary

Grameen Trust has been a member of the Grameen Bank family since 1989. They are committed to the cause of poverty alleviation. They are a trusted name in the social business sector. One of the focal parts of their operation is their Social business program. They are connected to social business program through four different faucets, which are Grameen Intel Social Business Limited, Grameen Trust Sampan, Grameen Shakti Shamajik Babshay Limited (GSSBL) and Nobin Udoykta Program, which is also supported by GSSBL. Grameen Intel Social Business Limited is a joint collaboration initiative between Grameen Trust and Intel Corporation. Grameen Intel is providing IT solutions by creating software applications to rural entrepreneurs, who provide a service using computing technology in their local communities that address specific social problems such as low agriculture output or lack of pre-natal care. Grameen Trust Sampan is doing social business for Physically Challenged especially for the blind by providing them training to make note books for students and make themselves self-sufficient. Grameen Shakti Samajik Byabosa Ltd. (GSSB) a joint collaboration of Grameen Trust and Grameen Shakti incepted in 2010. GSSB is serving the rural poor households by providing them improved cook stoves at a reasonable cost; it is also involved in Nobin Udoykta Program. Nobin Udoykta Program is a new addition to Grameen Trust's social business wing. Through Nobin Udoykta program, Grameen Trust helps the children of Grameen Bank's members, who have taken loan from Grameen Bank by investing in their business or help start them one. Till August 2015, Grameen Trust has approved proposal for investment in 304 such businesses.

Chapter - 1
The
Organization

1.1 About Grameen Trust

Grameen Trust (GT) is a non-profit and non-government organization committed to the cause of poverty alleviation. It was established by Professor Muhammad Yunus in 1989. It supports, promotes and implements poverty focused microfinance, social business and other programs around the world. It also provides training and technical assistance to microfinance organizations and social business initiatives. Grameen Trust is dedicated to create an international network of people and organizations. It has completed two decades in the mission of fighting poverty and creating a sustainable income source for the poor.

Vision

Grameen Trust envisions a poverty free world

Mission

To promote microcredit and social business for poverty reduction

Aims and Objectives

- Support, promote and implement poverty focused microfinance programs and social business around the world
- Provide training and technical assistance to microfinance organizations
- Publish materials on Grameen technology and disseminate information on the Grameen Bank Replication Programs
- Build an international network of concerned people and institutions working in the field of poverty alleviation and providing financial services to the poor
- Organize and operate any project or enterprises that will help increase employment, income and management skills to the poor.

1.2 Grameen Trust Programs:

Grameen Trust operates its function through several programs. The programs are listed below -

- Social Business (SB)
- Grameen Bank Replication program (GBRP)
- Grameen Dialogue,
- Training & Workshop,
- Technical Assistance,
- Internship,
- Other Programs: Monitoring and Evaluation, Audit, Publication, Consultancy and Networking.

Social Business

Grameen Trust is committed to the development of social business. It organizes social business workshops and supports social business initiatives by providing information and investment. Grameen Trust is engaged in Social Business Initiatives with **Nobin Udyokta program, Grameen Intel Social Business, Grameen Trust Samapan (GTS) and Grameen Shakti Samajik Byabosha(GSSB) Ltd.**

Grameen Bank Replication Program

GT implements Grameen Bank Replication Program (GBRP) and supports partners who serve the poor following Grameen Bank Approach. Till date it has provided support to 151 replication partners in 41 countries of the world. It has two categories -

- ✓ Direct Implementation
- ✓ Joint Collaboration

Direct Implementation Program

Given the challenges of establishing sustainable microfinance programs in difficult areas and situations, Grameen Trust has introduced direct implementation program following Grameen Bank approach. Grameen Trust manages direct implementation program through Build, Operate and Transfer (BOT); Build, Operate and Manage (BOM) and Build, Operate and Own (BOO) approach. It uses this approach to set up microcredit program under Grameen Bank methodology in different

countries of the world. This approach is used to establish microcredit programs in poverty stricken, natural disaster affected and war affect regions. Grameen Trust launched this approach because it is relatively cost effective.. Grameen trust entrusts its most experienced staffs with the responsibility to set up BOT/BOM/BOO projects. As a result it lowers the implementation time and training cost. Currently Grameen Trust has seven ongoing direct implementation projects in China, Colombia, India, Kosovo, Mexico, USA, Uk.

Joint Collaboration

In a joint collaboration program Grameen Trust partners with local organizations to implement microcredit programs in different countries. GT provides the technical assistance while the host organization provides the financial support. Recently Banrural Grameen Microfinanzas, a joint collaboration of project of Grameen Trust in Guatemala successfully completed its contract. Grameen Trust has joint collaboration projects in countries like China, Italy, France etc.

Additionally, Grameen Trust (GT) supports and promotes poverty focused microcredit programs all over the world through partners of Grameen Bank Replication Program.

Grameen Dialogue

Grameen Trust publishes a quarterly newsletter called '**Grameen Dialogue**'. It consists cover story, a lead story, case studies, progress report of social businesses in various operating countries, also briefs on Grameen.

Monitoring and Audit Visit

Grameen Trust closely monitors its branches operating in different parts of the world. In 2013 *Grameen Trust conducted such visits in branches of USA, Kosovo, Turkey and India.*

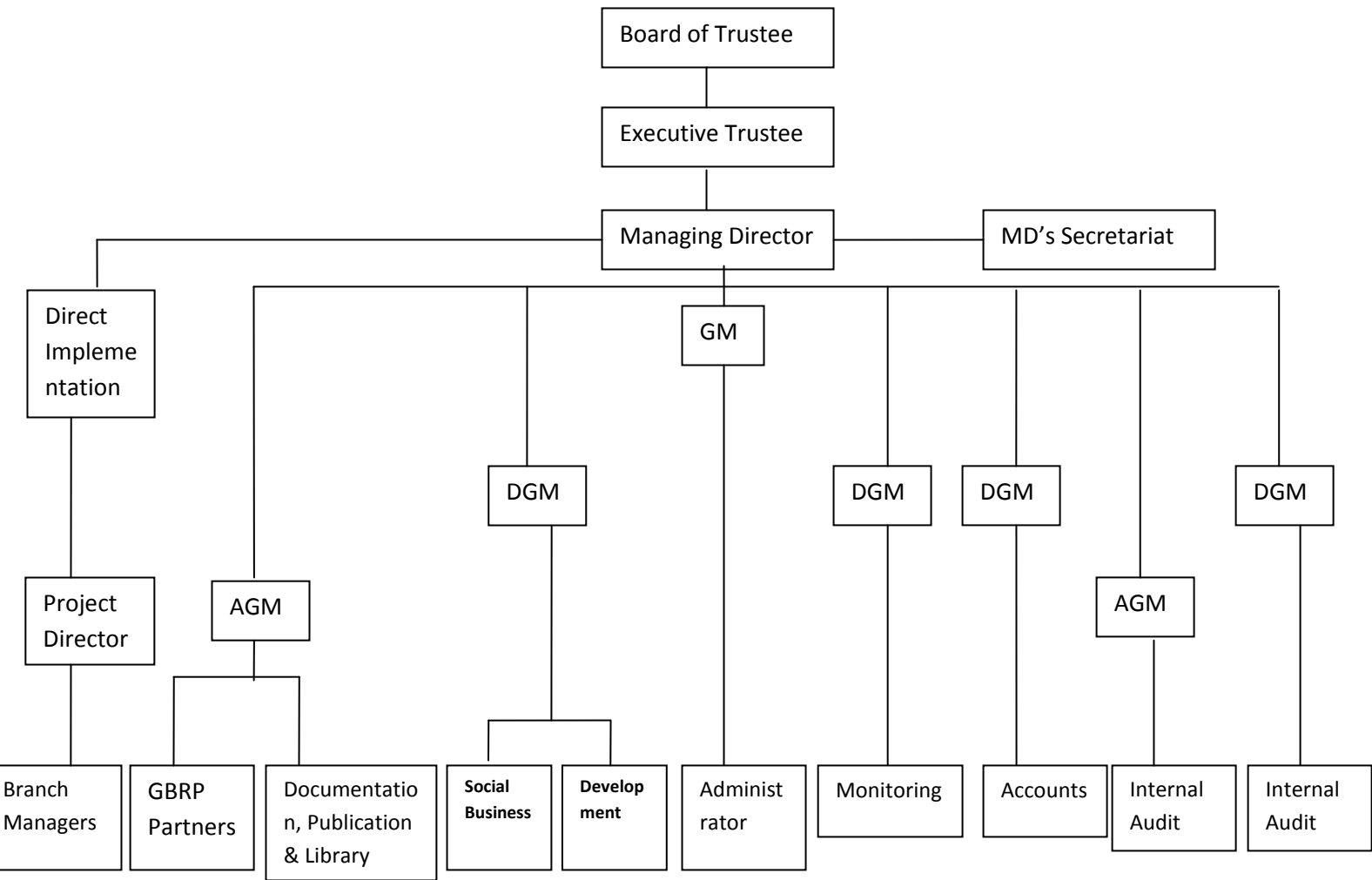
Internship

Grameen Trust accommodates interns from different universities and colleges of the world. As of July 2015, 255 interns did internship at Grameen Trust.

