

# Thinkthrough Consulting (TTC)

## Case Studies



# Case Studies - Development Sector Advisory

# Case Study 1: Programme Monitoring Partner for National Stock Exchange Foundation (NSE Foundation)

## Background

TTC has been appointed as the Program Monitoring and Evaluation (PME) agency by NSE Foundation to identify new CSR programs and activities that are aligned to NSE's CSR Policy as formulated by NSE from time to time, select credible and capable partners to implement such programs and activities, and oversee, monitor and help manage the implementation of the selected CSR programs and activities.

## Themes

Primary education, WASH, Elder care

## Target geographies

## Project evolution with Partner NGOs

2017

- Foundation To Educate Girls Globally
- IIMPACT
- HelpAge India - Project Shraddha
- Water Aid
- Development Association for Human Advancement - DEHAT
- Charities Aid Foundation- CAF

+

2018

- Plan International
- Bodh Shiksha Samiti
- HelpAge- Project Alambana (Karauli), Clean
- Indian Society of Agribusiness Professionals - ISAP

+

2019

- HelpAge- Project Alambana (Ramanathapuram, & Birbhum)

12 projects

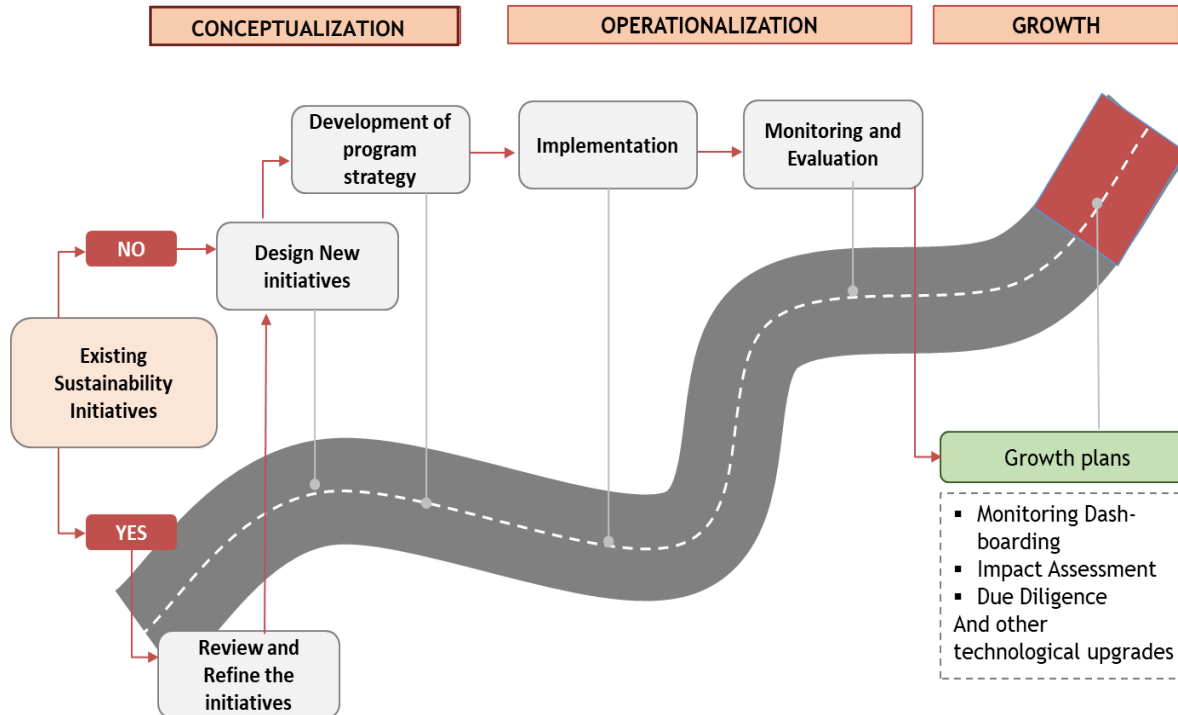


# Case Study 2: Dubai Ports World (DP World) - CSR Strategy Design and Implementation Support

## Background

- DP World, a leading enabler of global trade is looking for assistance in designing and supporting the execution of a five year CSR roadmap
- The one year project involves developing DP World's CSR strategy with long term sustainability drivers, target groups, geographies and a monitoring and evaluation framework
- TTC is developing DP World's flagship CSR programs and providing hand-holding for the planned initiatives

## TTC's Approach



## Here's How TTC Contributed

1. Structured and strengthened existing CSR initiatives
2. Developed a five year CSR road map and initiated a flagship program
3. Ongoing Implementation Support
  - ✓ c
  - ✓ Programs
  - ✓ Monitoring and Evaluation
4. Ongoing Capacity Building
  - ✓ Organizational structure
  - ✓ Orientation and Training of DP World's CSR Team



# Case Study 3: Marks & Spencer (M&S) - Longitudinal Impact Assessment Study

## Background

- Marks & Spencer (M&S) has partnered with Emerging Leaders (EL), a UK based NGO to reach out to thousands of supply chain workers across Kenya, East Africa, South Africa & India through 'Leadership for Life' program
- The program aims at catalyzing the supply chain workers' path towards personal and professional leadership
- In the year long engagement, TTC is assisting M&S in conducting a longitudinal impact assessment study of this program in India

Assessed the longitudinal impact with base-line, mid-line and end-line stages. The study includes comparative differences between target & control groups as well as pre-post assessment of the targeted beneficiaries

Designed a framework for the study in line with the Theory of Change developed by Emerging Leaders for their training programme.

