



# **Strategic Tools for Monitoring and Evaluation: The Dialog Story**

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IFC CR Forum 2010 – Washington DC



# Dialog Telekom PLC an Overview

1995

- Commercial Services were Launched in 1995 under the brand name Dialog
- 4<sup>th</sup> entrant to Sri Lanka's Cellular Market and the first digital network in South Asia

2000

- Dialog rose to be the Market Leader in the Year 2000
- Commands a 50%+ market share, since 2002

2005

- Dialog was Listed on the Colombo Stock Exchange in 2005 and held the distinction of being the country's first 1 Billion \$ Cap company and the largest market cap until 2008. The company is the second largest market cap as of date

2010

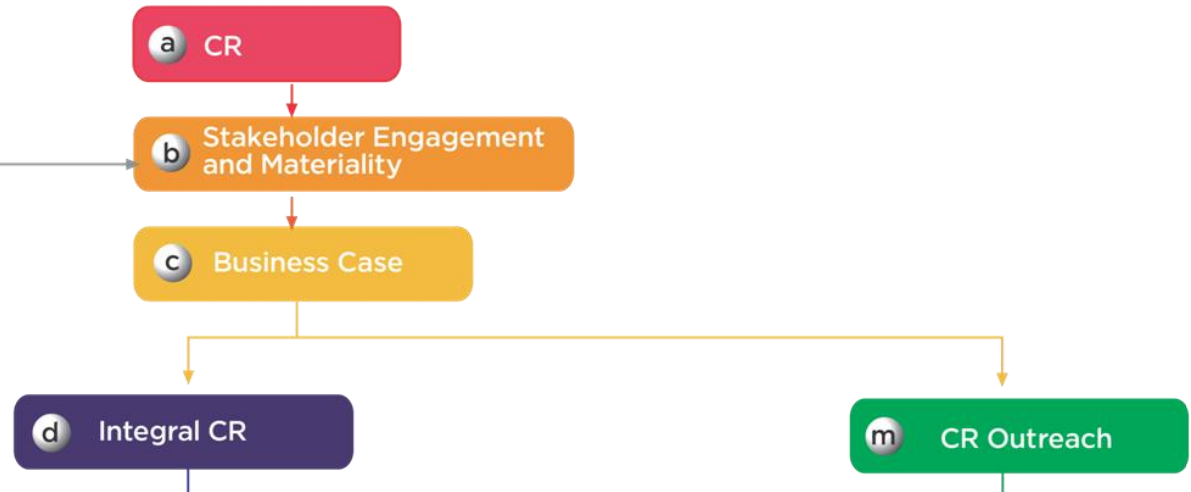
- Dialog has since diversified to be a Quad Play Operator – providing Fixed Telephony and Broadband, DTH Digital Television, Global Telecommunications and Tele-infrastructure services

CR

- The first Sri Lankan Company to produce an A+ Sustainability Report in accordance with the GRI,2008
- Member of Global Compact Steering committee in Sri Lanka representing the ICT sector since 2007
- Asian CR Awardee, Three time GMSA World Award Winner and Ranked highest for corporate accountability by Sting Consultants (Sri Lanka's only independent accountability rating)

# Background

- The CR definition pursued today at DTP was coined in 2005



- The holistic delineation of CR at that juncture drew a distinction between philanthropy and the nascent aspect of Integral CR
- There has been a positive bias towards a robust Integral and Outreach centric strategy to mitigate possible negative sentiments accruing in the context of majority ownership by a foreign entity and the implicit “foreign claim” on value and profits.

## Our Definition of CR

Dialog accredits its enabling and positive impact on society primarily through its core 'integral CR' or business footprint and secondly through its ability to reach out through 'outreach CR' initiatives, that furthers Sri Lanka's national sustainable development goals through its role as a responsible corporate citizen.

development goals through its role as a responsible corporate citizen.

## Reiteration of our Interpretation of the Rubric of CR

- Philanthropy is not synonymous with Corporate Responsibility
- Any CR strategy that Dialog adopts must be based on what it deems material to the organisations legitimate stakeholders
- Dialogs CR strategy, as is the case in the Global South, will have a short term as well as a long term focus in order to fully embed the varied influences of the stakeholders
- Our model will strike an equilibrium between Integral and Outreach CR activity.