Training and Workshop

Grameen Trust organizes training and workshop programs for its existing and potential partners who are engaged in microcredit programs. Through this training program the staffs of partner and potential partner organizations are trained on the technicalities of implementing microcredit programs.

1.3 Operational Network Organogram of Grameen Trust



Chapter - 2

Role as Intern

Job

I started working at Grameen Trust as an intern. My internship experience at Grameen Trust started at their Head Office, located at Mirpur-2. Their office is on the twentieth floor of Grameen Bank Bhaban. The office hour is 10 a.m to 6 p.m. The office is very spacious with a very comfortable environment. It has a conference room and separate prayer rooms for male and female employees. After joining the office in the morning, the Deputy Manager (Monitoring department) Ms. Tasmina Rahman received my appointment letter warm-heartedly and introduced me as a new intern from BRAC University to the others. I started my internship on 12th July 2015 and will end on 1st October 2015. Grameen Trust accepts internship application from students of different universities from all around the world. So during my time as an intern there, I got to meet few interns from different countries. I can confidently say that I tried to become a professional, hard working, responsible, honest and amiable person at my workplace. I wasn't assigned any specific designation or duties. As I joined Grameen Trust as an intern, I didn't have any specific duties and responsibilities. My duties and work requirement varied day to day.

As of today as an intern in Grameen Trust I have performed the following duties –

- Preparing monthly events: Grameen Trust publishes and circulates monthly events which highlights the major events occurred in different departments of GT during the month. I had to go to the departments of Grameen Trust and collect such notes. After that I compiled those under different headings.
- Preparing Summary: I also prepared summary of different official documents and letters
- Filing
- Drafting letters: During my internship I was asked to draft some official letters.
- Updating database: I have updated a number of excel database of Grameen Trust with the latest information. Databases like Grameen Trust Partners' database, Joint Collaboration database, Nobin Udoykta Program's fund disbursement & collection database etc.
- Collaborated in preparing a feasibility study for the social business of Grameen Trust's Singair Unit

Chapter – 3
Background
of the Report

3.1 Description of the Report

Grameen Trust takes inspiration from Grameen Bank philosophy. They, like Grameen Bank are working toward the ultimate goal of poverty alleviation through economic independence. Grameen Trust is involved in Social business since 2009. Social business is a very intriguing concept at present in the world. Grameen Trust is majorly involved in social business activities. It is a big part of their operation. I have come to know about their Nobin Udoykta project, which is a new member of their social business family. I was advised to do my report on Nobin Udoykta project by the officials of Grameen Trust, because they could help me with a lot of information about this project. After discussing with my academic adviser Mr. Feihan Ahsan, I have decided to do my report on the social business activities of Grameen Trust as a whole. This will include Nobin Udoykta project as well as shed a light on the other entities of social business activities of Grameen Trust. The report is an integral part of my internship and I have tried my level best to collect all the direct and indirect data in order to provide a complete overview. I have put my best efforts to be able to focus strongly on the topic.

3.2 Objectives of the Report

The report has broad and specific objectives to follow.

Broad Objective:

The main or broad objective of the report is to find out about the Social Business activities of Grameen Trust.

Specific Objectives:

Besides the main or broad objective, the report has some specific objectives, which are given in the following:

- Types of social problems are being solved by GT's social business activities
- Types of help Grameen Trust is providing through Social Business

3.3 Methodology

For this report, information has been gathered from both primary and secondary sources.

Primary Sources:

For primary data, few face-to-face interviews have been conducted with Grameen Trust officials. Information provided by them has been very important for this report.

- Mr. Mir Hossain Chowdhury, Deputy General Manager – Social Business department, Grameen Trust
- A.S.M. Shahidul Haque, Program Officer – Monitoring department, Grameen Trust
- Ms. Shaila Sharmin, Executive – Grameen Trust

Secondary Sources:

Also data has been gathered from annual report-2013 of Grameen Trust, brochures, Grameen Trust and Nobin Udoykta numerous related websites.

3.4 Limitations of the Report

I got a lot of help from the officials of Grameen Trust while gathering information for preparing this report. They helped me as much as they can by making time out of their busy schedule. However, there were some challenges that I have faced. I couldn't gather much information on Grameen Sampan Limited and Grameen Shakti Samajik Babshay Limited because of information scarcity. Some of the latest information couldn't be used because that information is yet to be documented; they are available in a scattered way.

Chapter - 4
Social Business
Activities of
Grameen Trust

4.0 Social Business activities of Grameen Trust

Social business is a trending topic in the world of social development. Talking about social business we can't but wonder what social business is, how it is different from the conventional way of business. Unlike traditional business, a social business operates for the benefit of addressing social needs that enable societies to function more efficiently. Social business provides a necessary framework for tackling social issues by combining business know-how with the desire to improve quality of life. Social business is a cause-driven business. In a social business, the investors/owners can gradually recover the money invested, but cannot take any dividend beyond that point. Purpose of the investment is purely to achieve one or more social objectives through the operation of the company. No personal gain is desired by the investors. The company must cover all costs and make profit, at the same time achieve the social objective, such as, healthcare for the poor, housing for the poor, financial services for the poor, nutrition for malnourished children, providing safe drinking water, introducing renewable energy, etc. in a business way. The impact of the business on people or environment, rather the amount of profit made in a given period measures the success of social business. Sustainability of the company indicates that it is running as a business. The objective of the company is to achieve social goals. The capitalism theory is based on the fact that all people have the objective of maximizing their own profit or benefit through a business. But in reality, people have two different interests: one is maximizing their benefits and other is to help others in need. Based in this fact Social Business operates, and works. This concept is different from charity or philanthropy, because the money invested is returned back and generates more profit or benefit for the helped people. This new type of business can be described as "*non-loss-non-dividend*" business, because the investor do not lose money (because is paid back entirely), and will mean no dividend for them, because all produced profits will be reinvested in the business growth, after repayment period. The investor, additionally to received their money back, can have intrinsic satisfaction of knowing that their money and contribution is being used for a good purpose and its benefits are being multiplied in poor communities or communities with social problems

Professor Yunus summarizes the characteristics of a Social Business (SB) with **Seven Principles of Social Business**, as following:

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization
2. Financial and economic sustainability
3. Investors get back their investment amount only. No dividend is given beyond investment money
4. When investment amount is paid back, company profit stays with the company for expansion and improvement
5. Environmentally conscious
6. Workforce gets market wage with better working conditions
7. ...do it with joy

4.1 The Nobin Udyokta Program

Nobin Udyokta Program is an innovative program of Grameen Trust for turning unemployment into entrepreneurship. This has been tagged as the '*new frontier of Social Business*'. This program was developed by Nobel Laureate Professor Muhammad Yunus in 2013, with the objective of turning unemployment into entrepreneurship. The program experienced a significant progress in 2014. This program is contributing to increase employment and improve existing business, providing solutions to unemployment by the self-employment of the entrepreneur and the following economic development in the surrounded community, through hiring more people and increasing the purchases to other small entrepreneurs in the community; and providing opportunities to improve entrepreneur's performance, through access to capital and management support. The motto of the program is "We are not job-seekers, we are job-givers", as a way to encourage people to create jobs for the community and gradually develop its economy.

Youth unemployment is a huge social problem in our country. As social business's aim is to solve social problems, so Nobin Udyokta program is launched to solve the problem of youth unemployment. Nobin Udyokta program considers young people as resources rather than burden or liability.

Nobin Udyokta Program is a program designed and dedicated for the identification and promotion of new entrepreneurs from Grameen Bank families. The target of Nobin Udyokta Program is the children of Grameen bank borrowers, who ages between 18 and 35 years-old, provided his/her mother is a member of Grameen Bank for at least three years or was a member of Grameen Bank for at least seven years. However, the age bar may be relaxed if the candidate is female. Nobin Udyokta Program targets young people as they are the group with highest unemployment rate and, as a son or daughter of GB member, they have seen how a small business can help their family to overcome poverty, improve life conditions, and get better opportunities for their future.

Professor Muhammad Yunus initially introduced the Nobin Udyokta program in 2008 to inspire the children of Grameen Bank families who enjoyed education loan/ scholarship from Grameen Bank and who were looking for job. He advised them to take loan from Grameen Bank which is owned by their mothers and turn unemployment into entrepreneurship. This is how Nobin Udyokta got its root. But the initial response was not great. So another version was developed with a wide scope extending support to all children of Grameen Bank families.

The main measurable objective for Nobin Udyokta Program is to help to develop small business until it reaches assets equivalent to Tk.10.00.000. This is the main indicator for them to assess success. Grameen Trust follows the principle of starting small and growing big as one grows in experience. That is why Grameen Trust has a preference category. The category is as the following

Priority	Level of assets (Tk.)
1 st	1,00,000 or less
2 nd	1,00,000-3,00,000
3 rd	3,00,000-6,00,000

Table 1: Nobin Udoykta Category

In the first priority category are the most smaller and needy business, with less opportunities to grow, so this category gets the first priority in NOBIN UDOYKTA selection process. The second priority is for category 2, with medium needs for capital to grow and develop their business. The bigger businesses are in category Number 3, with less need and more opportunities to grow without NUP support, having the least priority. Grameen Trust gives most preference to those who have less or nothing as they have no access to institutional finance. From the view point of projects approved, most of the projects approved and equity support (76%) has gone for Nobin Udoyktas who have business capital equal to or less than Tk.300,000.