Compared impact delivered in North Indian apparel factories where sex ratio of factory workers is skewed towards males vis a vis the South Indian apparel factories where mostly women are employed as workers

Extended support for trainings by proposing supporting trainers, translators and developing training content

Here's How  
TTC  
Contributed

# Case Study 4: Indian Society of Agribusiness Professionals (ISAP) - Impact assessment study

## Background

- OCP Foundation supported Indian Society for Agri-business Professionals (ISAP) to promote 'Integrated Farming System' & 'Agriculture Extension Services' in Karnataka and Rajasthan with a direct outreach to over 16,600 farmers. Key areas of these programs were agri-extension services, integrated farming system, scientific agriculture methods, institution building and post harvest management
- TTC carried out an impact assessment of these programs to determine the project progress, outcomes & corresponding impacts and recommendations

## Here's How TTC Contributed

### Impact assessment of community organizations

Assessment covered: the impact delivered by community organizations like Farmer Producer Organizations (FPOs) & Custom Hiring Centers (CHCs)

### Infrastructure effectiveness

The study explored the efficacy of price risk mitigation infrastructure like warehouses & water structures



### Agriculture extension services & ICT

Provided recommendations on improvement of agricultural extension services and existing Information Communication Technology (ICT) practises

### Relevance to Doubling Farmer's Income (DFI)

The study included insights on the farm diversification activities such as apiary, goat rearing, horticulture, Azolla farming etc.

# Case Study 5: UNDP- Action Research on Youth Volunteering in India

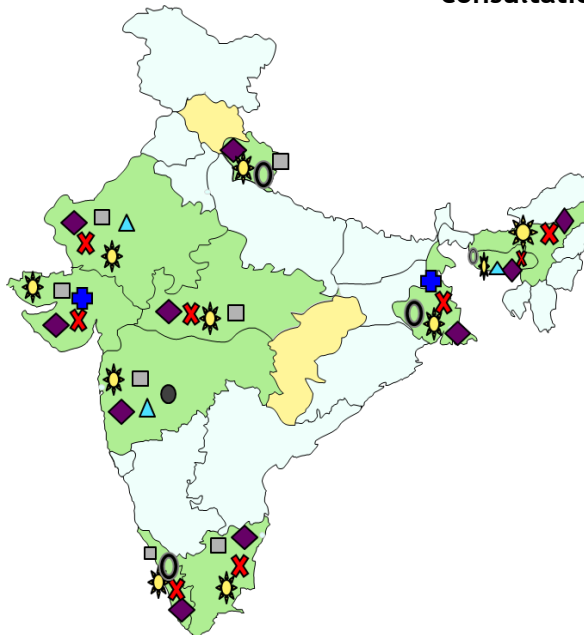
## Background

- TTC was commissioned to develop a first-of-its-kind action research report on the 'State of Youth Volunteering in India'. Volunteerism is proposed as a means of channelizing the energy of youth for nation building activities. The objective was to understand the potential, current scope and impact of youth volunteering, and thereby provide recommendations on the National Youth Policy

## Key components of action research



The primary research covered interactions with over 125 stakeholders across 11 states



| Stakeholders |                        |
|--------------|------------------------|
| ◆            | Volunteers             |
| ✕            | Youth clubs            |
| ☀            | CSOs                   |
| □            | Government             |
| ●            | Corporates             |
| ○            | Personalities          |
| ⊕            | Religious Institutions |
| ▲            | Academic institutes    |

## Here's How TTC Contributed

- Developed the first report on the "State of Youth Volunteerism in India"
- Established an evidence base on the contribution of youth volunteering towards development goals
- Provided recommendations for future volunteer engagement to enable the post 2030 development agenda

# Case Study 6: Impact assessment of British Council and Diageo's 'Young Women's Social Entrepreneurship Development Program (YWSEDP)

## Background

- Diageo in partnership with the British Council, launched the YWSEDP that aimed to contribute to entrepreneurship education by training women Master trainers to further support a growing body of women entrepreneurs in communities across India
- TTC was engaged to capture the capability enhancement of the women entrepreneurs and the impact of this program at partner (NGO), personal and societal levels

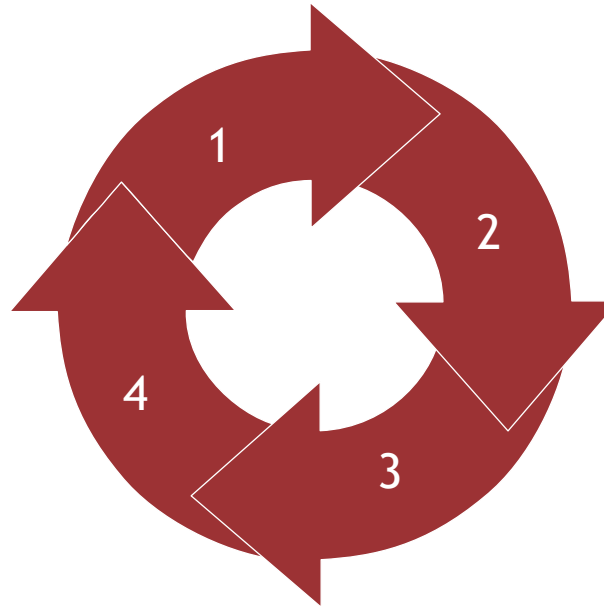
## Here's How TTC Contributed

Evaluated the social, environmental and economic impact of the YWSEDP on various stakeholders including NGOs, entrepreneurs, their families and businesses

Assessed the impact of the innovative tools and training modules provided to the master trainers and the impact created on the social entrepreneurs

Identified success stories from the program for strengthening it

Provided recommendations for next-phase by capturing lessons learned and key enablers to further support impactful social enterprise development and women empowerment

