

Internship Report
on

**"Monitoring Grameenphone value chain suppliers in light
of health, safety, security and environment (HSSE) &
Labor code-2006"**



Supervised by

Afsana Akhter

Assistant Professor

BRAC Business School

BRAC University

Submitted By

Tahniah Mafiz

Id-08104136

BUS 400

Letter of Transmittal _____

May 24th, 2012

Afsana Akhtar

Assistant Professor, BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Madam,

This is my pleasure to present my internship report entitled “**Monitoring the Grameenphone Value Chain Suppliers in Light Of Health Safety Security & Environment & Labor Code-2006.**”

The main purpose of this report was to learn the selection of suppliers of Grameenphone Ltd and gain a better outlook on the HRM practice of HSSE and local labor law. I have tried my level of best to cover the topic effectively, and I hope that this report meets your expected standard. This experience helped me immensely to develop my skills in Human Resource Management. I am thankful to you for your guidance, suggestions and constructive criticism during the preparation of this report that only encouraged me further into excelling.

Please accept this report and oblige. I am eager to respond to any questions that you may have concerning this report.

Yours Sincerely,

Tahniah Mafiz

Acknowledgement _____

At first I would like to thank my honorable internship supervisor from BRAC Business School (BBS), BRAC University, Afsana Akhtar for providing me such an opportunity to prepare an Internship Report on."Monitoring Grameenphone value chain suppliers in light of health, safety, security and environment (HSSE) & Labor code-2006"Without her helpful guidance, the completion of this project was unthinkable.

I would like to place my gratitude to K.M.Sabbir Ahmed (Specialist– Safety & value chain BA, HSSE BA) of Grameenphone Ltd.enable me to complete my internship in their esteemed organization.

During my preparation of the project work I have come to very supportive touch of different individuals (respondents from Grameenphone Ltd.) & friends who lend their ideas, time & caring guidance to amplify the report's contents. I want to convey my heartiest gratitude to them for their valuable responses.

Executive Summary

Grameenphone Ltd (*hereinafter referred to as "GP"*) is the leading telecom service provider in Bangladesh. It has better network with better services. Its wide coverage of network and flawless customer service makes it the pioneer. To reach this position the most important is the workforce of Grameenphone. The skilled workforce and their tremendous work make a difference with the telecommunication service provider companies. GP has come a long way with core Values: Make it Easy; Keep Promises; Be Inspiring and Be Respectful. Grameenphone always try maintaining their values in every step in their work and their Brand Promise Stay Close. The HSSE and BA department of Grameenphone Create, Execute & retain HSSE culture in Grameenphone & value chain. OHS&S (occupational health, safety, security and environment) assurance, Local HSSE policy & procedures, ABC (agreement of responsible business conduct) & SCP (suppliers conduct principal) implement/follow-up. Group policies Supply Chain Business Assurance, Supplier Conduct Principle, Supply Chain Business Assurance (Group & Local) are the policy of BA department. Different experience GP HIT projects Experience, Service Excellence are the core experiences to lead towards the success. CAN-DO Attitude of Team also make a tremendous change in the business operation.SCP Implementation Guideline, Inspection & Audit Guideline, HSSE Mgt. System Guideline are the guideline to the department towards this pioneer of HSSE and local law practice with the supplier. In 2010 and 2011 the team works hard to make it possible, this brings a change. Still there are difficulties but the value chain business assurance department is working flawlessly toward the vision of 2013-

"Transformation of Suppliers to business partner."

TABLE OF CONTENTS

Chapter I: Organization Part	2
1.1 OVERVIEW OF GRAMEENPHONE LTD.	2
1.2 HISTORY OF GP.....	5
1.3 THE VISION, THE MISSION AND THE OBJECTIVE	6
1.4 ORGANGRAM AND MANAGEMENT OF GP	7
1.5 PRODUCTS OF GP	8
CORPORATE RESPONSIBILITIES (CSR).....	13
SWOT ANALYSIS OF GRAMEENPHONE.....	16
Chapter II: Job Part	20
2.1 DESCRIPTION OF THE JOB	20
2.2 SPECIFIC RESPONSIBILITIES OF THE JOB	25
2.3 OBSERVATION AND RECOMMENDATIONS	27
Chapter III: Project Part	28
3.1 DESCRIPTION OF THE PROJECT	28
3.2 OBJECTIVES OF THE STUDY	29
3.3 METHODOLOGY	30
SCOPE OF THE STUDY	30
3.4 LIMITATIONS	30
3.5 MAIN BODY OF THE PROJECT	31
4. Analysis:	36
5. Result and Discussion	42
6. Conclusion	43
7.Attachments and References	44



1.1 OVERVIEW OF GRAMEENPHONE LTD.

Grameenphone Ltd (*hereinafter referred as to “GP”*) is the leading mobile phone company in Bangladesh with the largest number of customers to serve with. Starting its operations on March 26, 1997, the Independence Day of Bangladesh, GP has come a long way. The company has a customer base of 32.4 million and the number is further growing. From May of the last year more than 5 million people made GP their preferred service provider and in this year the numbers of customers have reached to the new height of 30 million. With more than 81% growth, the market share remained over 43%**, even though the overall competitive environment had considerably intensified.

Total six (6) companies are present in the market among which the number of subscriber of GP is far ahead than the second position holder Banglalink (20 millions). Strong internationally reputed companies like Orascom and Axiata is present in the market. Recently Airtel entered in the market by purchasing Warid Telecom. This way the industry is becoming increasingly more competitive because of the entry of these internationally experienced operators.

GP is seeing the Bangladeshi market as a great opportunity to do business. Recently it introduces its subsidiary company GP-IT. Diversified services are being offered by GP and they are committed to continue their excellent performance in future. GP has built the largest cellular network in the country with over 13,000 base stations in more than 7000 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the GP network. GP has always been a pioneer in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. GP was also the first operator to introduce the pre-paid service in September 1999. It established the Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. The entire GP network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from

** GP annual report 2010



anywhere within the coverage area. There are currently nearly 2.6 million EDGE/GPRS users in the GP network. And GP will continue to make the network quality better and capacity improvements through the country by using latest technologies. Very recently they will introduce 3G network in Bangladesh.



Operating Coverage of GP

Presently GP has covered 440 upazillas of 61 districts. 98% of the total population is under coverage of GP's network. GP has so far invested more than BDT 15,900 crore to build the network infrastructure.

Brief profile of GP

- The full name* : Grameenphone Ltd.
- Head Office* : Grameenphone Ltd. GPHOUSE, Basundhara, Baridhara, Dhaka-1229.
- Date of incorporation* : November 28, 1996.
- Service Launched* : March 26, 1997.
- Product & Services* : More than 50 products, services, promotions and features, 1600 Customer service points and 82 GP Centers in all the divisional cities.
- Employees* : More than 5000 full and temporary employees, other 300,000 people are directly dependent on GP.
- No of divisions* : 7.
- No of Subscribers* : 31 Million.
- Shareholders* : Telenor (55.8%), Grameen Telecom Corporation (34.2%), 10% shares belong to general retail and institutional investors.

Source: <http://www.grameenphone.com/about-us>.



1.2 HISTORY OF GP

- November 28, 1996* : GP offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.
- March 26, 1997* : GP launched its service on the Independence Day of Bangladesh.
- June 1998* : GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.
- 1999* : GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna.
- 2000* : GP started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network.
- 2001* : Launched WAP service.
- 2002* :
 - Bangladesh Business Award for "Best Joint Venture Enterprise".
- August 2003* : After six years of operation, GP has more than one million subscribers.
- October 2005* : GP continues to being the largest telecommunication operator of Bangladesh with more than 5 million subscribers.
- 2006* : GP reached 10years of its operations and 10 millions of subscribers.
- November 2006* : GP re-branded with new logo.
- September 20, 2007* : GP announces 15 million subscribers.
- January 2008* : Introduced Black Berry Service to Bangladesh.
- June 2008* : Reached 20 million subscribers.
- Feb 2009* : Launched GP Internet Modem.
- Sep 2009* : Launch of GP Handset.
- March 2010* : Mobitaka Brand launch with E-ticketing.
- June 2010* : 1st Annual General Meeting of GP.

Source: <http://www.grameenphone.com/about-us>



1.3 THE VISION, THE MISSION AND THE OBJECTIVE

Company Vision

“We are here to help”

Vision: GP vision is “We’re here to help”. That means GP exist to help the customers get the full benefit of communications services in their daily lives. They want to make it easy for the customers to get what when they want it.

Company Mission

Mission: The mission of GP is to provide a total communication solution to its customers. To do this the service development of GP has significantly developed over the last few years. GP subscribers can now enjoy all the modern data communication and content services. Mobile office, internet access, MMS and modern music and download services are available through the nationwide EDGE enabled network.

Objective:

GP has a dual objective to receive an economic return on its investments and to contribute to the economic development of Bangladesh through telecommunication. This is why GP, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor. It is on the way to bring a total revolution in the telecommunication field. By attaining the success factors, GP would like to be recognized as a reliable, honest and committed company to its valued subscribers and stakeholders.