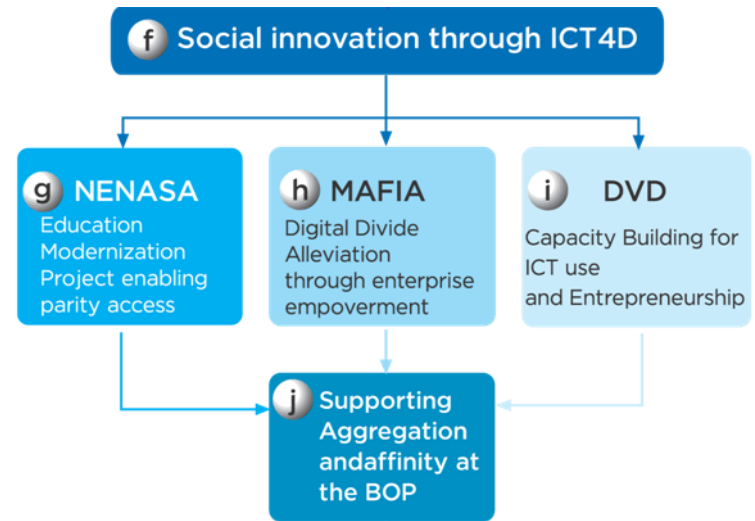
# Ensuing (current) CR Strategy

## Key Business Centric CR Projects Seeded

- **Viyapara Diriya** (Retail Network Empowerment and SME skills enhancement)
- **MAFIA**– (BOP targeted VAS to aggregate demand)
- **NENSA** TV Channel and LMS – Positioning DTV as a source of education