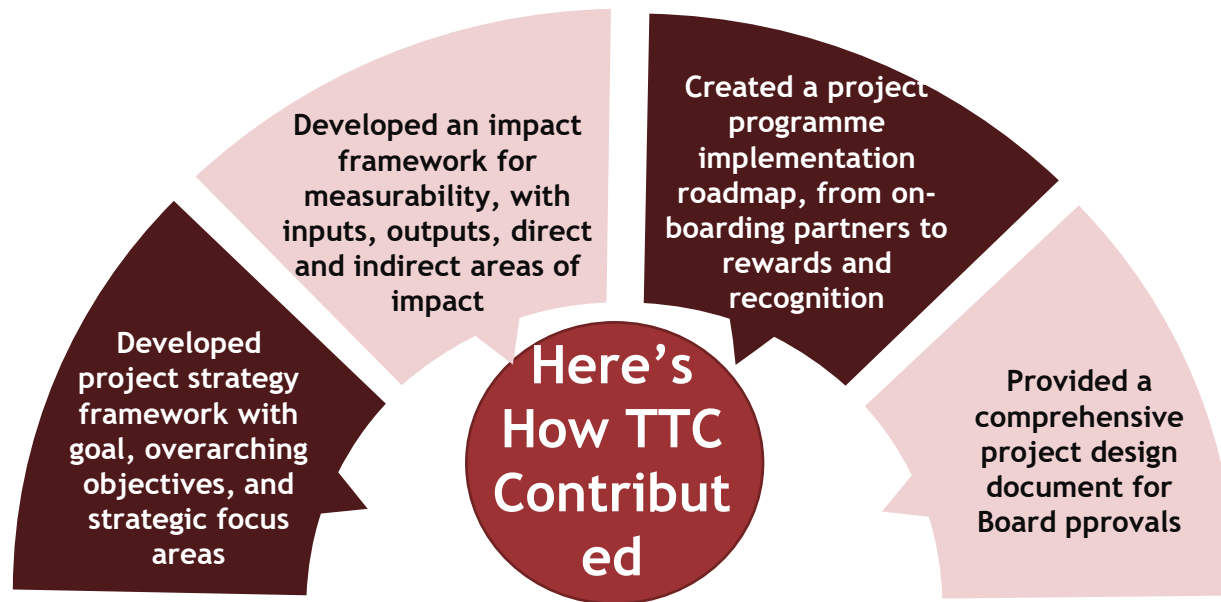




# Case Study 7: Designing new phase of British Council and Diageo's 'Young Women's Social Entrepreneurship Development Program (YWSEDP)

## Background

- YWSEDP aims to encourage social entrepreneurship amongst women of lower socio-economic backgrounds thereby contributing to the larger goal of women's empowerment
- TTC was engaged by Diageo and British Council, based on an impact assessment (of Phase I and Phase II) conducted by TTC, to design Phase III of the YWSEDP



Phase III of the YWSEDP consolidated achievements of previous phases, strengthened its relationships with CSOs in priority states and created a deeper impact on selected women beneficiaries thereby contributing to building the Diageo and British Council brands

# Case Study 8: ITC - Impact of ITC's Sustainable Agricultural Practices in Bihar and Eastern UP

## Background

TTC supported ITC in conducting an impact study to understand the economic impacts (tangible and intangible) of ITC's sustainable agriculture practices that will improve the livelihood of farmers across the agriculture value-chain.

## Here's How TTC Contributed

1  
Determined economic impact of practices introduced for rice, wheat and summer crop

1

2

2  
Estimated cumulative investments and incremental net returns for beneficiaries

4  
Assessed continued sustainability of the institutions in the absence of ITC's investment

4

3

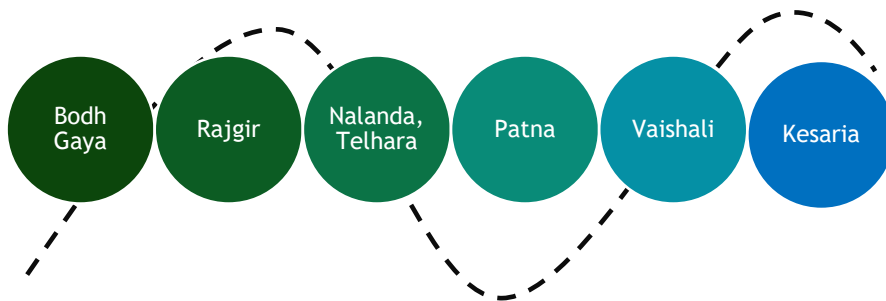
3  
Examined the efficiency of ITC's eco-system approach including field schools, partnerships and institutions

# Case Study 9: World Bank - Women's participation in the tourism value chain in Bihar

## Background

- The World Bank has been supporting the Indian government in developing the Buddhist Circuit in India. A component of this technical assistance focused on developing and promoting women's participation in the tourism value chain of the Buddhist Circuit in Bihar
- TTC undertook a value chain analysis of this sector in Bihar to identify at least two value chains where women's role either as entrepreneurs or employees could be strengthened

## Geographic locations



## Sectors identified for value chain analysis



## Here's How TTC Contributed

1. Provided a value chain analysis of the tourism sector in the Buddhist circuit in Bihar with a special focus on women's participation.
2. Assessed opportunities and barriers to women's participation, their skills, employability, and supporting environment (access to finance, social support, child-care, etc.) for women to participate in the tourism sector
3. Identified least two value chains that could be developed to enhance women's participation and contribution to the tourism sector
4. Actionable recommendations to pilot interventions in these value chains to enhance women's participation in the Buddhist circuit in Bihar

# Case Study 10: Responsenet Development Services - Impact assessment of its Foodbank project

## Background

- The Foodbank project, started in 2002, with a mission to connect nutritional food with the hungry in a systematic and process driven manner, to end the fight against hunger and malnutrition in Delhi-NCR.