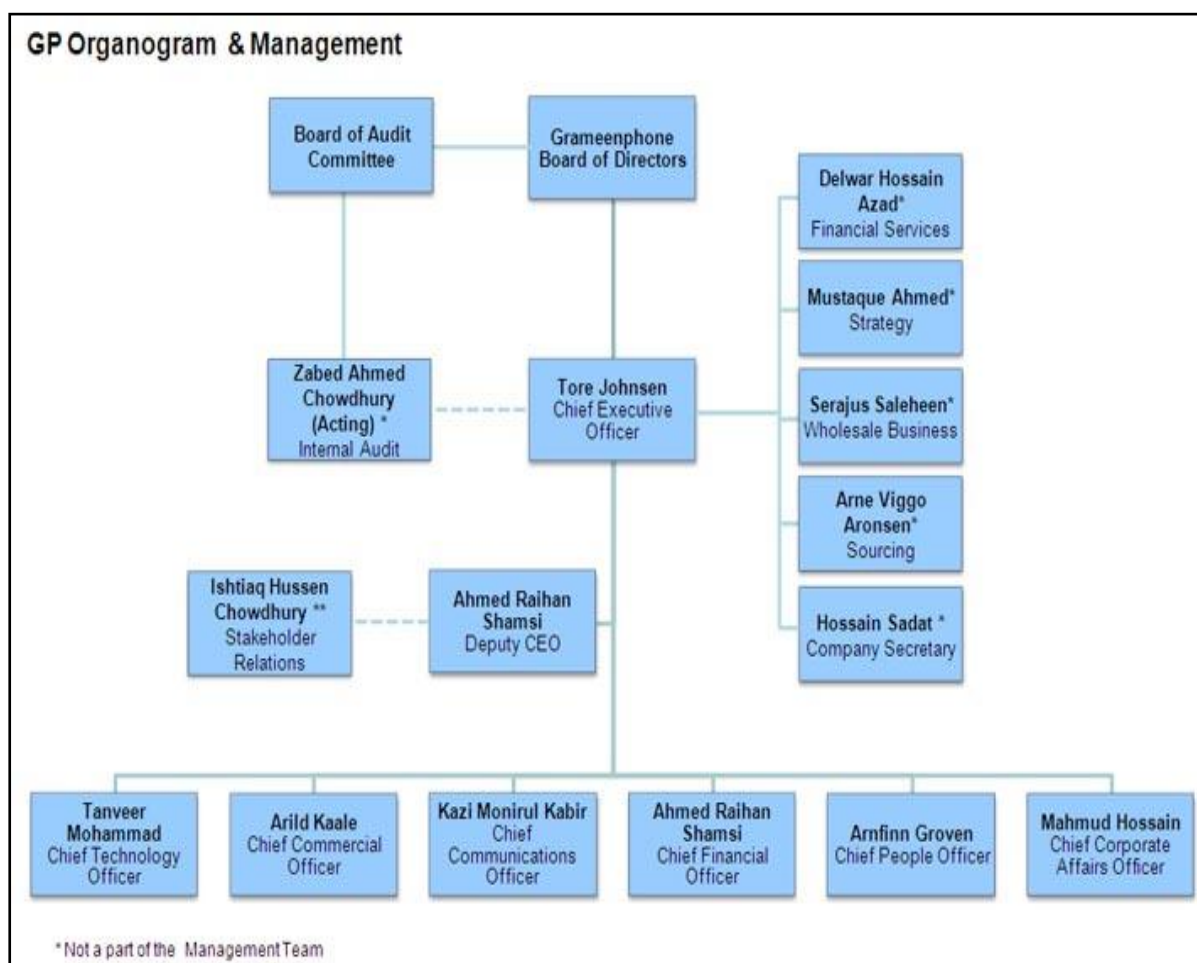
Values

- ✦ Make it easy
- ✦ Keep promises
- ✦ Be inspiring
- ✦ Be respectful



Values: Make it Easy; Keep Promises; Be Inspiring and Be Respectful. Grameenphone always try maintaining their values in every step in their work. **Brand Promise** Stay Close.

1.4 ORGANGRAM AND MANAGEMENT OF GP



Source: <http://www.grameenphone.com/about-us/corporate-information/corporate-governance/organization-structure>

Figure 01: Organgram of GP. (As per 2010 annual report)



Divisions and departments of GP

Currently GP has 7 divisions and 49 departments under these divisions to run its operations smoothly. The divisions and number of departments under them are:

- ✿ Commercial Division (9 Departments).
- ✿ Communication Division (6 Departments).
- ✿ Corporate affairs Division (5 Departments).
- ✿ Finance Division (6 Departments).
- ✿ Managing Director Division (8 Departments).
- ✿ People and Organization Division (6 Departments).
- ✿ Technology Division (9 Departments).

1.5 PRODUCTS OF GP

Currently GP is selling six types of packages:

- ✿ **Xplore**- Postpaid connection and is available with Mobile to Mobile with BTCL connectivity. BTCL incoming is absolutely free in Xplore.
- ✿ **Shohoj**- Prepaid connection comes with pre-activated package to talk to any operator number at a low, flat rate of Tk 0.79.
- ✿ **Bondhu**- Highest number of F&Fs allows to talk to near and dear ones at the lowest rate.
- ✿ **Aapon**- Can talk to over 25 million GP numbers at a very low rate of 49 Paisa per minute.
- ✿ **Baadhon**- Designed to serve the rural population of Bangladesh.
- ✿ **Smile**- Prepaid connection that gives freedom, opportunities and more reasons to smile!!

The Purpose

GrameenPhone has a dual purpose to receive an economic return on its investments and to contribute to the economic development of Bangladesh where telecommunications can play a critical role. This is why GrameenPhone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor.



The Strategies

GrameenPhone strategy is coverage of both urban and rural areas. In contrast to the “island” strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, Grameenphone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameenphone network.

The People

The people who are making it happen- the employees are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (gender) and minority groups in Bangladesh being well represented. They know win their in hearts that GrameenPhone is more than phones. This sense of purpose gives them the dedication and the drive, production- in about five years- the biggest coverage and subscriber-base in the country. GrameenPhone knows that the talents and energy of its employees are critical to its operation and treats them accordingly.

The Technology

Grameenphone Global System for Mobile or GSM technology is the most widely accepted digital system in the world, currently used by over 750 million people in 150 countries. GSM brings the most advanced development in cellular technology at a reasonable cost by spurring severe competition among manufactures and driving down the cost of equipment. Thus consumers get the best for the least.

Company Service

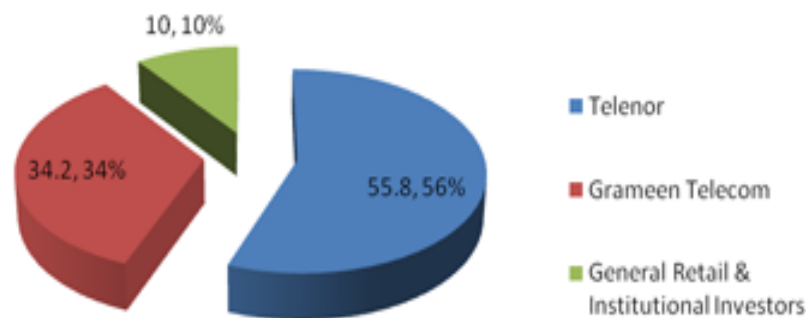
GrameenPhone believes in service, a service that leads to good business and good development. Telephony helps people work together, raising their productivity. This gain in productivity is development, which in turn enables them to afford a telephone service, generating a good business. Thus development and business go together.

Shareholders of Grameenphone



Telenor:

As is the state-owned Telecommunications Company in Norway, a country with one of the highest mobile phone densities in the world. It holds 56% share in GrameenPhone. Telenor has played a pioneering role in development of cellular communications, particularly, but not exclusively, GSM technology. In addition to Norway and Bangladesh, Telenor owns GSM companies in Portugal, Denmark, Greece, Austria, Hungary, Russia, Ukraine, and Montenegro, Thailand and in Malaysia and recently in Pakistan.



Telenor is using the expertise it has gained in its home and international markets and putting it to use in an emerging market such as Bangladesh. Telenor has many alliances in other countries, bringing experience and competence, both technological and business, to ventures such as GrameenPhone. Telenor has opened a regional Asia office in Singapore, an expansion that emphasizes its ‘No Barriers motto.

Grameen Telecom:

Grameen Telecom is a not-for-profit organization and a sister concern of Grameen Bank, the internationally recognized bank for the poor with an expansive rural network and extensive understanding of the economic needs of the rural population. Grameen Telecom has 34% share in Grameenphone. Grameen Telecom, with the help of Grameen Bank, administers the Village Phone services to the villagers and trains the operators as well as handles all service-related issues. Grameen Bank covers 40,486 villages, or 60 percent of rural Bangladesh through its 1175 bank branches. Grameen Telecom’s objectives are to provide



easy access to telephones in rural Bangladesh, introduce a new income-generating source for villagers, bring the Information Revolution to villages and prove that telecommunications can serve as a weapon against poverty. More than 95,000 village phone is delivered to poor women to meet their financial need.

Performance of GP

GP currently has 43% of the market share. It generates high revenue and each year it is increasing. In 2006 GP generated revenue of 74733 million BDT but in 2010 it increased to 29,628 million BDT.

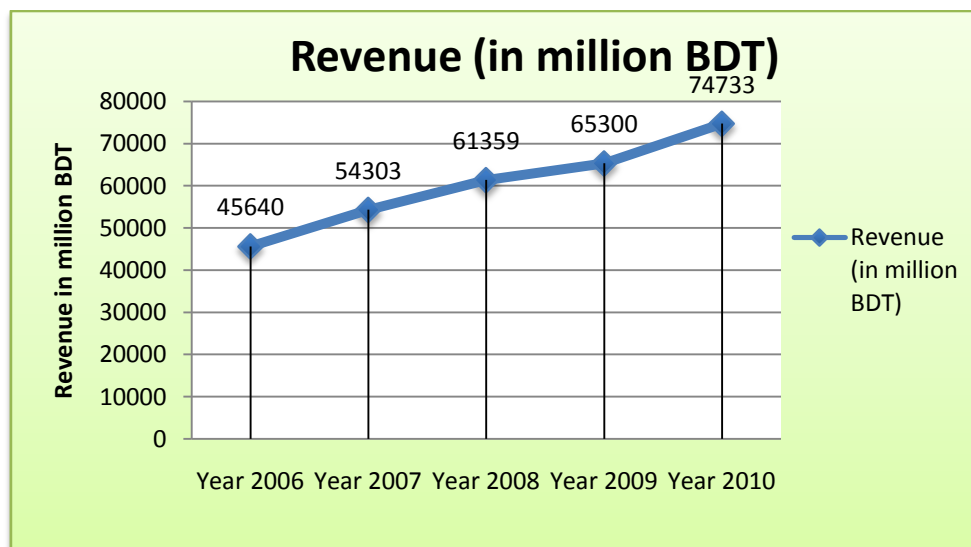


Figure 02: Revenue Earning of GP (in million BDT) from 2006 to 2010

The no. of subscribers has nearly tripled in 2010 to around 30 million from around 10 million in 2006. From the figure we see that every year the no. of subscribers had increased significantly.

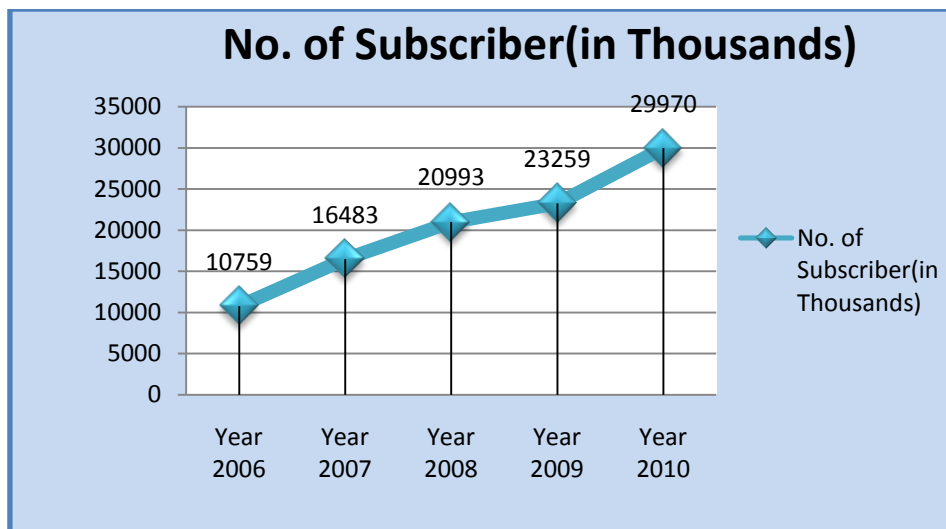


Figure 03: No. of subscribers of GP (in thousands) from 2006 to 2010

The average revenue per user (ARPU) has a picture like the below graph. Though the ARPU decreased the number of subscriber increased significantly, as a result revenue increased a lot.