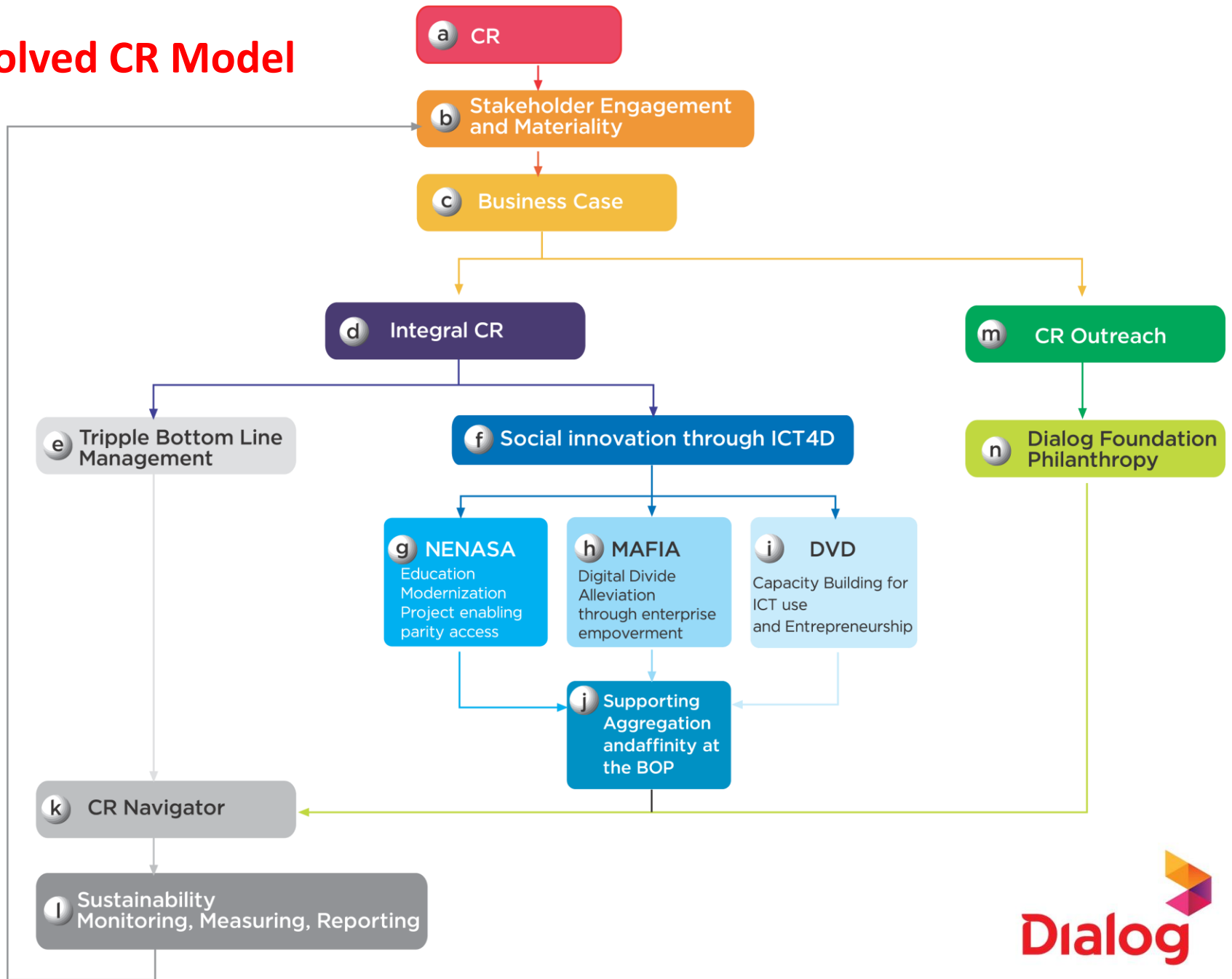
as a source of education

• **NENSA** TV Channel and LMS – Positioning DTV as a source of education



- These projects have associated commitments (e.g.)
  - Viyapara Diriya (Cost share with the IFC to scale up impact and reach of the programme)
  - NENASA (Funds were approved in relation to tsunami response to rebuild novel teaching methods)
- These projects have now reached a mature stage of development/ pilot and are poised to deliver greater business spin offs in the shorter run

# Evolved CR Model



- View All Site Content
- Documents**
  - Shared Documents
- Lists**
  - Calendar
  - Tasks
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- Recycle Bin**

The CR navigator measures Dialog's Triple Bottom Line performance (Environmental, Economic & Social)

**Announcements**

There are currently no active announcements. To add a new announcement, click "Add new announcement" below.

- Add new announcement

**Calendar**

There are currently no upcoming events. To add a new event, click "Add new event" below.

- Add new event

No image available. To display an image, perform an operation in the Links Web Part, such as selecting a row or cell.

**Links**

- Home Page
- Environment
- Stakeholder
- Dialog Volunteer Network

- Add new link

[View All Site Content](#)

### Surveys

- Engagement
- Results
- Test

### Pictures

- CR PICS
- Artwork

### Documents

- Wiki Library
- Calculations
- Issues
- M-waste doc
- Good To Read SR
- Documents

### Lists

- Calendar
- Tasks
- Targets for 2009
- Capture performance Indicators

### Discussions

- Team Discussion

### Sites

### People and Groups

[Recycle Bin](#)

## CR PICS

[New](#) | [Upload](#) | [Actions](#) | [Settings](#)

Thumbnail



## Calendar

There are currently no upcoming events. To add a new event, click "Add new event" below.

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## Links

[New](#) | [Actions](#) | [Settings](#)

URL

[Targets for 2009](#)

[CR Projects](#)

[Materiality Test](#)

[Useful Documents](#)

[GRI Guidelines](#)

[Economic Indicators](#)

[Environmental Indicators](#)

[Human Rights Indicators](#)

[Labour Indicators](#)

[Product Responsibility Indicators](#)

[Social Indicators](#)