### Case Study 38: Lutheran World Service India Trust - Country strategy review, program evaluation and organizational assessment



Delhi-NCR for the period

## Structure

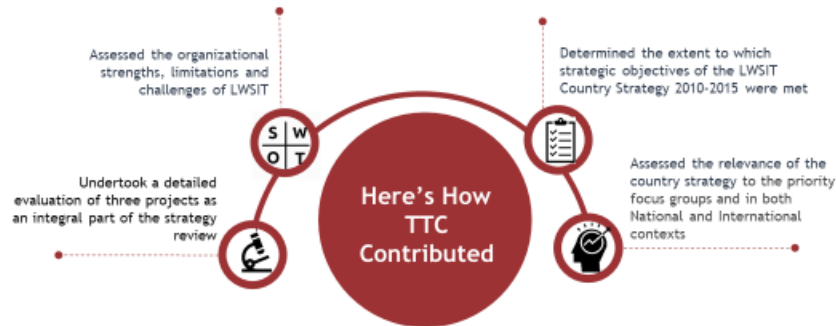
## How TTC Contributed

### Background

- Lutheran World Service India Trust (LWSIT) started functioning as a national NGO in 2010 with a newly developed country strategy.
- TTC worked with LWSIT to undertake an evaluation of its country strategy 2010-15, the programs carried out under this strategy and an organizational assessment to assess its capacities and strengths.

TTC recommended a comprehensive project design and administration document to ensure inclusive results and effective work.

TTC undertook this study through a qualitative and quantitative analysis of secondary and primary data- in-depth interviews with donors, partners and employees, IDIs and FGDs with 120 community-based organizations and approximately 1500 community members



TTC prepared Responsenet for the management information system for working on a real time basis.

## Donors

- Corporations
- Individuals
- Institutions
- Schools
- Welfare associations

## Scope of work

Evaluate project execution excellence

Gauge stakeholder perceptions

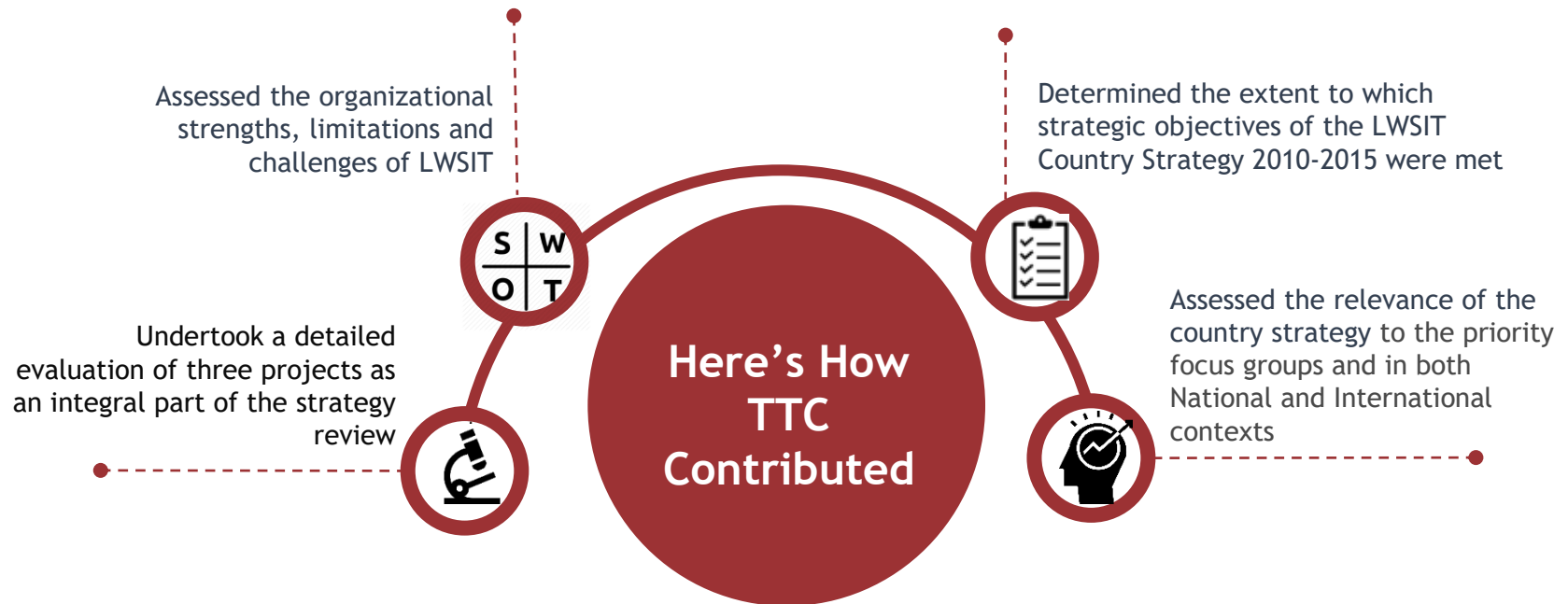
TTC's assessment helped streamline monitoring and reporting systems and make knowledge sharing and documentation more efficient.

# Case Study 11: Lutheran World Service India Trust - Country strategy review, program evaluation and organizational assessment

## Background

- Lutheran World Service India Trust (LWSIT) started functioning as a national NGO in 2010 with a newly developed country strategy.
- TTC worked with LWSIT to undertake an evaluation of its country strategy 2010-15, the programs carried out under this strategy and an organizational assessment to assess its capacities and strengths.

TTC undertook this study through a qualitative and quantitative analysis of secondary and primary data- in-depth interviews with donors, partners and employees, IDIs and FGDs with 120 community-based organizations and approximately 1500 community members





# Case Study 12: Axis Bank Foundation- Impact Assessment of its Dilasa Project

## Background

- TTC conducted a midterm impact assessment of the ABF-Dilasa project
- The midterm impact assessment was initiated to monitor the outcome of the project over the last five years against the baseline indicators.