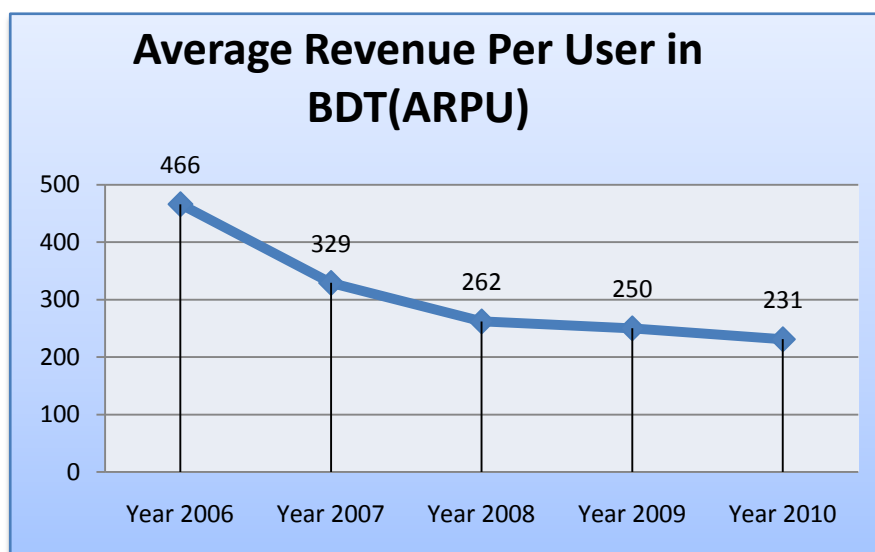


Figure 04: Average Revenue per User of GP (in Taka) from 2006 to 2010

Average minutes per user (AMPU) of GP has the below scenario. Though the (AMPU) decreased in comparison of the previous year, yet it is in a satisfactory level. The AMPU is highest is 2008. It's now in a decreasing trend be. One reason for this is that, the telecom



industry has become more competitive. People are not depending on a specific operator rather more than one operator.

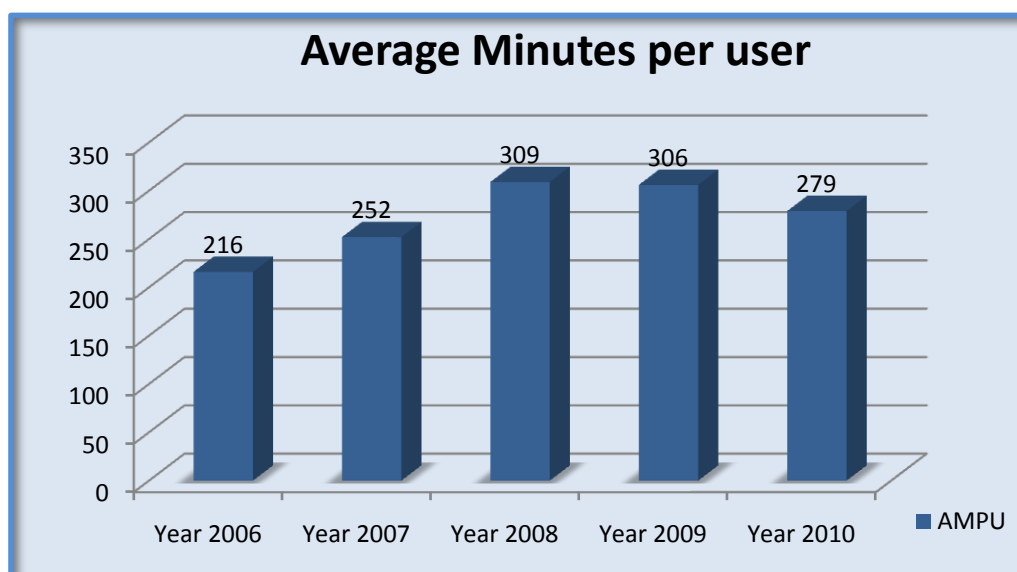


Figure 05: Average Minutes per User of GP from 2006 to 2010

Source: GP Annual Report 2010.

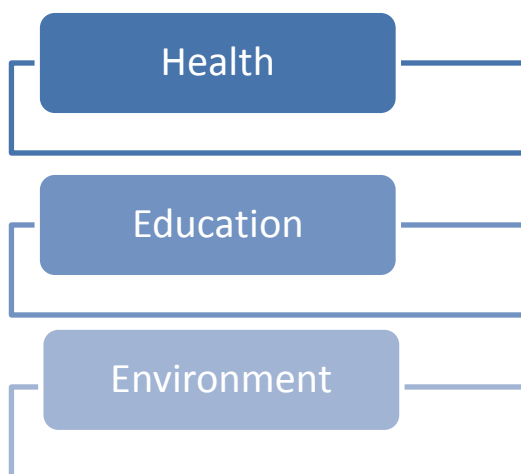
Corporate Responsibilities (CSR):

Corporate Social Responsibility is an ethical corporate behavior which is done by most of the organization to create value. At Grameenphone, they live by the statement "Development is a journey, not a destination." Their work is not just about ensuring connectivity; it is about connecting with people and building relationships, based on trust, with their subscribers, business partners, employees, shareholders, as well as the wider community. They have always believed that good development is good business. While they maintain their business focus, taking the nation forward remains our top priority. Thus their relationship with Bangladesh is built on a partnership which strives to achieve common economic and social goals.

Corporate social responsibility, as they see it, is a 'complementary' combination of ethical and responsible corporate behavior, as well as a commitment towards generating greater good for



the society by addressing the development needs of the country. They have three main CSR activities:



1. Health:

- ✦ Safe motherhood and infant care project: Grameenphone Safe Motherhood & Infant Care Project was designed to ensure high quality safe motherhood and infant care service who are economically disable and their infant with a free cost.
- ✦ Free Eye Camps: Grameenphone, in partnership with Sightsavers International, aims to struggle blindness in different parts of the country where eye-care services are not readily available.

2. Education:

- ✦ **Scholarship:** This program inspires underprivileged students and gives them the opportunity to study hard and grow as real leaders so that on completion of their studies they may take the challenge to become future leaders of Bangladesh.
- ✦ **Alokdeep (Non-formal primary school):** Alokdeep aims to provide shelter when likely calamities strike. It otherwise will act as a place to provide non-formal primary education to the poor population of the community.



- ✦ **Information Boat:** Grameenphone Information Boat (Tathyo Tori) has been initiated to break the digital divide- both by educating and empowering rural people with the necessary information for their livelihoods.

3. Environment:

- ✦ **Click Green:** The purpose of Click Green is to create climate and environment awareness among the employees of Grameenphone and support them to become energetic agents of sustainable and equitable development. At the same time, the program has been developed to support employees to think, reflect and act towards the goal of being environment friendly - promote an understanding that communities are pivotal to changing attitudes towards environmental issues.
- ✦ **Community Power Project:** The Community power project plans to develop a robust and cost efficient decentralized mini-grid infrastructure based on renewable energy for rural development in Bangladesh. This project aspires testing smart mini-grid to provide energy to single village or cluster of villages. The operation is to be carried out as a social business where an NGO/VEC will be responsible for management, operation and preservation so that this part becomes sustainable and require no financial involvement from Grameenphone. This will help the local people's livelihood to grow and also will put in to the Government commitment's to digital Bangladesh.

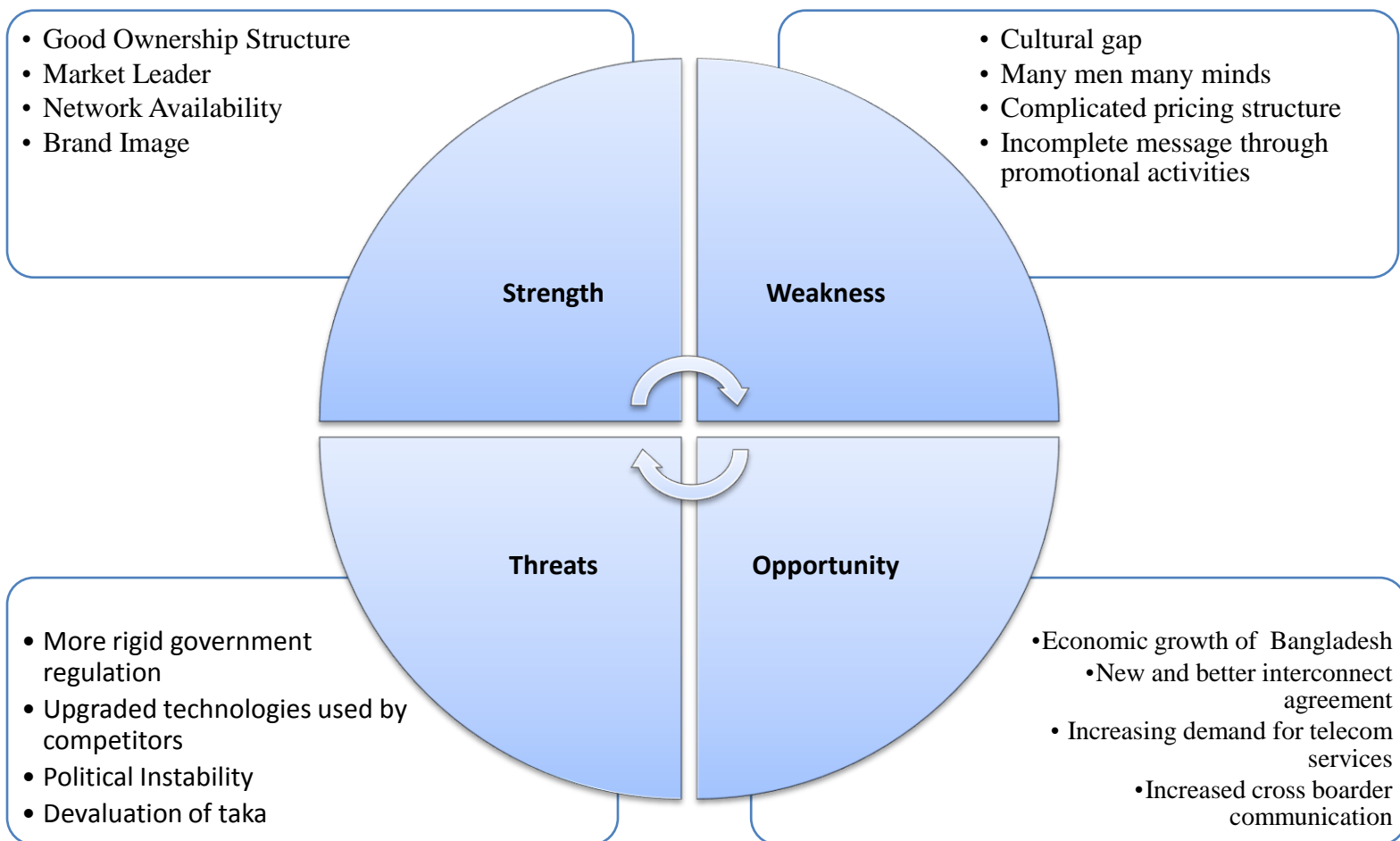
The ambition of Grameenphone's Climate Change Program is:

- ✦ To become the leading corporate company in climate initiatives in Bangladesh within 2015'
- ✦ Reduce 15% carbon emission by 2012 & 40% by 2015 Ton CO2 as compared to 2008 level
- ✦ Corporate Transformation: 'Green Company'
- ✦ Aware-Engage-Advocacy GP employees



🔗 Create momentum With community & People

SWOT Analysis of Grameenphone



STRENGTHS

🔗 **Good Ownership Structure:**

Grameenphone has the best ownership structure in the telecommunication industry in Bangladesh. Telenor is one of the largest companies, which is operating in different countries around the world. Again, in Bangladesh, Grameen Bank is one of the largest NGO, which has the sound communication all over the country. It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom



Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors.