Until now Grameen Trust has supported businesses which fall under the following categories:

- ✓ Agriculture & Forestation
- ✓ Handicrafts
- ✓ Trade & business
- ✓ Fisheries & livestock
- ✓ Shop keeping
- ✓ Transportation & Service
- ✓ Manufacturing

Regarding the operation of Nobin Udoykta Program, it works with a Partnership Model, where the partner is an investor in this case Grameen Trust who provides part of the funding and the Nobin Udoyktas self fund the other part. The investor will receive the investment back. Apart from Grameen Trust, currently the Nobin Udoykta program has currently 3 other partners which provide part of the investment to boost micro entrepreneurship:

These partners are

- ✓ **Grameen Telecom Trust (GTT)**
- ✓ **Grameen Shakti Samajik Byabosha Ltd. (GSSB)**
- ✓ **Grameen Kalyan (GK)**

4.1.1 NUP Development

Nobin Udoykta Program (NUP) development is divided into three stages from initiation to a sustainable operation. These three consecutive stages are:

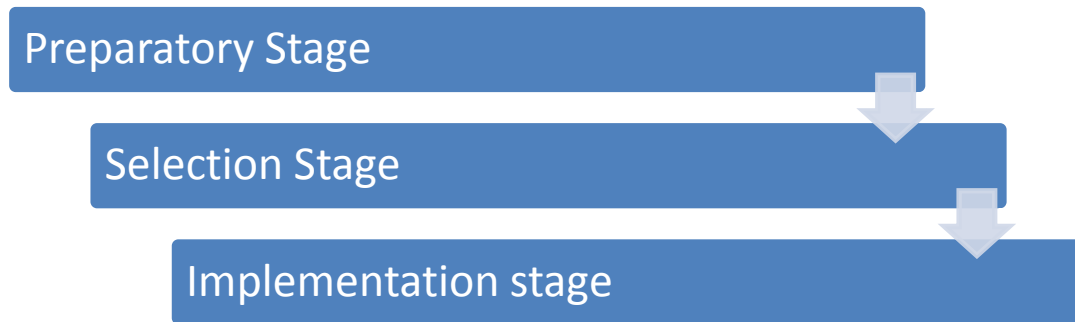


Figure 1: Nobin Udoykta: Stages of Development

Preparatory Stage

In this initial stage, NOBIN UDOYKTA program need to develop a team for implementing the program and enough funds to operate. In the case of the funds, it can be raised from foundations, corporations, governmental and non-governmental agencies, individual, development and other non-profit organizations. The money to support the NOBIN UDOYKTA project could be devoted in the form of equity or loans under specific agreed conditions. On the other hand, they have to train a staff to implement the project in the field, which is challenging considering the reality of the villages, with lack of opportunities and lack of education. Each member of the staff has to be motivated by the job and the purpose, they need to have excellent communication skills to interact with the target group and they need to have strong personality, because their work will be in the field, with no working time, with rural accommodation away from their family.

Selection Stage

This stage has the objective of recruiting and selecting the members of the staff who will implement the program in the field. The staff members have to be young and energetic, in order to overcome the challenges that the program offers. The selection process to find the right staff is based in written application, pre-selection and the consecutive interview. The specific requirements are:

- ✓ Master Degree.
- ✓ Strong personality, empathy, communication skills.

When the team is already recruited, they have to be trained for 24 days, the first and the last 2 days in the head office and the remaining days in the field. In this training process, the staff discuss about SB concepts and principles, the methodology, the NOBIN UDOYKTA selection, the different forms they

have to fill, the preparation of Business Plan and its presentation in Design Lab, the provisions of agreement to be signed by the partners, precondition for fund disbursement, receipt and payment, the system to track the business performance (daily SMS), weekly and monthly reporting, closing accounts, balance sheets, monitoring, evaluation, and other issues that the staff have concerns.

Implementation Stage

In the implementation stage, the staff members have to run the project in the field. They start defining different areas of operation. Currently, the program has selected predefined areas by Grameen Bank: Chandpur, Lakshipur, Dhaka, Narshingdi, Tangail and Minikganj and opened unit offices in Chandpur, Ramganj, Dhamrai, Singair and Manikganj. The NOBIN UDOYKTA staff work in close relation to Grameen Bank (GB) staff in the field, taking advantage of the knowledge and existing relation between them and communities, so they can cooperate and advice NOBIN UDOYKTA staff in order to have better reception and future results.

The first step is to collect information about the borrowers and their family members in each area. Then, they start the visits to the families, participating in several centre meetings of GB borrowers and inviting their children who are interested in entrepreneurship or already have a business activity to a meeting (known as “screening camp”), where they explain the rules and requirements of NOBIN UDOYKTA Program and interact with them through questions and answers. This screening camp use to have between 50 and 60 assistants in addition to unit staff and Head Office senior staff. For the interested children, they distribute application forms and, if it is needed, they can organize other mini meeting to solve concerns and answer questions. The information collected in application form is then checked in the field by NOBIN UDOYKTA staff.

4.1.2 Business Plan

Each staff member has to prepare with the NOBIN UDOYKTA a business plan, where the family information is summarized, the proposal project is explained and the financial projections and investment needs are provided. It also includes SWOT sustainability analysis, with the respective payback schedule. The proposal has to be approved first by the SB division of GT (Technical Committee). After their check, the proposal is presented to the Management Committee, which closes the revision, verification and recommendation of each project. Finally, the selected proposals are presented by each entrepreneur in Social Business Design Lab.

4.1.3 Social Business Design Lab

Once the proposal gets through in-house tests, it is submitted to the Social Business Design Lab (SBDL) which is a platform for Business Proposal presentations in front of a large audience. It is the last stage in the selection process. The design labs are of two types,

- ✓ Internal Social Business Executive Design Lab
- ✓ Open Social Business Design Lab

Executive Design Lab

Executive Design Lab also known as Internal Design Lab is organized by each investing organizations almost every week. Every organization has a committee for evaluating business proposals presented at the lab. The committee consists of the senior members of the host organizations in this case Grameen Trust as well as Social Business experts from other organization in the Grameen family. In the Internal Design Lab on an average 15 Nobin Udoykta projects are presented. Committee members attend this Lab for hearing. They make comments and ask questions for testifying the merit of the project. This is the first stage where the Nobin Udoyktas come to Grameen Bank premises to defend their business proposals. Once the proposal is approved, the process of signing agreement and taking follow up steps starts.

Open Social Business Design Lab

The Open Social Business Design Lab(ODL) is generally organized once a month by the Yunus Centre with Professor Yunus in the chair. Six Nobin Udoykta business plans recommended by participating organizations are presented in this Lab. These may include social business proposals as well. Open Social Business Design Lab is participated by a cross section of people representing different segments of the society including experts on different subjects, successful entrepreneurs, business executives, NGO and civil society leaders, intellectuals, researchers, University teachers and students from home and abroad. This is a lab which is live streamed by Grameen Communication. Viewers from more than 70 countries watch this. Business proposals are presented by the Nobin Udoyktas themselves in Bengali. These are translated into English for international participants. The participants make their comments and questions and the Nobin Udoyktas respond, explain and defend their proposals. They attend the group discussion immediately after where all participants are divided into six groups. Each group closely examines the business proposals following the guidelines provided by Yunus Centre and makes recommendations for approval or review. There is a group leader and a reporter in each group. The reporters reports at the plenary session which is participated by all the participants and where the projects are finally approved. If there is any suggestion for any

modification or change, the Nobin Udoyktas go for another round of finalization exercise in collaboration with the Grameen Trust after which the project is set to start.

4.1.4 Partnership Agreement

After the project is approved, the agreement is signed between Grameen Trust and the Nobin Udoykta, on no judicial stamp after the Nobin Udoykta confirms his/her understanding of the necessities of the agreement and readiness for signing. The agreement includes:

- ✓ the clauses regarding ownership, management,
- ✓ investment period and ratio of investment,
- ✓ distribution of dividend,
- ✓ sale and purchases of shares
- ✓ ownership transfer
- ✓ SMS reporting
- ✓ Book keeping
- ✓ Nobin Udoykta nominee
- ✓ Provision for resolution in case of any misunderstanding or dispute arises between the parties.

The period of agreement may vary with a period between one to five years as per the convenience of the Nobin Udoyktas. Both parties have different and complementary duties. The investor in this case Grameen Trust, also known as the first party is responsible for releasing the investment fund as per the investment schedule, appointing the Nobin Udoykta as the Manager of the business. He is responsible for supervising and monitoring, operating, tracking the business transaction and its growth, profit and loss.

The second party, the NOBIN UDOYKTA or entrepreneur, is responsible for complying with the legal requirements, including trade license; they need to have national ID or birth registration certificate and open a bank account exclusively in the name of the partnership business.