### DILASA Sanstha

- Axis Bank Foundation partnered with Dilasa Sanstha ('Dilasa') to promote sustainable livelihood development in Vidarbha and Marathwada regions in Maharashtra.
- Under this project the most disadvantaged households, largely tribals, are trained in diverse agricultural practices including irrigation, mixed cropping pattern, seed preservation and access to bank credit.

### Here's How TTC Contributed

Analyzed the impact of the initiative against baseline indicators

Documented relevant best practices

Reported activity and program-wise impact on the beneficiaries

# Case Study 13: Plan India- End term evaluation of the Missing Child Alert (MCA) project

## Background

- The Missing Child Alert (MCA) project, initiated by Plan International operates in a complex political, social and legal environment to address the critical issue of cross-border child trafficking within India, Bangladesh and Nepal
- TTC undertook the evaluation across this multi country project to prevent and respond to child trafficking

### Here's How TTC Contributed

- 1 Assessed whether the planned results were achieved or not and the reasons for variation
- 2 Evaluated the project's relevance and effectiveness with respect to Plan International's Global strategy and other relevant studies
- 3 Evaluated the multilateral approach introduced under MCA
- 4 Evaluated the impact and sustainability of the MCA project

- The MCA Program is a sub-regional program which aims to be a technologically equipped, institutionalized regional system of alert to repatriate children who are vulnerable to or/and victims of cross border trafficking across Bangladesh, Nepal and India.
- The ICT enabled system of alert and response and also seeks to build capacities and facilitate information exchange between key stakeholders for the prevention of and response to child trafficking in the three countries.



PROJECT MISSING CHILD ALERT

# Case Study 14: Breakthrough Trust- Business plan and fundraising strategy

## Background

- Breakthrough (BT) was founded in 1999 with the mission of using arts and culture to bring human rights issues- especially violence and discrimination against women and girls - into mainstream conversation and inspire critical masses of people to take action for change
- TTC helped Breakthrough sustain its growth momentum and leverage on the external funding environment

TTC helped Breakthrough sustain its growth momentum and leverage on the external funding environment through following steps:

Undertaking a Current State Review of BT; including its vision framework, strategy, program and projects

Preparing a five year business plan for Breakthrough

Assisting BT in developing a robust fundraising strategy

Here's How TTC Contributed

# Case Study 15: Cargill Asia Pacific - Corporate Responsibility training for CR professionals in the Asia Pacific Region

## Background

- Cargill is working to nourish the world in a safe, responsible and sustainable way. They have been in the business for more than 150 years and have worked with partners across complex food systems
- TTC was assigned to develop a corporate responsibility training program for Cargill CR professionals in the Asia Pacific Region

## Here's How TTC Contributed

### 1. Undertook a training need assessment

- Conducted basic needs assessment of the participants
- Provided pre-reading material that set a context for the CR professionals prior to the training
- Provided a framework that allowed CR professionals to develop a current state analysis for their respective region and country

### 2. Designed training modules and delivered a three day training

- Developed a three day training program/curriculum along with proposed training modules and key training material
- Identified the faculty for the delivery of the training
- Facilitated the sharing of key learning and good practices across the APAC region
- Provided templates and frameworks as per coursework requirements

3. Conducted a post training assessment to gauge the effectiveness of the training provided

## Training modules

1

Sustainable development

2

Stakeholder management

3

Communication for development

4

Project lifecycle (project design, monitoring & evaluation)

5

Leadership styles and qualities

# Case Study 16: Essar Foundation - Impact assessment of CSR initiatives, compliance to S. 135 of the Companies Act

## Background

- The Essar Group Foundation (EF) was formally set up in 2012, to drive the Essar Group's ongoing CSR activities across the states where the company operates. EF's strategy is based on 6 thematic areas including livelihoods & entrepreneurship, women empowerment, education, infrastructure, environment and health
- In 2015, EF commissioned TTC to conduct an impact assessment of its CSR initiatives, in the fifteen villages surrounding its operations, in Jamnagar and Dwarka Devbhoomi districts in Gujarat

## Here's How TTC Contributed

- Undertook an as-is review of management arrangement systems and processes established by EF to gauge the adequacy of systems, policies and procedures for project lifecycle management.
- Evaluated the efficiency and impact of project interventions in the thematic areas of education (8 interventions), community health ( 6 interventions), livelihoods (3 interventions) and women empowerment
- Mapped the progress of select projects against intended/planned outcomes and outputs
- Reviewed CSR interventions for compliance under S. 135 of the Companies Act, 2013



**ESSAR**  
FOUNDATION



# Case Study 17: Cargill Indonesia - Impact Assessment and SROI of Cargill Tropical Palm's (CTP) education programme

## Background

- The CTP School Education Programme (SEP) aims to enhance the ability of the children to compete on a global platform and is one of Cargill's major initiatives towards community enrichment in Indonesia
- Cargill engaged the services of TTC to evaluate the relevance, project implementation and impact accruing to the SEP in the plantations of West Kalimantan

## Here's How TTC Contributed

1

Evaluated the programme design & efficacy of the programme management arrangements

2

Documented perspective of different stakeholders with respect to the programme

3

Assessed the achievements & impact of the programme on the beneficiaries and local community

4

Calculated social return on Cargill's investment (SROI)

5

Documented lessons learned and provided recommendations for the next phase of the programme

## Glimpses from field



# Case Study 18: Smile Train India

## Background



- Smile Train India (STI) is a not-for-profit organization that provides cleft care to children through its 160 partner hospitals across India of doctors and senior medical professionals.
- STI's goal for the program was to enhance its visibility in India. TTC was appointed with a team to develop strategic corporate partnerships and establish its advisory council.