Market Leader:

Grameenphone is the first organization in Bangladesh, which has reached to the general people. Though City cell had started their operation beforehand, but they were unable to reach the general people. So, the people are being used to with Grameenphone. This is a huge advantage of Grameenphone.

Network Availability:

Grameenphone has the widest network coverage and a large number of BTS station (Tower) all over Bangladesh. That's why the company can provide better connectivity in most of the area of the country.

Brand Name of Grameen Image:

Grameen Bank is well known all over the country because of its appreciable activities in financial sector for poor people in Bangladesh. So, when the name Grameen has been added with this telephone company, the organization gets a huge exposure due to this Grameen image.

Financial Soundness:

Because of effective strategic planning, Grameenphone is able to earn a healthy amount of revenue, which gives them financial soundness.

WEAKNESSES

Cultural Gap:

In Grameenphone management, employees from different countries are existed. Suppose, CEO is a Norwegian, Chief Technical Officer is Indian and many more employees come from different countries. That's why sometimes there may be lack of understanding due to cultural gap.



🔹 ***Many Men Many Minds:***

Sometimes different ideas may create problem. In Grameenphone, this is highly encouraged to apply new strategy for better performance. Sometimes, it may create problem because employees are used to with previous strategy.

🔹 ***Complicated Pricing Structure:***

Grameenphone has lots of products. The pricing of these products and their billing policies are different which also difficult for a user to understand.

🔹 ***Incomplete Message through Promotional Activities:***

Most of the time the advertisements of Grameenphone have no clear appropriate messages. Not only that, most of them are also so confusing to understand. As a result, subscribers get the wrong meaning of what has been said to them.

OPPORTUNITIES

🔹 ***Economic Growth of Bangladesh:***

The economic growth of the country will increase the expansion of telecommunication industry. From 1995 to 2006, there is huge change in telecommunication sector.

🔹 ***New and Better Interconnect Agreement:***

Grameenphone is going to have agreement with T&T to have better communication from land phone. The organization has agreements with other operators like Robi, Citycell, and Banglalink to have better internal connectivity.

🔹 ***Increasing Demand for Telecom Services:***

The market of telecommunication is expanding. So, this is easy for Grameenphone to achieve the major portion of expanded market because of its leading position.



🔹 ***Increased Cross Boarder Communication:***

As international activities increased in the country, people need the connectivity not only within the country, but also outside of the country. So, the market for outside of the country is also expanding.

THREATS

🔹 ***More Rigid Government Regulations:***

Government is becoming restricted for taking away currency from the country. So, foreign companies are threatened because they may have risk to back their investment to the country. The government also put restriction for work permit of foreign employees.

🔹 ***Upgraded Technology Used by Competitors:***

New mobile phone operators like Banglalink, Airtel are establishing their channels with latest technology, whereas Grameen Phone is using the stations which are five years old. So, this is one of the disadvantages for Grameenphone.

🔹 ***Political Instability:***

Political instability is another threat. With the change of Government, policies are also changed. So, this is difficult for any multinational organization to cope with new policies.

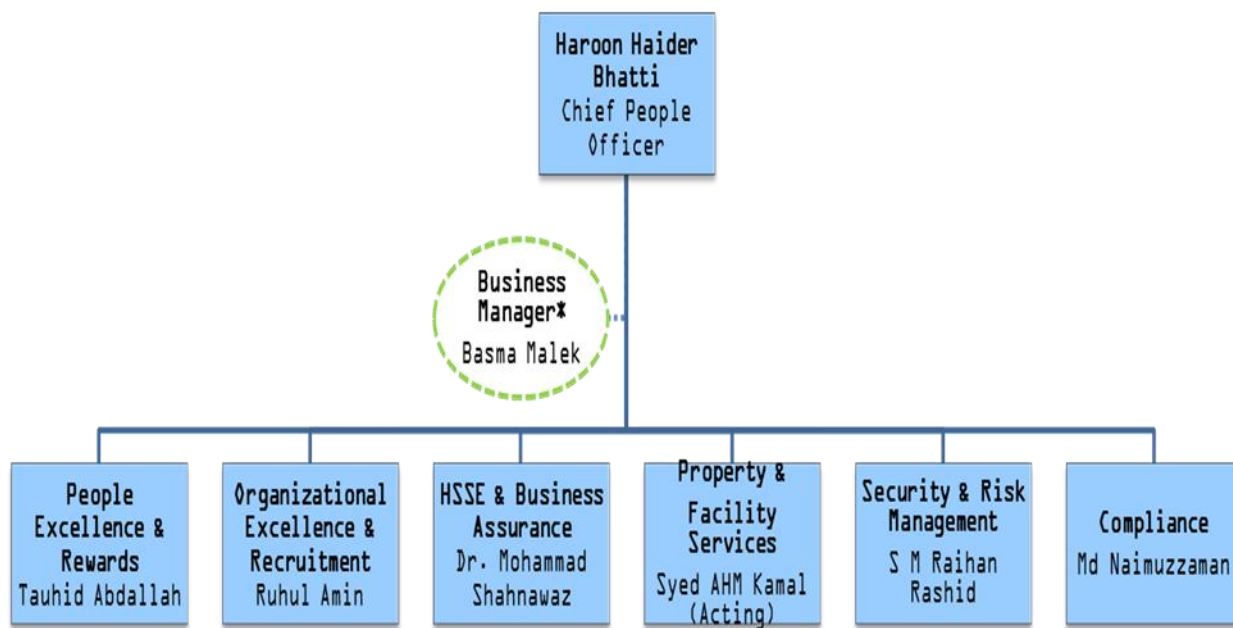
🔹 ***Devaluation of Taka:***

As the investment occurs in foreign currency, that's why the devaluation of Taka decreases profit from financial point of view.



2.1 DESCRIPTION OF THE JOB:

Grameenphone Ltd (*hereinafter referred to as "GP"*) is the leading telecom service provider in Bangladesh. It has better network with better services. Its wide coverage of network and flawless customer service makes it the pioneer. To reach this position the most important is the workforce of Grameenphone. The skilled workforce and their tremendous work make a difference with the telecommunication service provider companies. The name of the division of the skilled workforce is people and organization. The division has six departments. The name of the department where the author have worked is HSSE and BA of People and Organization .The Structure are of the department shows in a follow chart.



**Figure 1: The organgram of people and organization division with six departments
Grameenphone.**



Scope of work at a glance in P & O

- ✦ Drive a strategic HR mandate and build a high performance organization.
- ✦ Develop and deploy the HR Strategy and annual functional plan in line with overall business plan & strategy.
- ✦ Drive targeted initiatives to ensure effective attraction, development and retention of business critical talents.
- ✦ Reinforce GP WAY and Drive organization change & cultural transformation initiatives.
- ✦ Develop, maintain and implement strategies, policies and procedures in order to establish organizational capabilities to meet current and emerging business needs for the functional areas which include People Excellence & Rewards, Recruitment & Development, HSSE & BA, Property & Facility Services, Security & Risk Management, Organizational Excellence
- ✦ Oversee the completion/ readiness of office premises, both at Corporate and Regional GPHouse, establishment with high quality and low cost facility services and establishment of security procedures.
- ✦ Provide support and consultation to all functions within scope, in order to ensure business alignment and adaptation of best-practices.
- ✦ Implement long-term UCC (WOW) strategy and framework.

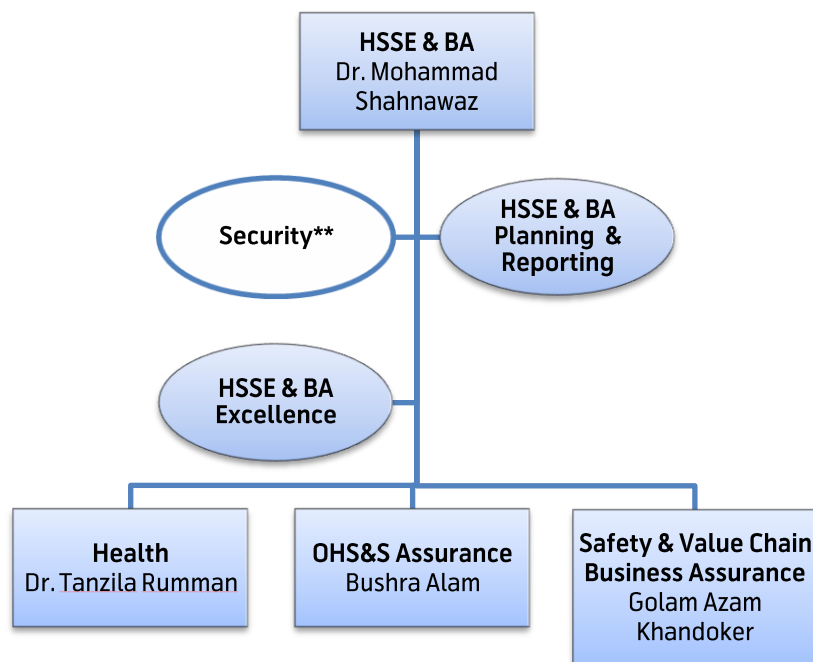


Figure 2: Organgram of HSSE & BA Department, P&O.