GT in this program follow the principle of starting small and growing to become big, as a way to decrease the risk and benefit from the experience in the market. They use to prioritize smaller business or business prospects, with less existing and require business capita.

Dissolving Partnership

In case a Nobin Udoykta wants to dissolve the partnership with Grameen Trust, they will have to repay the disbursed amount to Grameen Trust. The repayment period is not yet fixed. The Nobin Udoykta can appeal for relieving the payment of the ownership transfer fee.

4.1.5 Disbursement & Repayment

Disbursement

Grameen Trust disburses the approved fund for each project in two installments. Each installment consists 50% of the total amount. But in some cases where it involves purchasing any machineries, GT disburses the amount in a single installment.

Repayment

The Nobin Udoyktas repay the invested amount in two installments. This installment period may vary from three months to five months. But there are two installments per year. The Nobin Udoyktas will repay Grameen Trust's investment in six installments over three years time. The repayment amount is in two parts as shown in the above Table: 2. Principal amount and the ownership transfer fee. Ownership transfer fee is 20% of the total investment. So, say if GT's investment is Tk. 1,00,000, then the transfer fee will be Tk. 20,000. In total Nobin Udoykta will have to pay back Grameen Trust Tk 120,000.

4.1.6 Monitoring and Evaluation

Grameen Communication has developed an elaborate MIS and accounting software for all Nobin Udoykta projects. Each and every Nobin Udoykta is required to send SMS to Grameen Communication every day following this format D-S-R-P-E-C, where

- ✓ D: day
- ✓ S : today's sales
- ✓ R: today's receipts from investing organization
- ✓ P: today's purchase
- ✓ E: today's expenses
- ✓ C: today's cash in hand

From this information, Grameen Communication prepares weekly report for the investors, Nobin Udoyktas and Professor Yunus, allowing them to assess the performance of the business and to take immediate decisions if anything goes wrong. The report mainly classifies the SMS responses into no response, irregular, fair and regular.

Staff members visit entrepreneurs periodically, each week. They check if each entrepreneur has sent properly the SMS, additional to fill the daily register, which includes revenues, purchases, expenses,

etc. They check the current business situation, providing general advice to improve performance, if it is needed.

4.1.7 Current Performance

In the following table it is showed the general facts of Nobin Udyokta Program, considering Grameen Trust partnership:

Total Proposal Received	414		
Total Number of Approved Projects	304		
Total Amount Invested	Tk.4,96,45,000		
Total Repaid Amount	Total	Principal	Transfer fee
	Tk. 17,48,000	Tk. 14,31,553	Tk. 3,16,447

Table 2: Nobin Udyokta Program Investments and Repayment until August, 2015

As NUP started in 2013, all approved projects are in implementation process, so they do not have final statics to analyze yet. However, they have measurements of the process. In the following figures, it can be seen the main business categories (Figure 2) and the SMS receipt status (Figure 3), considering the total 261 ongoing projects until August.

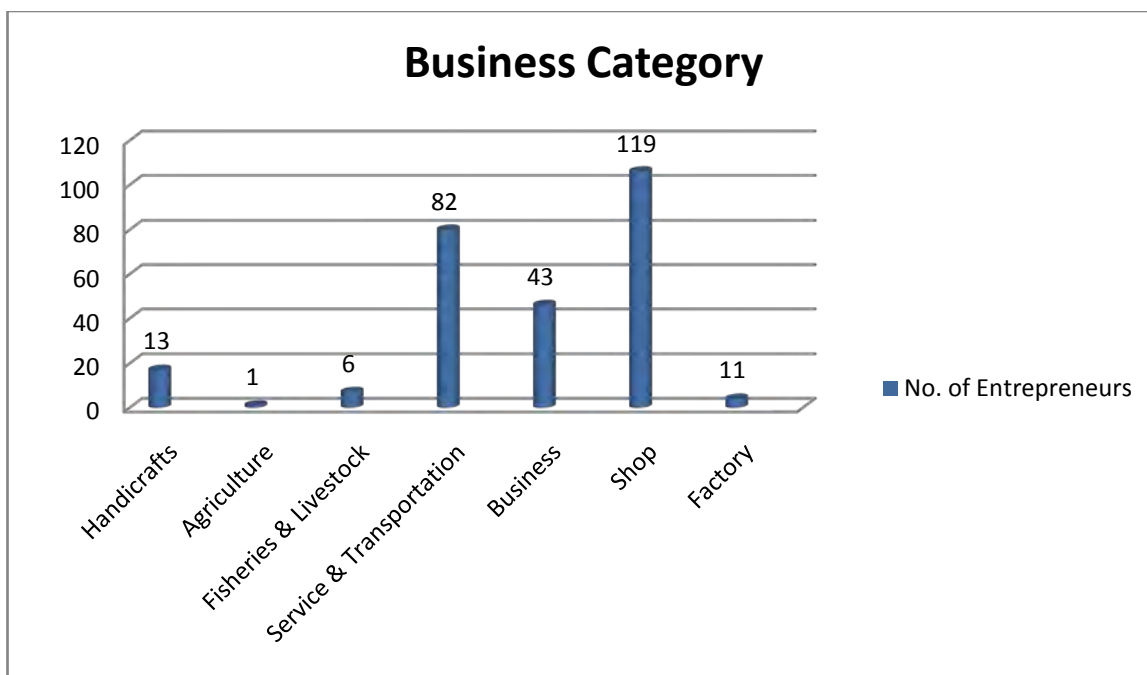
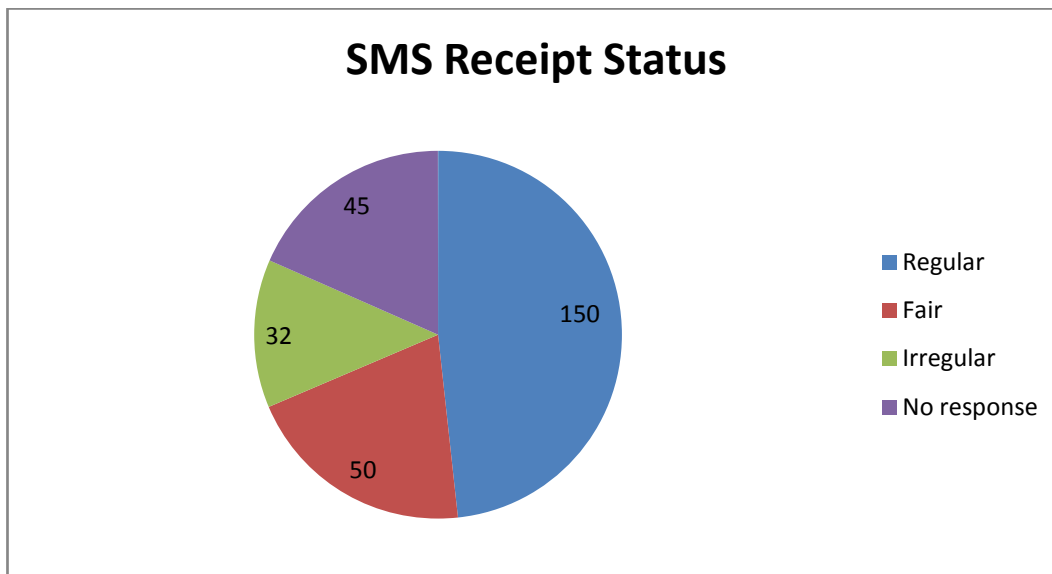


Figure 2: Business category status of Nobin Udyoktas.

NUP differentiate each entrepreneurship in one of the following categories: handicraft, that is manual production of different kind of products including adding value in the process, such us soap, processed food or furniture, etc.; agriculture, referred to every agricultural activity to produce

vegetables; fisheries and livestock, that includes animal production such as poultry and milk production; services and transportation, such as cyber coffee, hair dresser or transportation of people in mini taxis; business, referred to the process to buy and sell products from producers to wholesalers or other companies, as intermediaries; shop, considering buying and selling daily necessity product for final consumers, such as grocery shops and pharmacies; and factory, that include production process of adding value in bigger scale, commonly using machines instead of labour. It can be seen that the most popular category for NU business are shops (119), followed by services and transportation (82) and then business (43).



From the above pie chart, we can analyze that most of the responses in August 2015 were regular, with the 54.15% of the total projects (150/277), following fair responses with 18%, irregular with 11.55% and no response with 16.24%. This data was analyzed in base on the SMS messages received by Grameen Communications from the Grameen Trust's Nobin Udoyktas. It has to be said that this information was obtained in the in the first half of the month, so probably the number of regular responses will increase at the end of the month.

NUP staffs have noticed that the SMS information is not reliable to make conclusions about the program, because a big proportion of entrepreneurs are illiterate and or make frequent mistakes when then send the information, because they do not understand clearly or have problems using the technology. However, it is a good method for monitoring how business are doing daily, so if they are not sending the information regularly, it can be because their business is not working, so they pay special attention to this cases.