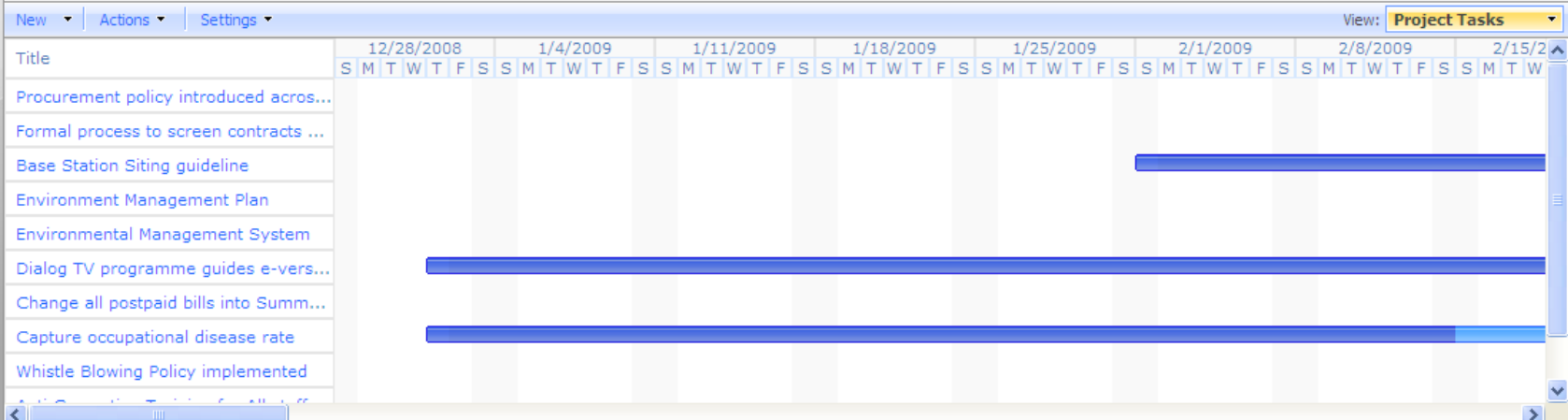


Home > Targets for 2009

## Targets for 2009

- [View All Site Content](#)
- Surveys**
  - Engagement
  - Results
  - Test
- Pictures**
  - CR PICS
  - Artwork
- Documents**
  - Wiki Library
  - Calculations
  - Issues
  - M-waste doc
  - Good To Read SR
  - Documents
- Lists**
  - Calendar
  - Tasks
  - Targets for 2009
  - Capture performance Indicators
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- [Recycle Bin](#)

Targets to be met during the year.



Title	<input type="radio"/> Assigned To	Task Status	Priority	Due Date	% Complete
Procurement policy introduced across group		In Progress	(1) High	7/31/2009	75%
Formal process to screen contracts with all suppliers		In Progress	(1) High	9/30/2009	30%
Base Station Siting guideline		Completed	(1) High	4/30/2009	100%
Environment Management Plan		In Progress	(1) High	7/29/2009	30%
Environmental Management System		In Progress	(1) High	12/30/2009	0%
Dialog TV programme guides e-versions		Completed	(1) High	3/31/2009	100%
Change all postpaid bills into Summary bills		In Progress	(2) Normal	9/30/2009	50%
Capture occupational disease rate		In Progress	(1) High	6/30/2009	25%
Whistle Blowing Policy implemented		In Progress	(1) High	9/30/2009	20%
Anti Corruption Training for All staff		In Progress	(1) High	9/30/2009	10%
Code on Marketing		Completed	(1) High	8/31/2009	100%

## Materiality Test

### Materiality Rating

Type	Name	Modified By
	Materiality rating for report 2009	Dulp Thillekeratne

[Add new document](#)

### Stakeholder Summary

Type	Name	Modified By
	Overall Summary	Dulp Thillekeratne
	Stake Holder engagement	Dulp Thillekeratne

[Add new document](#)

### Stakeholder Engagment

Type	Name	Modified By
	Employee Survey 2010 final	Dulp Thillekeratne
	Stakeholder research 2008	Dulp Thillekeratne
	External Stake Holders 2008	Dulp Thillekeratne
	Employee 2008	Dulp Thillekeratne
	Consumer and Public 2008	Dulp Thillekeratne

[Add new document](#)