The Function of HSSE & BA department

Grameenphone is responsible company. To operate their business they maintain international standard set by the parent company Telenor. As per Telenor Groups requirements the organization HSSE and labor law is very strict. They are not only concern with practicing HSSE and local law within organization but also concern about their suppliers. The HSSE and BA department of Grameenphone Create, Execute & retain HSSE culture in Grameenphone & value chain. OHS&S (occupational health, safety, security and environment) assurance, Local HSSE policy & procedures, ABC (agreement of responsible business conduct) & SCP (suppliers conduct principal) implement/follow-up. Non-financial report to GP Board, Telenor Group and stakes, Safety risk, accident/incident assessment, investigation & mitigation plan, HSSE Audit/ Inspection. Employee awareness & HSSE training programs, Emergency medical protocol and In-House medical consultancy. International standard Day-care operations for GP employees. Bridging with Board & Management, establish GP HSSE as a role model among Telenor's OpCos (business unit) Strategic roles in Crisis Management.



Within the department the author closely worked with safety and value chain business assurance. The team of VCBA implements the HSSE service to the stake holders or to the suppliers.

The total Work Process Flow of VCBA-



Where-

- ✦ Group Policy & Procedure
- ✦ Internal policy & guideline on HSSE & BA
- ✦ Internal HSSE practices for many years
- ✦ Internal experienced manpower
- ✦ HIT project experience

Planning Process-

- ✦ Developing more integrated audit/inspection plan
- ✦ Involving line for supplier inspection
- ✦ Deploying External expertise for suppliers audit
- ✦ Review GP's Suppliers

Execution-

- ✦ Performing Audit-Inspection by External expertise
- ✦ Performing audit as per plan
- ✦ Ensure corrective action against audit findings
- ✦ Ensure corrective action against SAQ findings

Review-

- ✦ Monthly activity update to Management
- ✦ Monthly reporting to group
- ✦ Report to GP HSSE Board committee



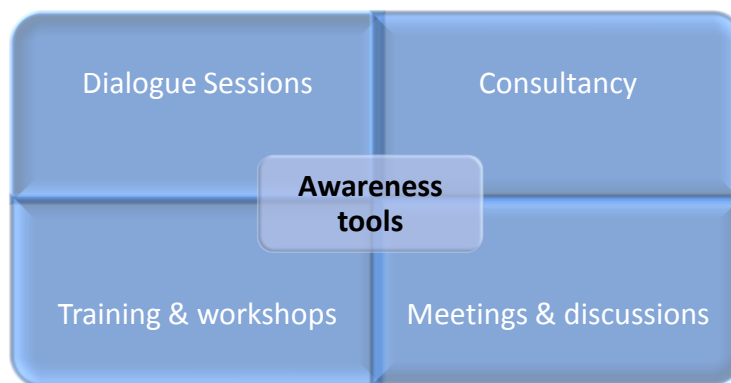
Involving:

The Team works with the different level involvement. That are-

- ✿ **Sourcing-** Sourcing is the Supply Chain management Department of Grameenphone.
- ✿ **Technology-** Technical division of Grameenphone Ltd.
- ✿ **Commercial-** commercial is the marketing department of Grameenphone Ltd.
- ✿ **PFS (property and facility service) -** one of the department of people & Organization. The department basically worked to facilitate property, food, other instrument to the human Resource pool.
- ✿ All other Contract Owner representatives

The Process (How):

- ✿ **SAQ response** – SAQ is the initial or the first stage after supplier’s selection from BA team. At this stage suppliers are provided with a self-Assessment Questionnaire (SAQ) which is a structured checklist provide by Grameenphone via e-mail. Suppliers Asses themselves by answering the checklist. Suppliers also mentioned their non-conformities and set a date to mitigate those. To check the condition there is audit program from BA team.(SAQ sample checklist. given in the appendix).
- ✿ **Workshop-** The workshops mainly held to create awareness among the suppliers regarding local labor laws and health, safety, security and environment issues. For this awareness program or workshop organization used effective tools. The tool are shown in the below Graph.



- ✿ **Functional Group Discussion-** As the implementation of HSSE and BA is not familiar with the suppliers. So functional Group discussion with suppliers creates the importance among them.
- ✿ **Feedback from HSSE audit/inspection-** HSSE Audit and Inspection is very important part of the process. The audit is basically done in suppliers' premises to check the actual condition of the HSSE and local law practice of the suppliers. After inspecting the premises the auditor make a report of the actual condition. Send the report to the sourcing (SCM). Sourcing finally select the suppliers those who are compliant with HSSE and labor practice.

2.2 SPECIFIC RESPONSIBILITIES OF THE JOB:

Internship Responsibilities:

The author worked in the Business assurance team under the supervision of K.M.Sabbir Ahmed, Specialist Value chain Business Assurance of P & O division, Grameenphone Ltd. The Specific responsibilities of the author are described below-

- ✿ **Supplier's database update:** Updating the supplier's database on MS-Excel. Updating on SAQ participation list, ABC contract signing,



participated list of the suppliers on the awareness program. Also the database of invited number of suppliers and accepted number of suppliers.

- ✦ ***Prepare report based on field visit:*** Field visit or audit on the supplier's premises with BA team and monitor the audit process. Finally prepare report Using Ms Word of the audit on the basis of the actual scenario of the supplier's premises on health, safety, security and environment and labor law, child labor condition. The report prepared to send it to the Supply Chain Management.

- ✦ ***Communication and liaison with suppliers (phone, e-mail):*** Communicating the suppliers regarding different information collection, Like- if they don't send any documents in due time author inform them and mentioned time of sending. Invitation for different awareness program.

- ✦ ***Survey result sharing via e-mail:*** SAQ result and ABC contract related documents needed to share with suppliers. Author does send those with the suppliers using official mail ID and also answers replied supplier e-mail of different quarries.

- ✦ ***Assist Suppliers training and awareness program:*** Awareness program arrangement. Receiving the guests and properly guided them in GrameenPhone premise. Assisting the program with the team.

- ✦ ***Write-up on different events organized by HSSE and BA dept.:*** As Grameenphone arrange awareness program according to Telenor requirements, the official website of Telenor used to share the write up on those events. The author writes structured detail of different program and put pictures. Finally write up checked by the BA team and uploaded in to website of Telenor group and shared to the all subs of Telenor.



2.3 OBSERVATION AND RECOMMENDATIONS:

After working with HSSE and BA department my observations are-

- A. Occupational Health & Safety
- B. General Human Rights and Labor practices
- C. Working environment
- D. External environment
- E. Employee Security
- F. Management of business partners in all contexts of

AS The Department is working with not very much well-known and hardly accepted fact like health, safety, security and labor law related activities. They already have sated different plans and gradually putting them into action. The department is growing towards their vision. As HSSE issues do not have practical practice in our country, the author hasn't enough knowledge to recommend. The Author would like to put 2 recommendations which can help the organization to implement the laws into practice-

1. Try to create a force by the govt. to maintain the labor laws and health, safety within the business.
2. Needed to promote the issues on labor law and HSSE like CSR activities, so that people get to know. When people will get the positive promotions it will motivate them to practice those laws.



3.1 DESCRIPTION OF THE PROJECT

In business when choose Suppliers we focused on different Criteria. Supplier selection criteria for a particular product or service category should be defined by a “cross-functional” team of representatives from different sectors of your organization. In a manufacturing company, for example, members of the team typically would include representatives from purchasing, quality, engineering and production. Team members should include personnel with technical/applications knowledge of the product or service to be purchased, as well as members of the department that uses the purchased item. Suppliers may expect transparency, Quality, Specification, equality of treatment of suppliers choosing by the big organizations. Usually type of selection done by the Supply Chain Management.

Grameenphone Ltd. is a leading telecommunication company in Bangladesh. They operate in Bangladesh since 14years almost. They have a very good reputation over their service and contribution to the country. Grameenphone Ltd is a concerned about their responsible operation regarding legal and social issues. Grameenphone Value chain department works with Supply chain to measure the suppliers in different criteria. They select suppliers by measuring their local law of labor and their health, safety. The Name of the department is HSSE and BA which is a part of people and organization. So they strive to establish the human rights in business and then handed over to SCM for choosing others criteria of the suppliers. Labor code-2006 and HSSE (health, safety, security and environment) are the main issues which are governed by the department of HSSE and BA. Grameenphone not only maintaining laws but also concerned about their suppliers are maintaining labor code and HSSE issues or not. The department is working to make sure their suppliers are maintaining legal and HSSE issues. Formally the step towards suppliers has been started in 2008 as pilot basis but extensively from 2010. So in this report will be mainly focused on 2010 and 2011. In 2010 the organization extensively started the step towards suppliers to be compliant with Grameenphone requirements for slecting suppliers. The name of the program is SAQ 2010. The result or improvement followed up in 2011.The analysis of the report will focus on the



progress of SAQ in 2years and impact on the business operation, mindset change of the suppliers.

Introduction to the Topic:

BBA academic program is the building up of the theoretical knowledge about business administration which is the base of practical knowledge. BBA internship program is an attempt to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms. As per norm this report is the requirement of the fulfillment of the internship program. This report is on **“Monitoring Grameenphone Value chain suppliers in Light of HSSE (health, safety, security &environment) and Labor Code-2006 issues.”**

3.2 OBJECTIVES OF THE STUDY:

Primary Objectives:

- ✦ To discuss about Legal compliance of business in Bangladesh.
- ✦ To present a background and introduction of Grameenphone.
- ✦ To focus on the business and operations of the company.
- ✦ To discuss about the activity of the Business assurance department of Grameenphone Ltd.
- ✦ Identify the findings of analysis and recommend based on the findings.
- ✦ To provide information of my responsibilities while working as an internee.

Secondary Objectives:

- ✦ To have Knowledge on GrameenPhone Ltd. and Mobile industry.
- ✦ To improve corresponding and report writing ability.
- ✦ To fulfill requirement of the internship program.



3.3 METHODOLOGY:

For the purpose of the study data and information have been collected from both primary and secondary sources. The relevant information collected from primary sources is collected in an informal way. My work experience in GP helped me a lot. Besides this, regular conversations with many GP employees and I have interviewed and taken some suggestions orally from the personnel of Grameenphone Ltd. The secondary sources for data collection were published annual reports, departmental information of GP and monthly newsletters of Grameenphone Ltd.

SCOPE OF THE STUDY:

The scope of the study of legal issue is limited within business in Bangladesh. It is also limited within the organization of Grameenphone Ltd. Reason is that restriction from govt. is less regarding maintaining labor law and HSSE. So within the organization with that Business assurance working on legal issues it is a challenge. Here I discuss with the topics related to the profile of the organization, Business assurance activities and HSSE issues of Grameenphone Ltd.

3.4 LIMITATIONS:

- ❁ The company does not have sufficient source of secondary data and collecting of data was not smooth.
- ❁ As maintaining HSSE & Labor Law is not an Industry Practice, GP is facing frequent challenge in implementing all rules & regulations.
- ❁ Analyzing supplier's compliance related data is much more confusing and complicated than any other data. As labor code is not practiced properly in our country.