4.2 Grameen Intel Social Business Co. Ltd(GISB)

Grameen Intel Social Business Co. Ltd is a social business information technology company formed as a joint collaboration between Intel Corporation of USA and Grameen Trust of Bangladesh in 2009. Intel Capital, Intel's global investment organization, makes equity investments in innovative technology start-ups and companies worldwide. Intel Capital invests in a broad range of companies offering hardware, software, and services targeting enterprise, home, mobility, health, consumer Internet, semiconductor manufacturing. During a visit to Bangladesh in 2007, the then-Intel Chairman Craig Barrett met with Nobel Peace Laureate Muhammad Yunus. They decided on creating a social business whose sole focus is using technology in creative ways to help the world's impoverished population to find an avenue to a better life and livelihood. Its mission is to solve social problems with information technology, offered at affordable prices, and it does so by providing information technology solutions for rural entrepreneurs who use the technology in their local communities.

The initiatives of Grameen Intel include software applications that address specific social problems in communities, such as low agricultural output and lack of pre-natal care. Grameen Intel identifies solutions to these challenges and connects them with the people who need them most. These products include software for computer and mobile devices, soil test and advice for fertilizer use etc.

Vision

Technology solutions to connect and improve people's lives around the world.

Mission

Solving social problems with information technology at affordable prices.

Objectives:

- ✓ Develop software that run on a low cost computing device
- ✓ Solutions for a network of entrepreneurs providing agriculture or healthcare related services
- ✓ Strategy for connecting the unconnected population segment with information service

Products

Grameen Intel Social Business Limited has products categorized in three broad categories. These are:

- i. *Agriculture*
- ii. *GISB Labs*
- iii. *Learning*

4.2.1 Agriculture:

An overview of the agricultural products of GISBL is given below:

4.2.1.1 krishe

Bangladesh has experienced an impressive increase in the use of information technology in the last few years. People from all over the country have become a lot more comfortable in using tools like mobile phones, computers, internet, fund transfer tools, online banking, etc. In the sector of agriculture; receiving updated, accurate and reliable set of information at the time of need is vital to ensure fruitful harvest. This is even more crucial for an agrarian country like Bangladesh. Information Technology can contribute in a large scale to facilitate the accessibility of such information. It is in this light that Grameen Intel has undertaken a project to introduce a service that shall increase the information accessibility, concerned with fertilizer related information and usage for farmers. The service has been launched at limited areas on May 28, 2015 at the Social Business Day 2015. In this project Win-Miaki, a value added service provider company is assisting Grameen Intel with its call center to reach the farmers located at remote places with appropriate fertilizer related information. This service is intended to satisfy the need which if addressed properly can potentially bring positive changes in various ways. The combination of telecommunication platform and software technology to advice right fertilizer recommendations for the farmers is the key to this project.

4.2.1.2 mrittika:

In most developing countries farmers do not have enough knowledge regarding applying the correct fertilizers for their land. They also do not know the nutrient levels in their soil and end up applying inadequate proportions of fertilizers which eventually leads to poor harvests. Mrittika has been designed to solve this issue, by helping farmers select the appropriate fertilizers in the correct quantity to enhance crop yield. The software is light weight and requires a soil test to determine the amount of nutrients in the soil. Mrittika is a soil nutrient analysis and recommendation software. Rural

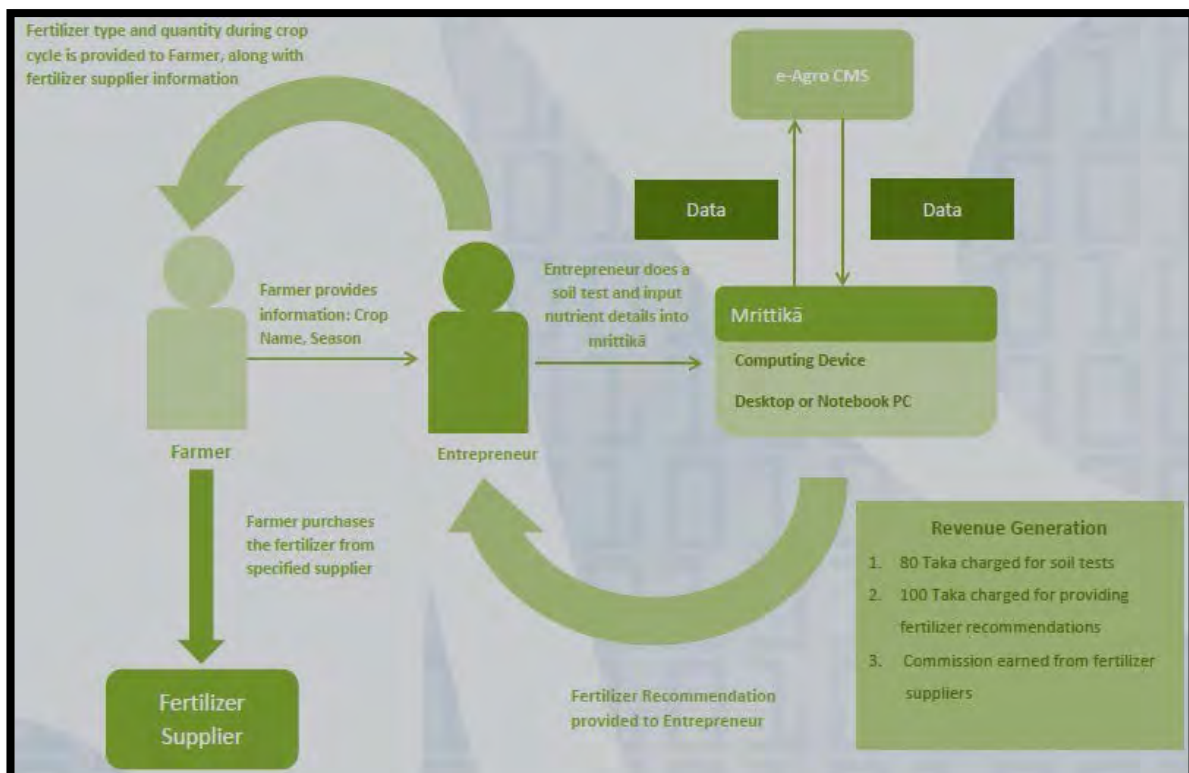
entrepreneurs offer soil testing services to the farmers and use Mrittikā to analyze the results to recommend fertilizer to the farmers for achieving cost effective and optimum productivity.

Mrittika offers knowledge based and customized information to the farmers on: Required nutrients based on specific crops and current state of the soil Specific fertilizer types, quantity, dosage and application procedure. Mrittika is offered to the entrepreneurs in the below mentioned price

PRODUCT	mrittika
VERSION	2.0
LICENSE	\$10/user <i>One time for each product version</i>
WEB HOSTING	\$12/user <i>Yearly</i>

In order for testing the strength of the software, Grameen Intel Social Business Ltd. has initiated Project Harvest in different locations in Bangladesh, for analyzing the effectiveness of the software when used in the field level. A portion of land from farmers in Kushtia, Bogura, Netrokona and Dhaka were used, with the software generating fertilizer recommendations for each farmer’s land. mrittikā helped Md.Alam, wheat farmer from Kushtia, achieve 47% greater harvests and 15% decline in cultivation expenses. Raju, Belayet and Alam Pk were other farmers whose crop harvests were greater than previous years.

The whole process of mrittika is shown below in the picture



Features of mrittika include:

Bringing expert advisory services of crop and soil based nutrient selection to the doorstep of the farmers

Maximizing yield and improving quality of the harvest

Simplifying selection and sourcing of the fertilizers

Enabling farmers to save money by reducing wastage and harmful effects from using excess fertilizer