### Here's How TTC Contributed

#### Monitoring Protocols

Developed stepwise approach to monitor protocols for STI

#### Corporate Partnership

Introduced STI to multiple corporates across India, form them to form strategic partnerships through our client networks.



#### Group Sessions with Organizations

Arranged focused group sessions of the STI team with select companies to enhance their network in India

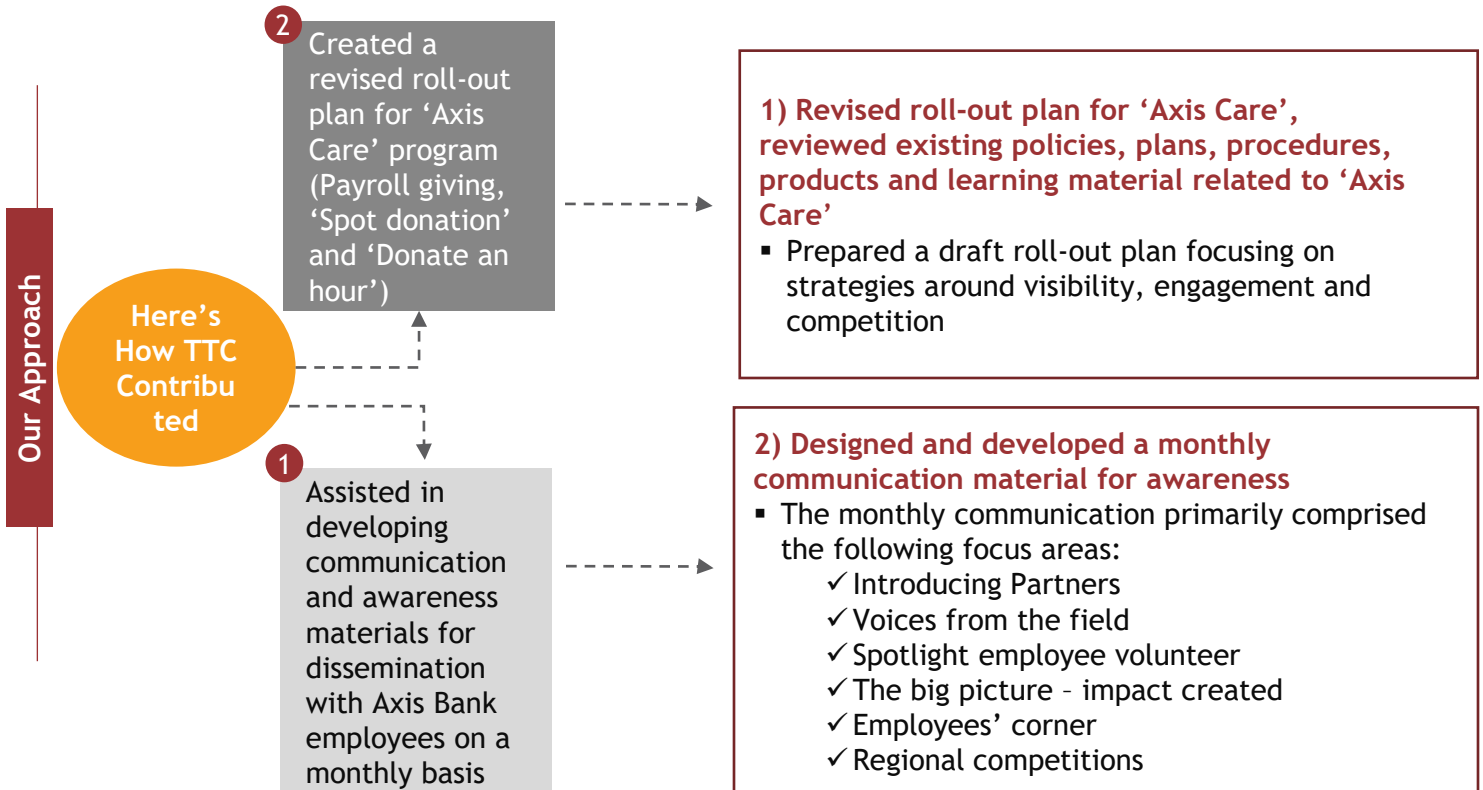
#### Advisory Council

Assisted STI in setting up the Smile Train Advisory Council which consisted of eminent leaders from diverse professional backgrounds

# Case Study 19: Axis Bank Foundation- Enhanced the 'Axis Care' Employee Volunteering Programme

## Background

- 'Axis Care' is a payroll giving program that seeks to engage the Bank's employees in contributing to ABF's projects through payroll giving or spot donations. It further facilitates the exchange of ideas between employees and NGO partners towards societal development. ABF noticed a decline in the number of employees registering with the 'Axis Care' program due to various reasons
- TTC helped to increase the visibility of the program through multiple outreach and engagement strategies to improve the volunteerism amongst bank employees









# Case Study 20: Axis Bank - Impact Assessment of Axis 'Dil Se' programme in Ladakh

## Background

- Axis Dil Se is an Axis Bank CSR initiative in partnership with 17000 ft, from 2017 to 2020 aimed at transforming government schools and providing access to better resources for the children in rural villages of Leh and Kargil Districts of Ladakh
- Axis Bank has adopted 108 schools across the Ladakh region. In the first phase of the project from 2017-18 libraries and playgrounds were built in these schools by 17000 ft and Axis Bank
- In the second phase i.e. 2018-19, DigiLabs are being setup in the 108 schools. For the final year the goal is to develop the Anganwadi centers and provide desks and chairs to the schools