- ✿ It was really difficult for me to accumulate confidential data.

3.5 MAIN BODY OF THE PROJECT

Introduction:

According to Grameenphone HSSE and BA department they are concerned about the labor law and HSSE issues. They start their initiatives with some guideline and procedure to ensure their suppliers health, safety, security and environment and labor law compliance.

Supplier-Suppliers are to be understood as any person and/or entity with a direct contractual relationship with the Business Unit and offering products and/or services to the Business Unit. This includes any manufacturer, vendor, contractor, consultant, middleman, service or facilities provider, dealer, distributor or other partner that is, or potentially will be, directly cooperating with the Business Unit. For the avoidance of doubt, customers are not included in the definition of suppliers. Suppliers are categorized in two types mainly.-Critical and Non-critical.

- ✿ **Critical Supplier**

Mostly high risk suppliers.

- ✿ **Non-Critical Supplier**

Mostly low risk and medium risk also.

- The criteria for choosing suppliers critical and non critical are shown in the follow chart. According to these issues suppliers are categorized. The criteria are selected by Telenor group. Critical Suppliers are Direct Suppliers that are of significant importance in provisioning services and/or products towards Telenor and, subject to HSSE (SCP?) risk based pre- selection by the Business Unit, are assessed to have a high risk for breach of Telenor's Supplier Conduct Principles in its supply chain.

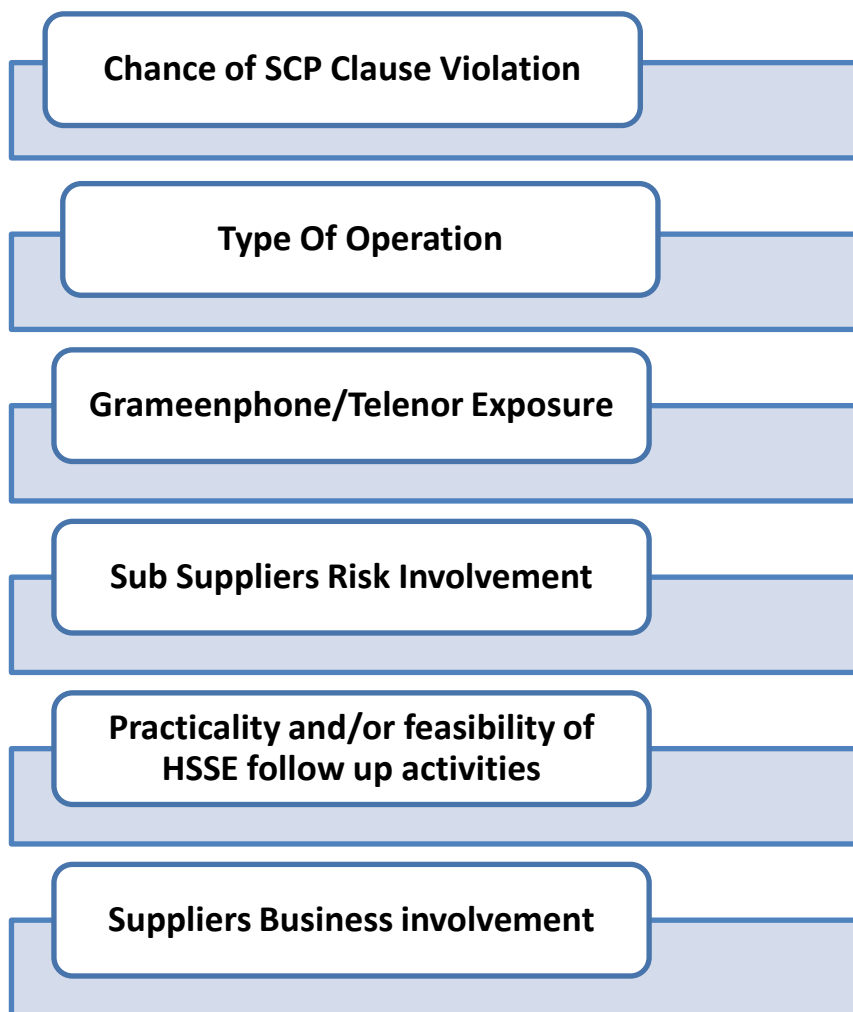


Figure 3: supplier's selection criteria based on 6 principals.

1. Chance of SCP Clause Violation – There are number of big and reputed companies local or multinational those who operate business responsibly those are non-critical suppliers. There are more suppliers in our country doesn't maintain local laws and violate SCP clause those are critical suppliers.

2. Type of Operation- If suppliersis directly supply product without customization to Grameenphone those are non critical suppliers. If Grameenphone includes extra features to the product not the general one than the suppliers become critical.

3. Grameenphone/Telenor Exposure- If there is any customization in the product or Grameenphone/ Telenor brand name exposed through the product than it been



categorized as Critical suppliers. If there is no brand expose through the product than the supplier is non-critical.

4. Sub Suppliers Risk Involvement- Grameenphone required lower rate of sub suppliers to keep control over the suppliers. Those suppliers have lower number of sub suppliers are non-critical and those have more sub suppliers are categorized critical suppliers.

5. Practicality and/or feasibility of HSSE follow up activities- If the company is not locally operating and is not feasible to check or visit the practical scenario of health, safety, security and environment issues. In that case the supplier will be defined as non critical.

6. Suppliers Business involvement- If the supplier is related to the core business product than the supplier will be critical. If the supplier involve with the others product not related to core business than the suppliers will defined as non critical.

RFQ= Request for quotation.

The RFQ process done by the involvement of line function I triangle way. Here the HSSE Business assurance responsible, Sourcing responsible and User responsible. To this there sector RFQ result has been shared and decision also made for suppliers selection.

ABC = Agreement on responsible Business Conduct.

The ABC includes:

- A commitment to the SCP and a willingness to conduct business in accordance with the SCP from Suppliers
- A process requirement on how the Business Unit and the Suppliers work together on monitoring business conduct in the Supply chain.
- The ABC shall always include the SCP as an attachment.



SCP = Suppliers Conduct Principle

The SCP specifies conduct requirements for Telenor's Supply chain and all BU must secure that an ABC is contractually binding upon the Suppliers.

SAQ: The Self-Assessment Questionnaire

The Self-Assessment Questionnaire (SAQ) is conducted by Telenor in every year to understand how GP's suppliers are handling issues related to HSSE, (Health, Safety, Security and Environment) & Local Laws.

The process follow to select suppliers

The RFQ includes

- ✿ In case of new suppliers who are initially send the mail for supplier's request.
- ✿ Among the initial selected suppliers BA team go for audit to check the working condition, environment and practice of law.
- ✿ After RFQ audit Business Assurance send report to the Supply chain department.
- ✿ Finally SCM choose the supplier and send them to VCBA department for signing ABC contract.

ABC Implementation

- ✿ **Signing-** ABC is the Agreement on suppliers labor law compliance which every suppliers of Grameenphone have to sigh to conduct business with Grameenphone.
- ✿ **Follow up-** After sending the Agreement there is page on the last of the ABC agreement which indicates the area of development of the supplier. Where



they put which area is not complaint with Grameenphone requirements and put a deadline to recover it. Grameenphone value chain follow up that date and have visit to see the improvement.

SAQ Process Operation

- ✿ **Survey-** Survey the suppliers with the self-assessment questionnaire. The questionnaire sends to the suppliers via mail, they answer the questions and send back via e-mail. That's how the survey result collected. Every year its conducted.
- ✿ **Result compilation-** After getting the result Grameenphone Value Chain compile those result for further communication.
- ✿ **Communication & follow up –** Finally Grameenphone communicate with the suppliers those who meet requirements and give deadline for improvement if any. According to the Deadline they follow up.

Easy Risk Operation

- ✿ **Data entry-** the information of the suppliers needs to update in the Telenor structured format which is called easy risk operations.
- ✿ **Compile risks-** Compile the risk area of the suppliers on incompliant with labor law or health, safety.
- ✿ **Risk mitigation & change risk level-** Within given deadline those suppliers improved the risk of nonconformities those risk are closed and the level of risk changer is database.

Suppliers Development

- ✿ **Preparing training modules-** Grameenphone prepare different modules of training for suppliers.
- ✿ **Conduct training & awareness-** Conduct awareness program and training as the issues are not well practiced.



- ✿ *Ensure vendors training & awareness culture-* Training not only in Grameenphone but also ensure training is conducting in the suppliers premises also.

BA Compliance

- ✿ Deal with vendors compliance issues considering SCP (suppliers conduct principal) risk.
- ✿ BA compliance in procurement process.
- ✿ Report any non conformity to the concerned department.
- ✿ Take Action based on non conformity.

4. ANALYSIS:

In the analysis part basically will be based on the SAQ 2010 and the follow –up update up to august 2011. The follow of 2011 is basically based on 2010 SAQ. Within these two years Grameenphone value chain has worked hard to bring the implementation of labor code and HSSE issues in the suppliers premises. Grameenphone vision in 2013...” Transformation of suppliers to business partners” Keeping this in mind BA department is now working...

The Initiative aims to –

- ✿ aware, create , maintain & sustain the business
- ✿ Inspire to “Care for People”
- ✿ Bring SR & HSSE issues in same umbrella
- ✿ Bring Synergic effect in business



Objective of SAQ 2010

SAQ: The Self-Assessment Questionnaire (SAQ) is conducted by Telenor in every year to understand how GP's suppliers are handling issues related to HSSE, (Health, Safety, Security and Environment) & Local Laws.





Objectives of SAQ:

- A. SCP(Suppliers Conduct Principal) Risk Assessment
- B. Assessment of Local Law Compliance
- C. Conformity to HSSE(health, safety, security and environment)
- D. Assure Sustainable business.