## Useful Documents

### Good To Read SR

Type	Name	Modified By
	Reports with guides	Dulip Thillekeratne
	Reporting guidelines	Dulip Thillekeratne
	Best Practices	Dulip Thillekeratne
	Good Reports	Dulip Thillekeratne
	BASF best integrated	Dulip Thillekeratne
	Bell_2008_canada	Dulip Thillekeratne
	Deloitte first time	Dulip Thillekeratne
	LOREAL (layout) 08 report	Dulip Thillekeratne
	sktelco for telekom	Dulip Thillekeratne
	AA1000AS 2008 II	Dulip Thillekeratne

### Calculation Tools

Type	Name	Modified By
	co2-mobile Tool	Dulip Thillekeratne
	Combined Heat and Power tool	Dulip Thillekeratne
	Electricity heat or steam purchased	Dulip Thillekeratne
	Employee_Commuting Tool	Dulip Thillekeratne
	Fuel Use in Facilities Tool	Dulip Thillekeratne
	Business Travel ServiceSector Tool	Dulip Thillekeratne

### Policies

Type	Name	Modified By
	Parisara Piyasa	Dulip Thillekeratne
	Energy and Carbon Emissions	Dulip Thillekeratne
	GROUP LEGAL POLICY and PROCEDURE MANUAL	Dulip Thillekeratne
	Procurement policy (Draft)	Dulip Thillekeratne
	Supplier manual for small medium scale vendors	Dulip Thillekeratne
	Code_of_Business_Ethics_Final_August	Dulip Thillekeratne
	Corporate Responsibility Guideline - Marketing Advertising	Dulip Thillekeratne
	Development of BTS sites	Dulip Thillekeratne
	Due Diligence as per HR1 indicator	Dulip Thillekeratne
	AA1000 Materiality Report	Dulip Thillekeratne

## GRI Guidelines

### GRI Guidelines

Type	Name	Modified By
	G3_IP_Environment	Dulpil Thillekeratne
	G3_IP_HumanRights	Dulpil Thillekeratne
	G3_IP_LaborPracticesDecentWork	Dulpil Thillekeratne
	G3_IP_ProductResponsibility	Dulpil Thillekeratne
	G3_IP_Society	Dulpil Thillekeratne
	PR 08 ProductResponsibility	Dulpil Thillekeratne
	SS_Telecommunications_ENG	Dulpil Thillekeratne
	G3_GuidelinesENU	Dulpil Thillekeratne
	G3_IP_Economic	Dulpil Thillekeratne

Add new document

- View All Site Content
- Documents**
  - Indicator
  - Calculation
- Lists**
  - Calendar
  - Economic Indicator Reporting
  - Economic Indicator - Performance
  - Eco Aspects
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- Recycle Bin**

**Economic Indicators - Reporting**

Show Only Problems

Indicator	Goal	Value	Status
EC1	100	0	
EC2	100	0	
EC3	100	0	
EC4	100	0	
EC6	100	0	
EC7	100	0	
EC8	100	0	

**Indicator**

Type	Name	Modified	Modified By
	EC 01 Rohana upload	4/7/2010 9:58 AM	Dulip Thillekeratne
	EC 02 Michael - upload	4/7/2010 11:53 AM	Dulip Thillekeratne
	EC 03 Sampath - Upload	4/7/2010 12:12 PM	Dulip Thillekeratne
	EC 04 Sampath - upload	4/7/2010 12:13 PM	Dulip Thillekeratne
	EC 06 Apsara - upload	4/7/2010 1:42 PM	Dulip Thillekeratne
	EC 07 Ryan - upload	4/7/2010 2:44 PM	Dulip Thillekeratne
	EC 08 Michael - upload	4/7/2010 2:50 PM	Dulip Thillekeratne

Add new document

**Tasks**

Title	Assigned To	Status
-------	-------------	--------

There are no items to show in this view of the "Tasks" list. To create a new item, click "Add new task" below.