## Here's How TTC Contributed

Axis Bank has hired TTC's services to conduct an impact assessment after the first phase implementation of the project which include interventions such as installation of libraries and playgrounds and ongoing installation of the DigiLabs. The scope of this project covered the following:

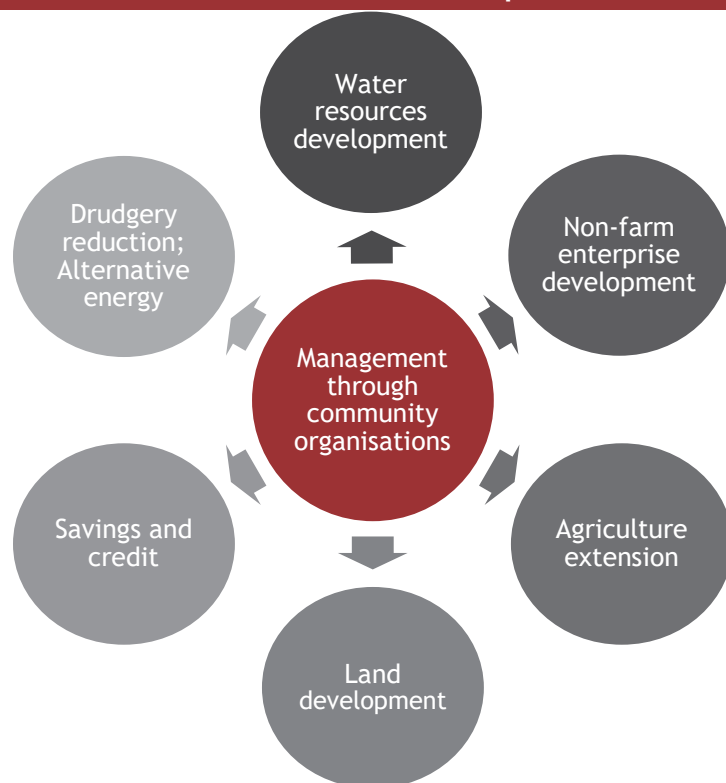
-  Validation of project achievements for the first phase of Axis Dil Se
-  Assessment of effectiveness of project management structure
-  Capturing the impact of the project on learning outcomes, enrollment and retention of students
-  Assessment of the sustainability of the interventions
-  Gauging stakeholder perspective to assess the relevance of the project.
-  Capturing good practices, change stories, key challenges and provide recommendations and way forward for the project

# Case Study 21: Axis Bank Foundation (ABF) - Impact assessment study of AKRSP's livelihoods project

## Background

- Axis Bank Foundation (ABF)'s primary focus is on creating sustainable livelihoods for economically weaker sections of society. ABF partnered with AKRSP(I) to promote the development of sustainable livelihood in the backward region of Dangs in Gujarat
- TTC conducted an impact assessment of the intervention, providing the recommendations on its effectiveness, impact & sustainability

## Interventions covered under impact assessment



## Here's How TTC Contributed

Assessed the impact of the inter-related interventions within the program

1

Provided advisory support on effectiveness of program and its implementation

2

Study brought out the perspectives of different stakeholders including the local tribal community

3



# Case Study 22: JSI India - Universal Immunisation Program Assessment

## Background

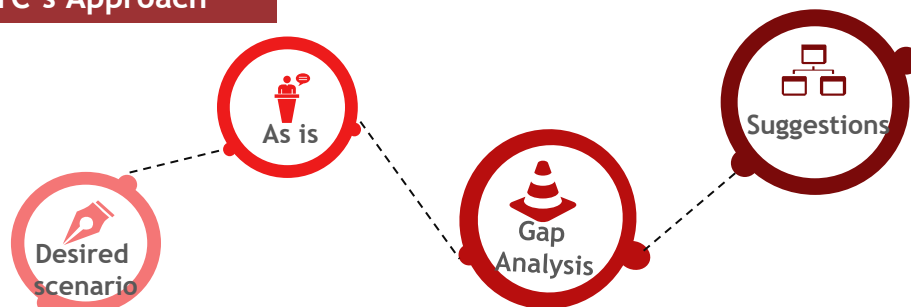
Assessment of existing training & capacity building methods of various stakeholders involved in the implementation of the UIP - Five States

- JSI India is developing an interactive, innovative and adaptable knowledge building system for health personnel at different levels of the Universal Immunization Program. Therefore, a need assessment study was conducted by TTC with different stakeholders at various levels from National to Sub-block level
- It was conducted in 5 States - HP, MP, Maharashtra, Orissa, Tamil Nadu

## Stakeholders involved in UIP



## TTC's Approach



Quasi Experimental Design

Mixed Methodology

Ethical Considerations

## 1 Here's How TTC Contributed

Constraints & limitations at National, State, District, Block & Sub-Block levels were identified

2 Exposure to technology & preferred sources of training were identified at the block level

3 Suggestions & recommendations were given for innovative practices to be adopted towards better capacity building

- Relatively easy strategies supported by systematic changes were also suggested

# Case Study 23: JSI- Needs Assessment for Strengthening the Implementation of the Revised National Tuberculosis Control Programme (RNTCP) in Kolkata Municipal Corporation

## Background

- USAID-supported Tuberculosis Health Action Learning Initiative (THALI) project aims to catalyze a dynamic process of identifying, developing, testing, and scaling-up successful innovative solutions to strengthen urban TB control, especially amongst the urban slum dwellers, with a focus on women and the girl child
- As one of the consortium partners of the THALI project (others being World Health Partners and CINI), JSI/India contracted TTC to undertake a comprehensive Needs Assessment of TB services under RNTCP across all the key areas

## Here's How TTC Contributed

The objective of the THALI intervention is to improve the quality of TB service delivery by private providers. This project is working hand in hand with the Kolkata Municipal Corporation (KMC) to develop a TB Free Kolkata Action Plan. A structured need assessment was envisaged to identify key gaps in the implementation of RNTCP in 10 RNTCP districts of KMC thereby generate an evidence-based plan.