Respondents of SAQ 2010

<i>Suppliers Segment</i>
Sourcing-Communication
Sourcing-Technology
Distributor
CIC
GPCF
Sourcing-P&O
Foreign Suppliers
GPIT
<i>All Divisions Suppliers</i>

SAQ 2010

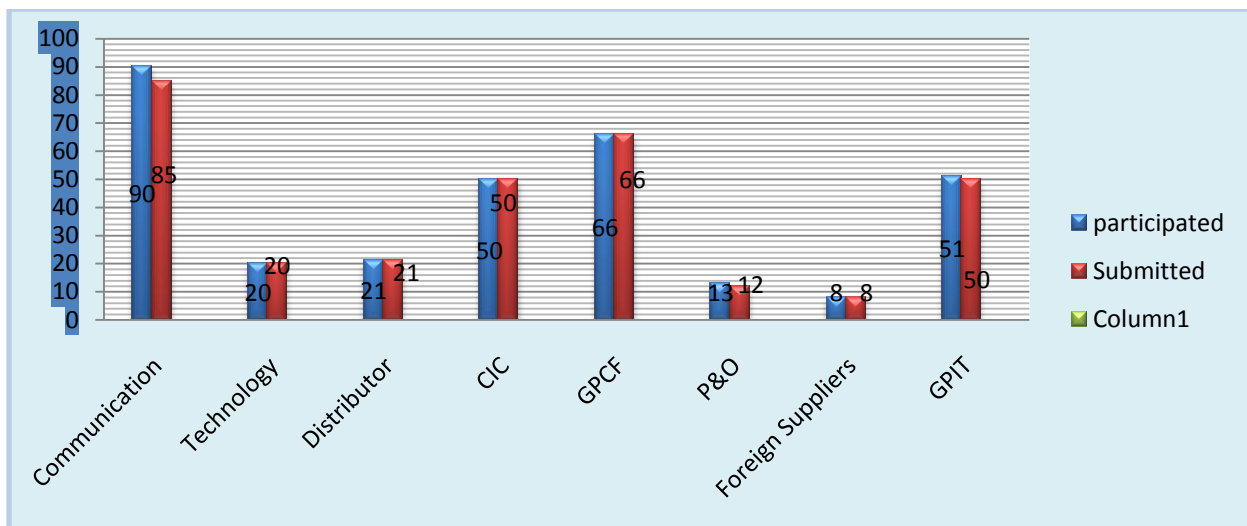
-  SAQ Result Compilation
-  SAQ Risk Categorization
-  SAQ Result Sharing with Line & Suppliers
-  Action Plan Set Up



- ✦ Make Audit Plan
- ✦ Signing of Action Plan & Audit
- ✦ Easy Risk
- ✦ Reporting
- ✦ Follow-up of AP & Confirmation of Risk Mitigation
- ✦ Risk Closing.

<i>SL.</i>	<i>Suppliers Segment</i>	<i>participated</i>	<i>Submitted</i>
1	Communication	89	85
2	Technology	20	20
3	Distributor	21	21
4	CIC	50	50
5	GPCF	66	66
6	P&O	13	12
7	Foreign Suppliers	8	8
8	GPIT	51	50
	<i>Total</i>	<i>318</i>	<i>312</i>

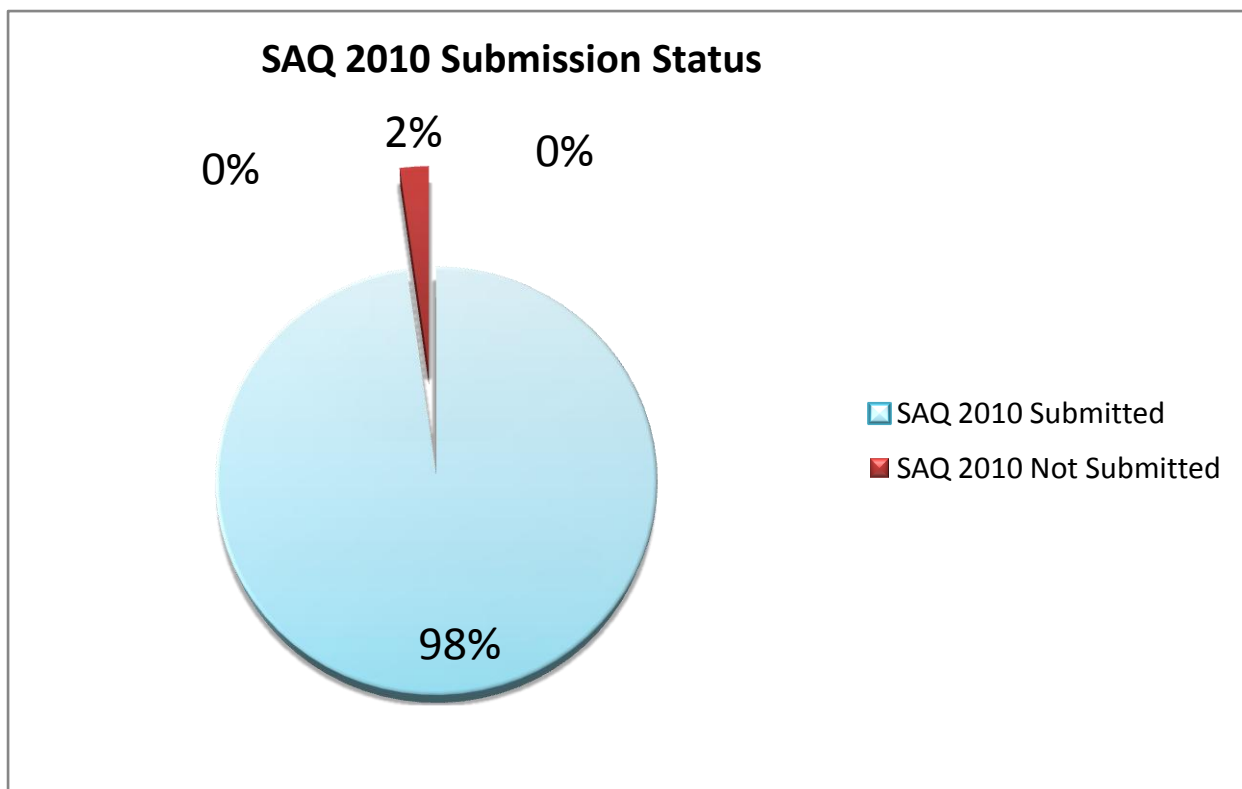
Table 1: The Number of respondents participated and successfully submitted the SAQ result.



Graph: The Number of respondents participated and successfully submitted the SAQ result.

The Result of SAQ 2010 at a Glance

SAQ 2010 Submitted	312
SAQ 2010 Not Submitted	07
Total supplier for SAQ 2010	318
Percentage of SAQ submission in GP	98%




SAQ Follow up process of 2010 in 2011

The Result of SAQ 2010 was very successful to keep the follow towards success Grameenphone value chain is doing follow up the 2010 development areas in 2011 to reach the goal...supplier to business partners. The steps are -

- ✦ Preparation of Value Chain BA *RISK database* of SAQ 2010
- ✦ Supplier prioritizing for audit & inspection plan as per RISK
- ✦ Summarize vendor wise SAQ risk & action plan set up for further follow up
- ✦ Prepare a thorough audit & inspection calendar for SAQ 2010
- ✦ EASYRISK Operation in Telenor group structured format regarding Suppliers risk.
- ✦ Share audit & inspection plan with line function & Sourcing
- ✦ Conduct audits & inspection as per plan
- ✦ RISK & ACTION Closure.
- ✦ Value Chain Inspection by Involving Line Function



 HSSE & BA will inform & evolve Line functions in this process. As per Contract Owners nomination, a responsible from Line function will be involved in the process. Along with its regular day to day operation line representative will also be involved in Business Assurance Implementation in GP value chain

The progress of SAQ follows up of 2010 in 2011(August)

No	Update based on criteria	P&O	Commercial	Communication	Corporate affairs	Finance	MD	Technology	GPIT
1	Total number of suppliers for ABC	71	670	158				153	83
2	Critical: Total & Signed	29	0	141\140				111/99	0
3	Non Critical: Total & Signed.	42	670	17/7				42/12	83/49
4	Number of participants	18	39	16				78	43
5	High Risk (Identified/ Mitigated)		38/23	39/28				7	22/15
6	Medium Risk (Identified/ Mitigated)		48/28	29/19				4	38/13

The progress up to august 2011 of follow up result is mitigating the risk. The result of the follow up will be closed on 31st December. This is the initial result up to august. The progress rate is good. Within 2011 more risk will be mitigated than 2010 as suppliers mind set is changing and they are now a step forward to responsible business conduct.



5. RESULT AND DISCUSSION

- ✦ Increase human capital
- ✦ Improve quality on internal and external services health delivery system
- ✦ Contribute maintain simple, aligned and efficient working environment
- ✦ Increased use of self-confidence functionality
- ✦ Manage critical care/incident effectively
- ✦ Ensure work-life balance

Fact the Department faces to work in a Country like Bangladesh with lower literacy.

- ✦ Lower concept and understanding on HSSE and safety standards.
- ✦ Lower regard for HSSE and labor law compliance.
- ✦ Lack of appropriate guidance for standard setting and maintenance.
- ✦ As part of country culture, in some cases child labor is employed.

Proper guidance, monitoring and management system can make a difference.

- ✦ Suppliers have shown keen interest to change and comply
- ✦ Suppliers have improved their perception towards safe working condition and SR issues.
- ✦ Expenditure on safety has been taken as investment rather than burden and they have shown inclination to invest on Safety and Human capital.
- ✦ They have taken the change as an opportunity for exploring their business to be emerged as internationally compliant and competent in terms of HSSE and SR.
- ✦ They have shown a keen interest to be compliant and competent and as a company to be in good competitive EDGe



6. CONCLUSION:

As Grameenphone has taken the pioneer responsibility towards demonstrate excellent working conditions and environmental management the company is facing so many difficulties to establish the fact. HSSE focus and efforts in accordance with international references. The company with so many difficulties still gaining-Require HSSE business conduct from suppliers, Make a difference in the local market and build a competitive edge.Setting a Benchmark among all the telecom operators in Bangladesh. Undoubtedly the best in HSSE practice and implementation in the industry. National acknowledgment of pioneer of HSSE practices also coverage and acknowledgment of a green company. Tangible change of attitude towards suppliers to secure acceptable workplace as per law of land & international standards workplace for our partners in all around the country Finally Acknowledged as the benchmark of HSSE practice among Telenor Bus(business units). The aim for the BA team is Suppliers may have non-conformities...But overcoming them is only a matter of triggering the right areas, and ensuring the sustainability.



7. ATTACHMENTS AND REFERENCES

The Audit Checklist format.