4.2.1.3 ankur

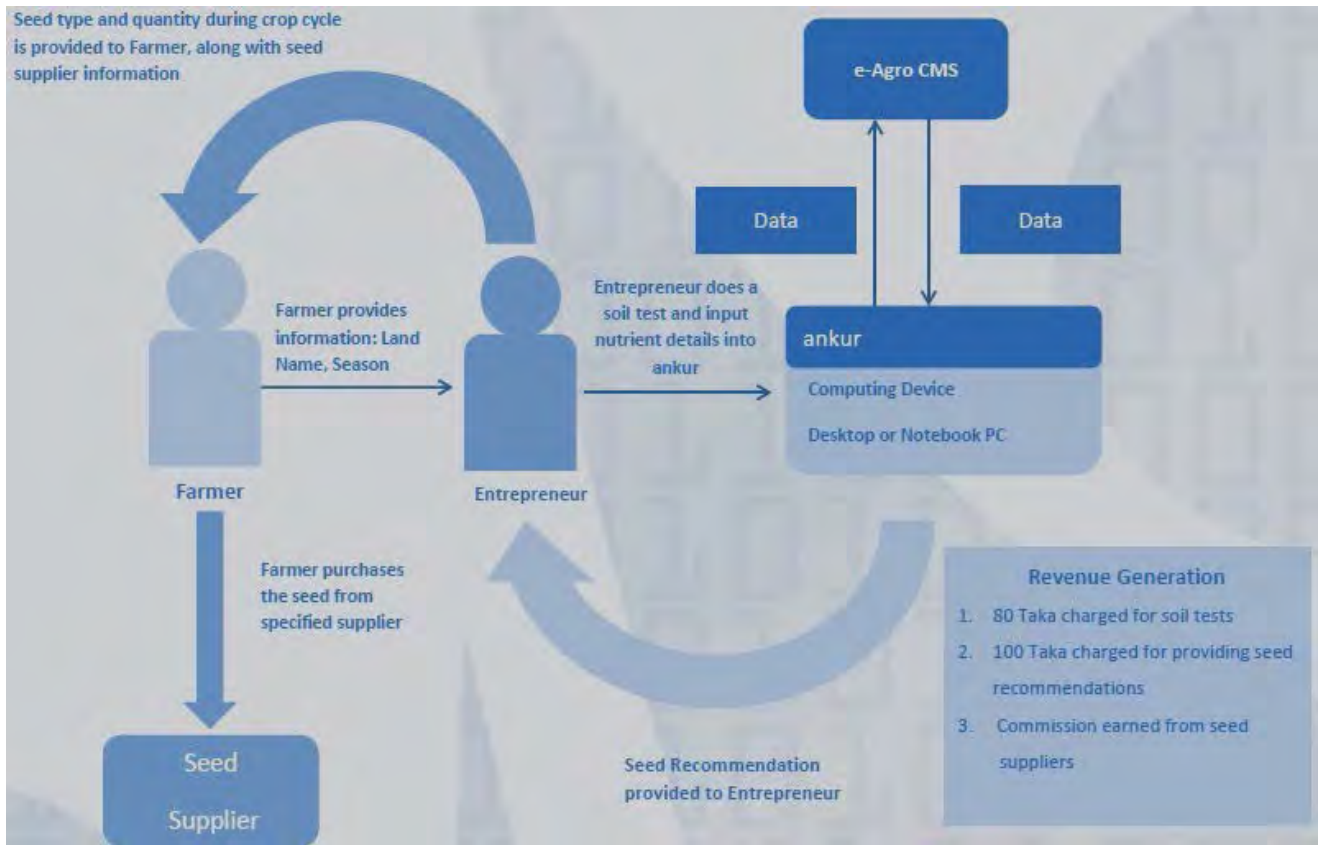
ankur is a seed selection and recommendation application. Seed Selection is an important area, where farmers in developing countries are continuously struggling. Even if the farmers are able to obtain the correct nutrient levels present in their soil and apply fertilizers accordingly, crop yield will still be poor as a result of the seed of the crop not being suitable for the region and land type. ankur has been developed to address this issue, by assessing the nutrient content in the land, along with region and crop type, to recommend the best seeds for the specific crop to the farmer and increase the productivity of his land. Rural entrepreneurs use ankur to help farmers with better seed selection to achieve increased productivity. This application analyses the season and farmer's land condition and prescribes the best seed.

ankur offers knowledge based and customized information to the farmers on Crop, soil type and season based seed selection, Recommended practices for seed preparation and planting and local sources of recommended seeds offering competitive prices

Price list of ankur

PRODUCT	ankur
VERSION	1.0
LICENSE	\$10/user <i>One time for each product version</i>
WEB HOSTING	\$12/user <i>Yearly</i>

ankur's total working process is shown below with a pictograph:



Features of ankur:

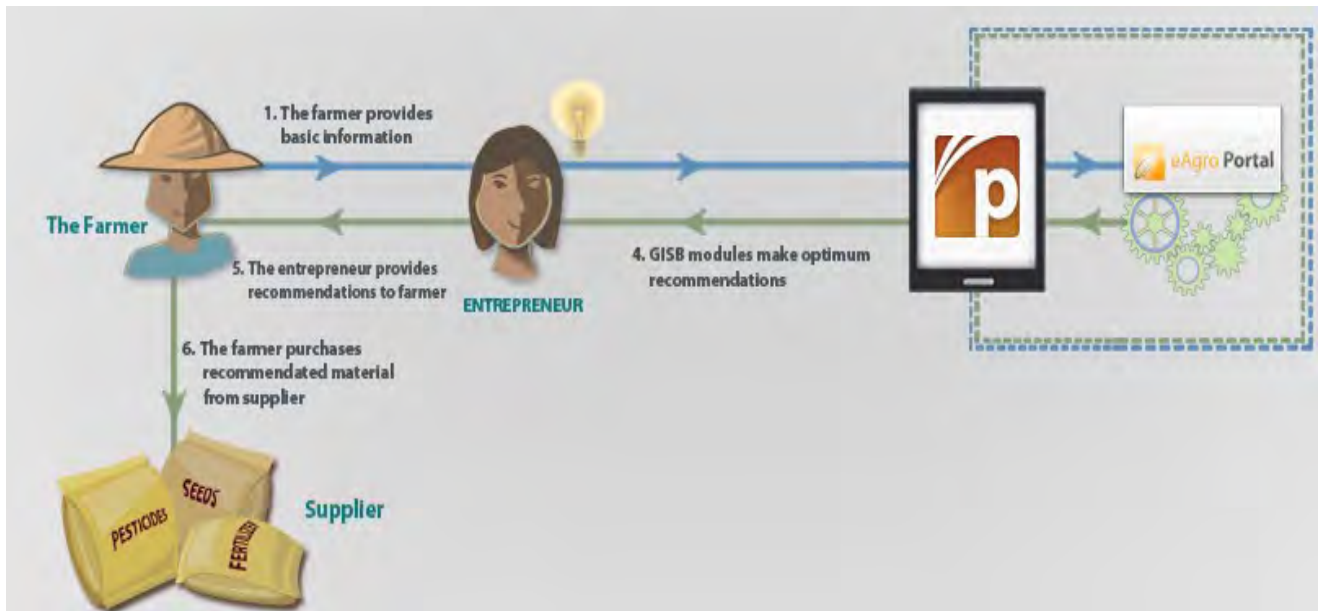
- Enabling ease of selection and procurement of quality seeds from reliable sources
- Avoiding mistakes and guesswork in seed selection and use
- Maximizing seed germination for better productivity

4.2.1.4 protikar

protikar is a crop software for managing plant diseases, weeds and pest organisms that damage agricultural crops. Pest control is an important segment for better crop yield. Farmers are responsible for over use of pesticides which may have extremely bad impact on human being and animals. protikar has been designed to solve this issue, by helping farmers to avail preemptive measures so that pest organism cannot grow to harm the crops. The software can also suggest pesticide that can be

applied to manage negative impacts of pests. It can also suggest pest control recommendations based on symptoms and determine proper pesticide dosage. protikar provides crop protection recommendation from harmful insects and numerous plant diseases that afflict crops. It also provides curative measures to prevent crop losses from herbicides, insecticides and fungicides. protikār offers knowledge based and customized information to the farmers on preventive measure to avoid plant diseases, specific pesticides recommendations, quantities, dosage and application procedure and pesticides available at local sources

The process of protikar is shown below:



Features of protikar:

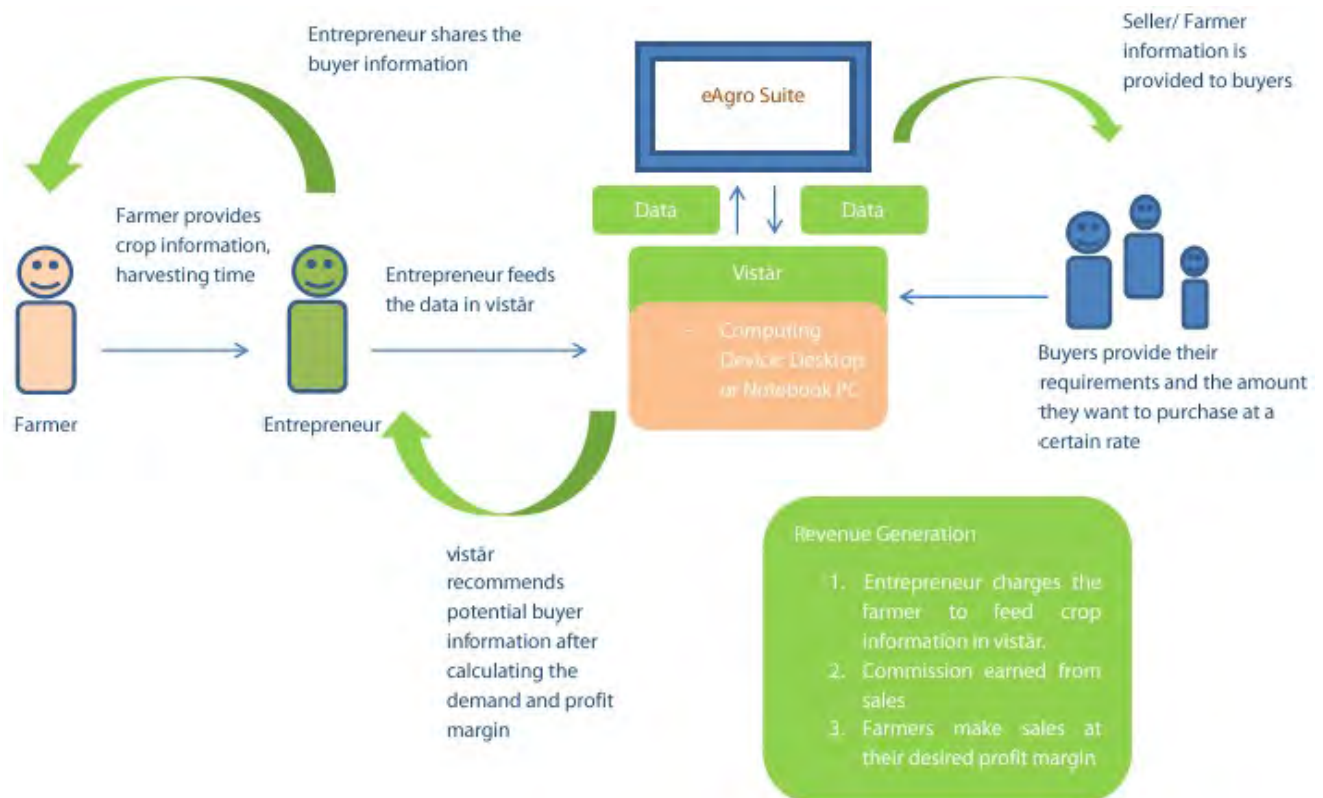
- Ease of selection of pesticides from reliable sources
- Preventing plant diseases and pest organisms that damage agricultural crops
- Enabling farmers to have produce better crops and reduces harmful effects of using excess pesticides