Add new task

**Economic Performance**

Show Only Problems

Indicator	Status
EC1	
EC2	
EC3	
EC4	
EC6	
EC7	
EC8	

**Members**

- Amila Shanka
- Apsara Wijayawardene
- Dilisha Tennekoon
- Dulip Thillekeratne
- Michael De Soya
- Nadushi De Silva
- Niranthari Kathireson
- Rohana Wijebandara
- Ryan Ferdinando
- Sampath Thushara
- Yasantha P.K. Hettiarachchige

Add new user

**HR Indicators**

[View All Site Content](#)

**Documents**

- Indicators

**Lists**

- Calendar
- HR Indicator - Reporting
- HR Indicator Performance

**Discussions**

- Team Discussion

**Sites**

**People and Groups**

[Recycle Bin](#)

**Site Actions**

**Key Performance Indicators**

Show Only Problems

Indicator	Goal	Value	Status
HR1	100	0	
HR2	100	0	
HR4	100	0	
HR5	100	0	
HR6	100	0	
HR7	100	0	

**Indicators**

Type	Name	Modified By
	HR 07 Ryan - Update	Dulip Thillekeratne
	HR 01 Shiran - Update	Dulip Thillekeratne
	HR 04 Shiran - Update	Dulip Thillekeratne
	HR 02 Apsara - Update	Dulip Thillekeratne
	HR 05 Ryan - Update	Dulip Thillekeratne
	HR 06 Ryan - Update	Dulip Thillekeratne

Add new document

**Tasks**

Title	Assigned To	Status
-------	-------------	--------

There are no items to show in this view of the "Tasks" list. To create a new item, click "Add new task" below.

Add new task

**Human Rights Performance**

Show Only Problems

Indicator	Status
HR1	
HR2	
HR4	
HR5	
HR6	
HR7	

**Members**

Nadushi De Silva

**Groups**

- CRNVG HR Owners

Add new user

- View All Site Content
- Documents**
  - Indicators
- Lists**
  - Calendar
  - Labour Indicator - Reporting
  - Labour Indicators Performance
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- Recycle Bin

### Key Performance Indicators

Show Only Problems

Indicator	Goal	Value	Status
LA 2	0	0	✓
LA 4	100	100	✓
LA 5	100	100	✓
LA 6	100	100	✓
LA 7	100	100	✓
LA 8	100	100	✓
LA 10	100	100	✓
LA 13	100	100	✓
LA 14	100	100	✓
LA 1	100	100	✓

### Indicators

Type	Name	Modified By
	LA 08 Nandana - Update	Dulip Thillekeratne
	LA 07 Nandana - Update	Dulip Thillekeratne
	LA 06 Nandana - Update	Dulip Thillekeratne
	LA 02 Ryan - Update	Dulip Thillekeratne
	LA 13 Ryan - Update	Dulip Thillekeratne
	LA 10 Hemantha - Updated	Dulip Thillekeratne
	LA 01 Ryan - Update	Dulip Thillekeratne
	LA 05 Nidukani - Update	Dulip Thillekeratne
	LA 04 Nidukani - Update	Dulip Thillekeratne
	LA 14 Ryan - Update	Dulip Thillekeratne

[Add new document](#)

### Tasks

Title	Assigned To	Status
-------	-------------	--------

There are no items to show in this view of the "Tasks" list. To create a new item, click "Add new task" below.

[Add new task](#)

### Labour Indicators Performance

Show Only Problems

Indicator	Status
LA2	●
LA4	●
LA5	●
LA6	●
LA7	●
LA8	●
LA10	●
LA13	●
LA14	●
LA1	●

### Members

- Andrea Peiris
- Angelo T. De Silva
- Ashan Ransilige
- Chanika Jayaratne

Toolbars

- Cascade Windows
- Tile Windows Horizontally
- Tile Windows Vertically
- Show the Desktop
- Task Manager
- Lock the Taskbar
- Properties

## Product Responsibility Indicators

## Site Actions

- View All Site Content
- Documents**
  - Indicators
- Lists**
  - Calendar
  - PR Indicator - Reporting
  - Product Responsibility Indicators Performance
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- Recycle Bin

### Key Performance Indicators

Show Only Problems

Indicator	Goal	Value	Status
PR 1	100	100	
PR 3	100	100	
PR 5	100	100	
PR 6	100	100	
PR 9	100	100	
PR 8	100	75	

### Indicators

Type	Name	Modified By
	PR 08 Shafina Rekha - Update	Dulip Thillekeratne
	PR 05 Thakshila - Update	Dulip Thillekeratne
	PR 03 Michael - Update	Dulip Thillekeratne
	PR 01 Michael - Update	Dulip Thillekeratne
	PR 06 Hasrath - Update	Dulip Thillekeratne
	PR 09 Navin - Update	Dulip Thillekeratne

Add new document

### Tasks

Title	Assigned To	Status
-------	-------------	--------

There are no items to show in this view of the "Tasks" list. To create a new item, click "Add new task" below.