Business Assurance Audit/Inspection

Name of the Supplier: **ENDEAVOR** Ref number: **PH**
 Number of employees: **AS** Lead auditor: **A**
 Supplier Scope (service provider or manufacturer): **AS** Audit start date: **26. Ekatom Garden, 1st Floor, A-3, Ramna, Dhaka-1000.**
 Audited Location: **Iskaton** Has the supplier: **Nazmul Hasan**
 Supplier/Auditee Contact Point Name: **Mr. Nazmul** Phone: +88-02-814263, Mob: +88-01841-198140, +88-01912-008853
 Designation: **CEO** E-mail: nazmul.hasan@itbd.com, Web: www.itbd.com
 Contact Number: **0191208825**



SCP no. and SCP Short Name	Requirement	Compl ant	Not Compl ant	If Not complaint: mention Major, Minor, Observation	Description of finding	Mode of obtaining evidence
3.3 (Child Labor)	Do you have persons under the age of 18 working for you?	✓		Major		
3.2 (Forced Labor)	Do you require employees to deposit money or original identity papers (i.e. passport, national identity cards, educational certificates, birth certificates etc.) during the term of employment?	✓		Major		
4 (Health & Safety)	Do you have a dedicated person (full- or part-time) responsible for health and safety for all of your employees?	✓		Minor	concerned person / team leader	
4 (Health & Safety)	Do you provide personal safety/protective equipment to workers exposed to potential hazards?	✓		Major		
4 (Health & Safety)	Do you have adequate fire fighting equipment (Fire extinguisher, Fire fighting trained personnel etc.) available in your office?	✓		Major	but no expire date	
4 (Health & Safety)	Is there first aid box available all the time?	✓		Minor		
4 (Health & Safety)	Do you have adequate light, ventilation, housekeeping in your office?	✓		Major		
4 (Health & Safety)	Do you ensure adequate physical security for restricted areas and/or sites?	✓		Major		
3.3 (Employment Conditions) & 1 (Relationship with National Law)	Do any of your employees receive less than applicable minimum wages that follows from national law?	✓		Major	5000/= (for lunch bill)	
3.3 (Employment Conditions) & 1 (Relationship with National Law)	Do the employees receive paid sick leave and annual leave (holiday) in accordance with national law?	✓		Major		
3.1 (Employment Conditions) & 1 (Relationship with National Law)	Do you provide general facilities like Pure drinking water, toilet, dining etc. for your employees?	✓		Major	Good Attitude	
3.1 (Employment Conditions) & 1 (Relationship with National Law)	Do all your workers receive written employment contract including information on salary, terms of payment, working hours etc upon hire?	✓		Major		
	Do you provide:					
	A. Employment Agreement	✓		Major		
	B. Employee ID	✓		Minor		
	C. Overtime	✓		Major	depends (sumsum)	
	D. Festival Bonus	✓		Major	Full Basic	
	E. Weekly Holiday	✓		Major	Friday	
	F. On-job Accident Benefits	✓		Major	in process Group insurance	
4 (Health & Safety)	Do you ensure that your own suppliers operate their business in accordance with local Health, Safety, Security, and Environmental (HSSE) laws?	✓		Minor		
5 (Environment)	Do you ensure proper waste management?	✓		Major	city corporation	
6.1 (Corruption & other prohibited Business Practices)	Has the company, or anyone acting on behalf of the company, been convicted for corrupt activities the last five years?	✓		Major		
4 (Health & Safety)	Do you have written policies, procedures, guidelines or rulebooks (HSSE, HR, others)?	✓		Minor		



Business Assurance Audit/Inspection Checklist

SCP no. and SCP Short Name	Requirement	Compl ant	Not Compl ant	If Not complaint: mention Major, Minor, Observation	Description of finding	Mode of obtaining evidence
1 (Relationship with National Law)	Do you have:					
	A. Trade License	✓		Major		
5 (Environment)	B. Environment Certificate		✓	Major		
4 (Health & Safety)	C. Up-to-date Fire License		✓	Minor		
4 (Health & Safety)	Do you have any reporting system of all accidents/incidents to management?			Observation		
4 (Health & Safety)	Do you display safety/Warning signs & Emergency Contact Number?		✓	Minor	by telephone → later document	
4 (Health & Safety)	Do you conduct Awareness Program (First Aid, General Safety, Safe Behavioural Practice)?	✓		Minor		

CLOSING MEETING:
 Meeting held by the Auditor, and Auditor to present the audit findings and conclusions so that they are understood and acknowledged by the auditee (supplier), and to agree, on the final/same for the auditee/supplier) to present a corrective and preventive action plan.
 Meeting Date, Time & Location: **Iskaton, 25/7/2010**
 Meeting Participants (Name, Designation, Organization): **TAMIN, NUSARAT, Nazmul, SPANIS KHALIQUE**
 Meeting Remarks & Conclusion (e.g. All findings understood & agreed OR All agreed except finding x (audit check-list ref) not agreed & supplier shall furnish evidence for clarification within 2 w days etc.): **communicated & agreed**
 Remedial/ Immediate Actions (if any) (Action Description): **N/A**

Action Responsible: **25/7/2010 Nazmul Hasan**
 Action Implementation Date: **28/8/2010 25.7.2010**
 Corrective Action Plan Submission Date (date): **28.8.2010**

Auditee/Supplier Agreement Name, Designation and Signature: **✓**  

Auditor's Agreement Name, Designation and Signature: **✓**  

25-07-2010 ID-4388
 Nazmul 25.7.10 ID-1920

Checklist used By HSSE & BA along with Line



SAO Structured Question

Sl.	Requirements	Marks
1	Do you require employees to deposit money or original passport, national identity cards, educational certificates etc. during the term of employment?	5
2	Do you have persons under the age of 18 working for you?	5
3	Do you provide:	
	A. Employment Agreement	3
	B. Employee ID	3
	C. Overtime	3
	D. Festival Bonus	2
	E. Weekly Holiday	2
	F. On-job Accident Benefits	2
4	Do any of your employees receive less than applicable minimum wages that follows from national law?	3
5	Do the employees receive paid sick leave and annual leave (holiday) in accordance with national law?	3
6	Do all your workers receive written employment contract including information on salary, terms of payment, working hours etc upon hire?	3
7	Do you limit employment, and/or promotion on the basis of race, colour, sex, religion, nationality, indigenous or social status, disability or social origin?	3
8	Do you have a dedicated person (full- or part-time) responsible for health and safety for all of your employees?	5
9	Do you provide personal safety/protective equipment (Gloves, Helmet, Mask etc.) to workers exposed to potential hazards?	5
10	Do you have adequate fire fighting equipment (Fire extinguisher, Fire fighting trained personnel etc.) available in your office?	5
11	Is there first aid box available all the time?	3



12	Do you have adequate light, ventilation, and housekeeping in your office?	3
13	Do you ensure adequate physical security for restricted areas and/or sites?	3
14	Do you provide general facilities like Pure drinking water, toilet, dining etc. for your employees?	3
15	Do you ensure that your own suppliers operate their business in accordance with local Health, Safety, Security, and Environmental (HSSE) laws?	3
16	Do you ensure proper waste management?	3
17	Has the company, or anyone acting on behalf of the company, been convicted for corrupt activities the last five years?	3
18	Do you have own written policies, procedures, guidelines or rulebooks in accordance with HSSE & National law?	3
19	Do you have	
	A. Trade License	2
	B. Environment Certificate	2
	C. Up-to-date Fire License	2
20	Do you have any reporting system of all accidents/incidents to management?	2
21	Do you have following Register Book:	
	A. Classification Of Worker Register	2
	B. Leave Register	3
	C. Attendance Register	3
	D. Salary Register	2
	E. Over Time Register	2
	F. List of festival Holidays	2
	G. Maternity Leave Register	2
	Self Assessment Questionnaire (SAQ)	



<http://www.grameenphone.com/about-us>> on May 26, 2011.

Grameenphone (2011). Vision, mission, objective, values, brand promise. Retrieved from
<<http://www.grameenphone.com/about-us/corporate-information/our-brand>> on May 26, 2011.

Grameenphone (2011).Products of GP and internet Packages. Retrieved from
<<http://www.grameenphone.com/products-and-services/packages>>and
<<http://www.grameenphone.com/products-and-services/internet/internet-packages>> on May 26, 2011.

<http://asq.org/learn-about-quality/supplier-quality/overview/tutorial.html>

http://www.suppliersmanual.co.uk/index.php/Tender_Evaluation_%E2%80%93_The_Legal_Issues



Appendix

Board of Directors, Management and organization structure

2.6.1 Board of Directors

Mr. SigveBrekke: Appointed on September 1, 2008.

Ms. HlideTonne: Appointed on January 20, 2010.

Ms. Nurjahan Begum: Appointed on January 20, 2010.

Mr. M. Shahjahan: Appointed on June 26, 2006.

Mr. Pek Erik Hylland: Appointed on June 25, 2007.

Mr. Md. Ashraful Hassan: Appointed on January 20, 2010.

Mr. Knut Borgen: Appointed on January 20, 2010.

Mr. SnorreCorneliussen: Appointed on March 23, 2009.

Dr. Jamaluddin Ahmed FCA: Appointed on March 19, 2010.

Internet Packages:

GP offers the most affordable internet packages for handset browsing. One can easily connect to internet by availing any of the internet packages offered by GP.

- ❁ **Minipack Pay Per Use (Max BDT 20/day):** Is for only prepaid subscribers where Internet usage is chargeable at BDT 0.02/KB up to a maximum of BDT 20/Day, between 12am-11.59pm daily. Fair Usage Policy is applicable after crossing 10 MB usage for that day.
- ❁ **Package 1 (P1):** Is a pay-as-you-go offer which is applicable for Post Paid subscribers only. For every kilobyte (KB) of data browsed, subscribers are charged BDT 0.02(excluding VAT).
- ❁ **Package 2 (P2):** Unlimited browsing with 30 days validity, monthly charge is BDT 850 (excluding VAT).
- ❁ **Package 3 (P3):** Unlimited night time browsing with 30 days validity, monthly charge is BDT 250+VAT.
- ❁ **Package 4 (P4):** For prepaid subscribers only. From 12:00AM to 11:59PM (within a day) with 150MB data usage limit in a day and daily charge is BDT 60+VAT. From 12:00 AM of the next day, pay-as-you-go (P1) charges will be applicable.
- ❁ **Package 5 (P5):** An internet offer of 3 GB per month @ BDT 700+VAT. The package has a validity of 30 days (from the date of activation). After expiration of 3



GB, BDT 0.0002/KB +VAT will be charged. After expiration of 30 days validity, the charge is BDT 0.02/KB +VAT.

✿ **Package 6 (P6):** An internet offer of 1 GB per month @ BDT 300+VAT. The package has a validity period of 30 days from the date of activation. After expiration of 1 GB, BDT 0.0002/KB without VAT will be charged. After expiration of 30 days validity, the charge is BDT 0.02/KB without VAT.

✿ **Minipack 15MB (P7):** An internet offer for pre-paid subscribers with data browsing/downloading capacity up to 15MB @ BDT 29 (+VAT). This package has duration of 15 days starting from the date of activation. After using the full volume of 15MB or the expiration of validity period of 15 days (whichever comes first), the package will be automatically deactivated. However, a subscriber can repurchase 'Minipack 15MB' in any quantity anytime.

✿ Distinctive Features of GP:

In order to be successful and preferred by GP's most important stakeholders' i.e. small & medium enterprises, individuals, Village Phone users and sub-lease clients of transmission capacity the GP will be recognized by the following distinctive features:

- Wider Coverage
- Wide Distribution Network
- Low start-up cost
- Competitive tariff
- Achievement of sales target

Apart from the main distinctive features, in order to be successful in relation to GP's owners/shareholders they also focus on increasing the subscriber base, Average Revenue per User (ARPU) that will increase company value. They have to build good brand value among all segments and be more organized for better reporting.