4.2.1.5 vistar

vistār is a software application that helps farmers to get direct access to market or buyer information so that they can sell their crops at an optimum price. This application provides considerable business opportunity due to its enormous potential to connect buyer and seller. It provides a secure and reliable online marketplace through which agribusinesses and farmers can make direct offers and place bids,

as well as track availability of specific crop and deliver commitments that will enable an efficient management of their business. It gives producers market access and opportunities to sell grain. They are allowed to set their own price and select the buyer, as well as calculate true profitability by calculating their expenses on fertilizer, pesticides and labour. Farmers can conduct business when it is most convenient because it is continuously available online. This application provides connections between crop producers and buyers for any particular region. Hence, provides an improved connectivity to farmers to the economically viable and a profitable market place. Also buyers or agribusinesses receive comprehensive tracking and documentation to ensure accuracy and allow for a better record keeping of customers and purchases. vistar offers market information to the farmers on improving buying and selling service by offering crops to potential buyers at the beginning the season, centralizing bids and offers which reduces costs and improves margins for farmers.

The process of vistar:



Features of vistar: -

- Ease of selection of crops from multiple reliable farmers or sellers
- Farmers can sell perishable crops at fixed interval and avoid crop damages
- Farmers can contact buyers directly through SMS or email

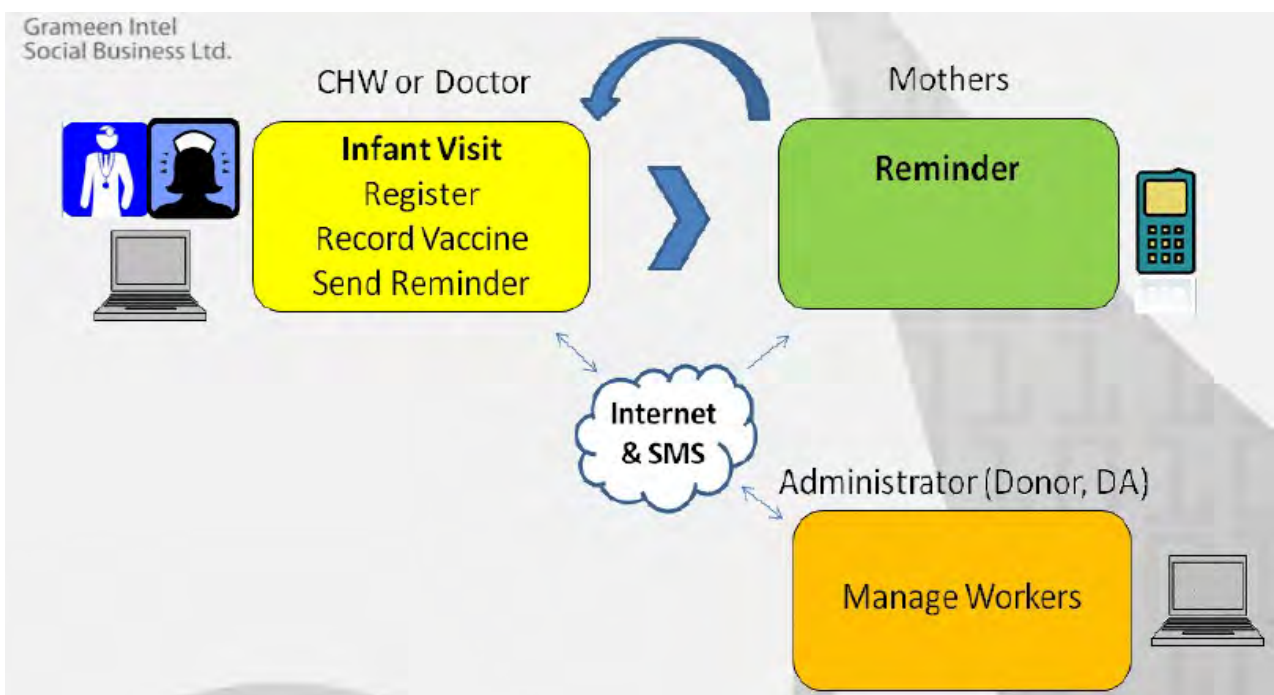
4.2.2 GISB Labs

At present there is serious shortage of health workforce around the world in 57 countries. Around 350000 women are dying during pregnancy and child birth. Around 7.6 million children die before their fifth birthday. Keeping this statistics in mind, GISB has dedicated their advanced information technology facility for the betterment of pregnant women and their infant child. GISB Labs addresses the problems of pre-natal care. The products which serve this purpose are discussed below:

4.2.2.1 dolnā

In many developing countries in the world, the healthcare system has improved into strong vaccination programs with strong participation rates. The problem still exists as these programs still struggle to maintain and schedule vaccines for infants. The problem exists in an individual level, when the parents are not sure when is the next due date for their child to be vaccinated. Dolnā has been decided to solve this issue and help remind parents, the correct dates and vaccines for their infants. dolnā is a vaccine scheduling and tracking software for newborns and infants. Mobile health workers, doctors at rural clinics and health administrators can use this software to ensure that newborns and infants are given all their required immunizations and vaccinations on time.

The total process of dolnā



Features of dolnā (vacine tracker):

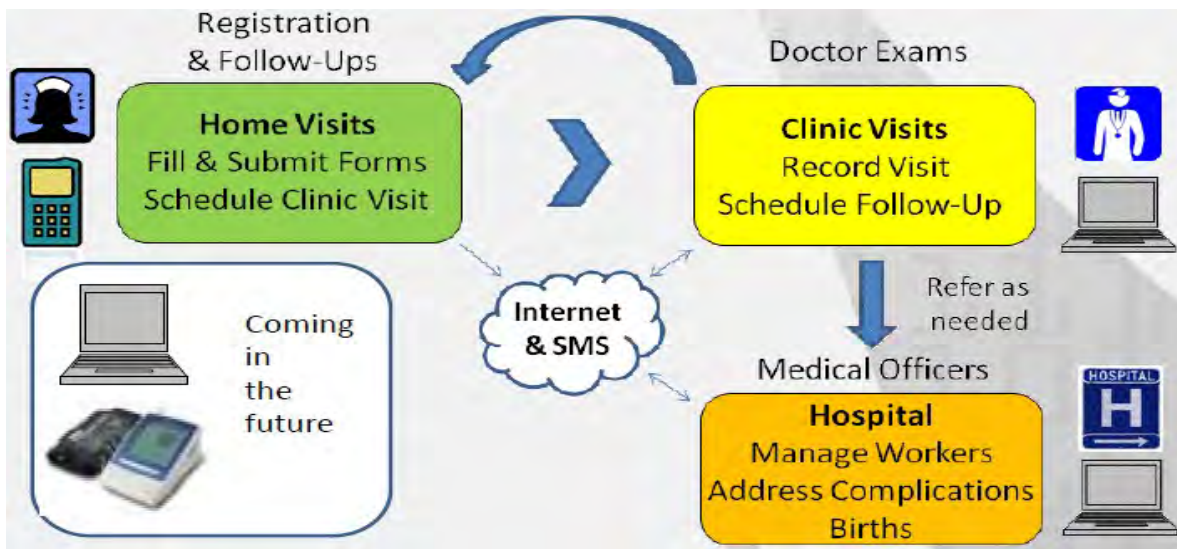
- Registering infant and generating immunization schedules
- Generating "due lists" for vaccines to be administered for clinics and mobile health workers
- Tracking overdue vaccines and clinic-wise coverage
- Tracking individual infant vaccination history with in-built automatic SMS reminders
- Tracking height and weight history of infants

4.2.2.2 shumātā

A major issue in developing countries is the tendency of women to depend on household remedies, advice and unskilled healthcare personnel during their pregnancy. Women are still reluctant to visit healthcare clinics, seek help from a doctor for handling major risk factors such as bleeding, diabetes, hepatitis B during pregnancy. shumātā is an ante-natal care monitoring and tracking software for pregnant women. It is a pregnancy tracking solution that helps connect the patient to a field level doctor, who will instruct her, regarding the lifestyle she should maintain, the type of diet she should maintain as well as the different pharmaceutical supplements she should consume during her pregnancy. Mobile health workers, doctors at rural clinics and health administrators can use this software to identify high risk pregnancies early on for appropriate follow up and to ensure that pregnant mothers are getting regular ante-natal care.