Add new task

### Product Responsibility Performance

Show Only Problems

Indicator	Status
PR 1	
PR 3	
PR 5	
PR 6	
PR 8	
PR 9	

### Members

- Dedunie De Silva
- Dimanthi Jayathilaka
- Dulip Thillekeratne
- Michael De Soyza
- Navin Perera
- Suzanna La Faber
- Add new user

**Social Indicators**

View All Site Content

**Documents**

- Indicators

**Lists**

- Calendar
- Social Indicators - Reporting
- Social Indicators Performance

**Discussions**

- Team Discussion

**Sites**

**People and Groups**

Recycle Bin

**Key Performance Indicators**

Show Only Problems

Indicator	Goal	Value	Status
SO1	100	100	
SO2	100	100	
SO3	100	20	
SO4	100	30	
SO5	100	100	
SO8	100	100	

**Indicators**

Type	Name	Modified By
	SO 05 Michael - Update	Dulip Thillekeratne
	SO 02 Michael - Update	Dulip Thillekeratne
	SO 04 Shiran - Update	Dulip Thillekeratne
	SO 01 Michael - Update	Dulip Thillekeratne
	SO 03 Ryan - Update	Dulip Thillekeratne
	SO 08 Navin - Update	Dulip Thillekeratne

Add new document

**Tasks**

Title	Assigned To	Status
-------	-------------	--------

There are no items to show in this view of the "Tasks" list. To create a new item, click "Add new task" below.

Add new task

**Social Performance**

Show Only Problems

Indicator	Status
SO1	
SO2	
SO3	
SO4	
SO5	
SO8	

**Members**

- Dedunie De Silva
  - Dimanthi Jayathilaka
  - Dulip Thillekeratne
  - Michael De Soya
  - Navin Perera
- Add new user



Stakeholder > Stake Holder Engagement - Employee  
**Stake Holder Engagement - Employee**

- View All Site Content
- Surveys**
  - Stake Holder Engagement - Employee
- Documents**
  - Shared Documents
  - Web contents
  - Survey results
- Lists**
  - Calendar
  - Tasks
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**
- Recycle Bin**

New | Actions | Settings

Body

Dear Employee,

Thank you very much for your valuable participation in this survey. A company would not be sustainable unless it performs in all 3 aspects of the triple bottom line. These are the Economic, Social and Environmental aspects. The performance of a company should always be monitored upon continuously for it to service present challenges and also to identify future risks and opportunities to perform.

The employees of a company form one of the most important groups of stakeholders. As a result the feedback from the employees would be the most valuable in measuring the sustainability performance of a company.

You are selected randomly, to state your independent viewpoint on the following aspects; hence we greatly appreciate your time and effort.

Thank you

Respond to this Survey | Actions | Settings View: **Overview**

<b>Survey Name:</b>	Stake Holder Engagement - Employee
<b>Survey Description:</b>	
<b>Time Created:</b>	9/10/2009 11:31 AM
<b>Number of Responses:</b>	264

- Show a graphical summary of responses
- Show all responses

Type	Name	Modified By
	Survey results	Panduka H. Lakmal

Add new document

**Environment Management**

- View All Site Content
- Documents**
  - Shared Documents
  - Mwaste
- Lists**
  - Tasks
- Discussions**
  - Team Discussion
- Sites**
- People and Groups**

**Content Editor Web Part**



**Announcements**

There are currently no active announcements.

## **What are some of the Benefits of Measurement?**

- Increased transparency to investors and donors
- POC and scalability options become easier to implement
- Fix pain points and improve outcomes

## **How has Dialog used this Information?**

- Benchmarking against peers, country and global indices
- Building affinity and consolidating license to operate
- Advocacy and public policy positions

**Thank you**