Mobile healthcare workers equipped with smartphones visit the homes of pregnant women, and using simple software tools screen them for a variety of potential high risk factors, such as young age, length of time since their last medical check-up, number of past pregnancies, C-sections and stillbirths, etc. The information collected is sent over the Internet to clinics for analysis, and doctors can provide immediate remote feedback. Pregnant women who are identified as high risk are referred for follow-up diagnosis or treatment, including ongoing prenatal care at a village clinic or referrals to specialized healthcare providers at larger medical facilities. Shumatā has been deployed in the field level in Manikganj, Bangladesh with Grameen Kalyan's health clinics located in Balia, Pakutia and Kusura. Over 1000 women have benefited from the solution, since its inception in 2010. shumātā has also been deployed in Netrokona, Bangladesh with Development Research Network (D.Net) in 2012. Over 350 women in the region are connected with a field level doctor and receiving recommendations from time to time during their pregnancy.

The whole process of shumātā:



Features of shumātā (ante-natal solutions):

- Registrations, early identification of high risk pregnancies, follow up actions
- Monitoring ante-natal care, follow up and clinic visits of pregnant mothers
- Monitoring the performance of rural clinic doctors and health workers
- High risk factors tracking for resource and inventory allocation
- Aggregating data for customized training, education and treatment plan

4.2.3 Learning

GISB designed language learning app for the children. A fun way for pre-school children (3-5 years) to learn and write Bengali alphabets and numbers. The app is cleverly designed and provides a realistic interface mimicking the familiar chalk and slate with the exact sound effects of a chalk drawn in a board. It is a powerful learning tool that children and parents would love to use. This app could be first language school for children. They developed this app in three languages

- **gSlate Bangla**
- **gSlate English**
- **gSlate Arabic**

4.3 Grameen Trust Sampan Social Business

Grameen Trust and Sampan Development Ltd (SDL) started a partnership business named GTS (Grameen Trust Sampan) Social Business for Physically Challenged especially for the blind on July 2013. The social business was started with an initial capital of Tk. 6,00,000 equally shared by both the parties. Grameen Trust and Sampan Group Limited divided their role as business partners. It was agreed that Sampan Group Limited would take over the main responsibility of the operation. That includes getting trade license, opening a bank account, buying equipments, renting room, marketing the product and the role of the entrepreneur. Grameen Trust is liable to do the monitoring and supervision of the business. GTS has started its operation on 15th August, 2013 with one trainer cum technician, two blind persons and two supporting staff for producing note books primarily designed for school, college and university students. Initially it started with a cutting machine and a ruling machine. It has been producing 200-250 note books on an average per day and marketing these through different channels. They have been making 200, 160 and 120 pages note books.

GTS has realized that to make it a profitable business and more importantly to facilitate more physically challenged people through this program, they will need to expand their business. They are yet to master the marketing activity. That is why they are in the phase of shifting their factory Keraniganj because it is closer to the main source of the paper. So, it will be cheaper for them to buy papers from there by eliminating the middlemen.

Currently GTS has 7 blind persons and 1 mute person along with 2 able persons working. As of November 2014, GTS has produced total 22,939 note books, out of which 18,571 were sold.

4.4 Grameen Shakti Samajik Byabosa Ltd.

Grameen Shakti Samajik Byabosa Ltd. (GSSB) is a private limited company established in December 2010 jointly by Grameen Trust and Grameen Shakti. In the business Grameen Shakti has 99.75% contribution and Grameen Trust 0.25% contribution as partners.

Vision

- Social business and fulfillment of bare necessities of humanity.
- Create job giver instead of job seeker

Mission

Find out potential innovative unemployed youths, train them, and provide technical, finance and business development support for being an entrepreneur.

Improved Cooking Stove (ICS)

In rural Bangladesh, the energy consumed for cooking exceeds the demand for all other uses of energy. Grameen Shakti Shamajik Babsya(GSSB) has launched a program to promote improved cook stoves in Bangladesh and to address the high demand for biomass fuels and indoor air pollution caused by cooking on polluting, traditional stoves. GSSB has become interested in ICS because it helps women and makes their lives easier.

GSSB plans to focus on two types of local players for expanding Improved Cook Stoves. They are the local technicians and local manufacturers. GSSB has already trained more than 1000 local youth especially women to make, sale and repair ICSs. GSSB plans to train more technicians in the next phase. These trained technicians will train others as well as produce and commercialize improved cook stoves on behalf of Grammen Shakti Shamajik Babsya. Many of them will soon start their own business in arrangement with GSSB and will lay the basis of developing ICS entrepreneurs at the rural level. GSSB has set up 19 manufacturing units in rural settings for constructing ICS accessories such as metal grates and chimneys. These manufacturing units are run by entrepreneurs with the financial and technical assistance from GSSB. GSSB is serving the rural poor households by providing them improved cooking stoves at a reasonable cost. They used to market cooking stoves through four branches. GSSB earned the goodwill of the rural people by providing excellent after sales services to ensure the success of its program. GSSB engineers, who are also called social engineers, train women technicians and provide them with employment.

Features of Improved Cooking Stove program

- 50% less fuel cost
- Women protected from in-door air pollution, no blackening, no heat from stove
- Very cost effective for large establishment such as hostels, restaurants etc.

GSSB has produced 9, 36,195 improved cooking stoves recorded till now.

Nobin Udoykta Program

GSSB is engaged in Nobin Udoykta Program activities in Birulia, Ahshulia and Dhamshona Union under Savar Upazilla.

Chapter - 5
Recommendation
& Conclusion

5.1 Recommendation

Grameen Trust's social business is a significant step in their goal to reach social development. They are reaching different community of people who are in need through their social business. However there is always room for adjustments and improvements. So, based on the information I have received so far, some recommendations have been made. These recommendations are discussed below –

- ✓ If we look back at the Nobin Udoykta Program, responsibilities of investors and the entrepreneurs, there are more responsibilities for investors than for entrepreneurs, losing potential empowerment of business owners that need to take in their hand the whole management of their business to reach their self-sustainability.
- ✓ Nobin Udoyktas do not receive a formal training program from Grameen Trust to prepare themselves for business challenges that they are going to face as entrepreneurs in the coming future. Although most entrepreneurs have previous experience running a business of being involved in the same category of business, but with more training on their line of work, they have potential to increase efficiency, reduce costs, diversity their clients, set better prices, introduce new products, etc.
- ✓ Grameen Trust Sampan helps the physically challenged people by providing them training in production of note books. Their focus is on the blind at present. They can widen their helping net and reach out to other types of physically challenged group. They can also help the mentally challenged people through this business.
- ✓ At present the operation of Grameen Trust Sampan is on hold due to the fact that it is hard for the workers to commute to the factory. I think Grameen Trust Sampan should arrange necessary transportation and accommodation facility for them even though it will be cost incurring, but since their motto is to bring financial independence in lives of the physically challenged so they should take that initiative.
- ✓ Grameen Intel Social business (GISB) Limited is helping the local entrepreneurs and also the local community through those entrepreneurs. GISB should monitor whether the entrepreneurs are providing the services to the customers.

5.2 Conclusion

Grameen Trust is engaged in social business to provide a necessary support for tackling social issues by combining business know-how with the desire to improve quality of life. Grameen Trust since its inception has tried to better the life standard of the economically challenged people through their operation. We don't consider involving the poor into our economy. But that target group is full of potential but has never had a real opportunity. Grameen Trust along with Grameen Bank is tried to fill the gap in our economy by assisting the poor to realize their full potential and start a journey to their economic independence which will result in the economic growth of the nation as a whole. Grameen Trust is reaching so many different types of people who can change their luck if only they are shown a little faith and assistance. Students are always encouraged to take up entrepreneurship, be their own boss and climb the ladder of success. But we don't consider the fact that the less fortunate group of people can also be entrepreneurs. With the help of Grameen Trust's social business, a lot of people are becoming entrepreneurs in different sectors of business. Most unique example is how Grameen Trust is using the information technology to create entrepreneurship opportunity for the low income people, who are helping their local farmers with information and tests with latest technology to get better crop. This is how Grameen Trust is creating a society where people helping each other to grow with their assistance in the form of investment and trainings.

Reference

1. Grameen Trust Annual Report 2013
2. Grameen Dialogue 94/95
3. www.grameentrust.org
4. www.socialbusinesspedia.com
5. <http://www.grameen-intel.com/products/krishe/>
6. <http://www.grameen-intel.com/products/mrittika/>
7. <http://www.grameen-intel.com/products/protikar/>
8. <http://www.grameen-intel.com/products/ankur/>
9. <http://www.grameen-intel.com/products/dolna/>
10. <http://www.grameen-intel.com/products/shumata/>