-  Extensive secondary literature review to understand existing landscape of healthcare system and RNTCP
-  Primary qualitative research by KIIs of policy makers and experts at all levels.
-  Development of tools based on findings of secondary research and KIIs for mapping of thematic areas
-  Visit to health facilities for collection of data with respect to various aspects of RNTCP implementation
-  Data analysis for identification of bottlenecks, risks and opportunities
-  Formulation of strategy document and dissemination of report comprehensively covering all thematic areas






# Case Study 24: Nutrition International (NI)- Supply Chain Assessment For Maternal And Child Health Commodities In Bangladesh

## Background

- To assess the key components of the supply chain with the aim of understanding the barriers and facilitating factors in the availability of IFA, Vitamin A supplements, Micronutrient powder, and Zn/ORS in Thakurgaon District of Bangladesh
- To formulate innovative solutions to the supply chain challenges in order to ensure uninterrupted and sustained availability

## Here's How TTC Contributed

Many recent studies have identified numerous drawbacks in the supply chain management of Ministry of Health and Family Welfare (MOHFW), Government of Bangladesh, which result in issues like inadequate supply, stock out of important maternal and children nutrition commodities, and delayed distribution. In this backdrop, NI commissioned the assessment of health and nutrition commodity supply chains in Bangladesh, to highlight bottlenecks and facilitators in the supply chain of the specified commodities.

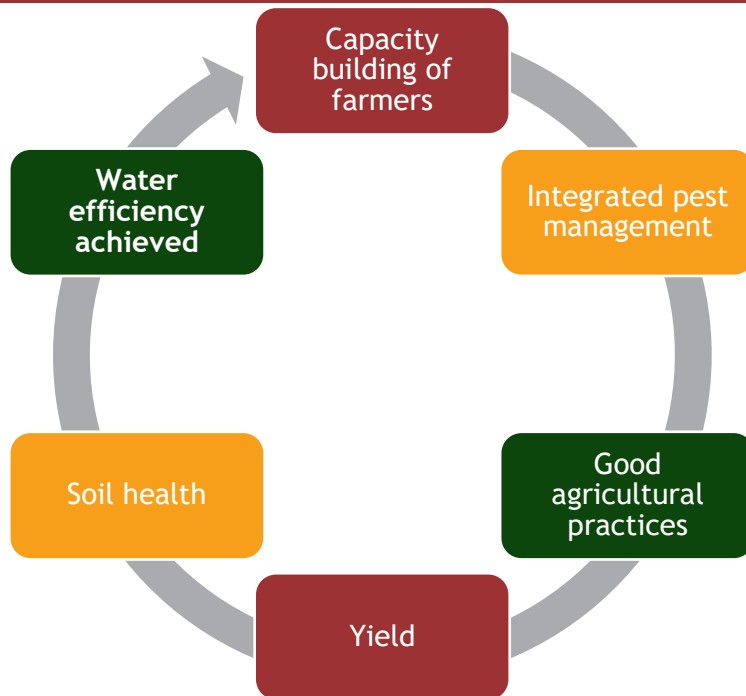
-  Extensive secondary research to understand existing determinants of nutrition supply chain in Bangladesh
-  Primary qualitative research on KIs of policy makers and experts at all levels
-  Stakeholder engagement and qualitative and quantitative survey at all levels
-  Visit to health facilities and drug stores
-  Data analysis for identification of bottlenecks, risks and opportunities
-  Formulation of strategy document with respect to supply chain management for effective and efficient implementation of health and nutrition programmes

# Case Study 25: Solidaridad - Assurance of “Meetha Sona Unnati”

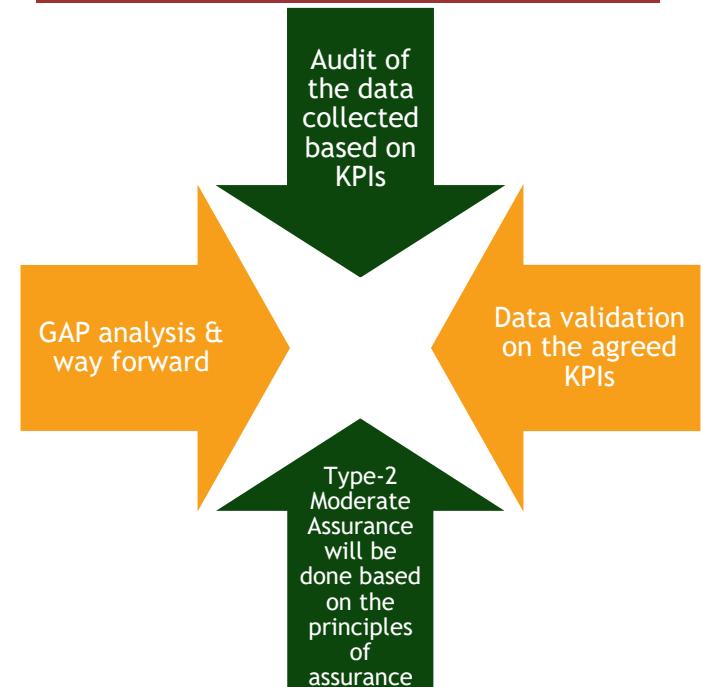
## Background

- “Meetha Sona Unnati” is a three-year multi-stakeholder project on sustainable sugarcane. It addresses the challenges of deteriorating soil health, low yields and increasing cost of cultivation faced by sugarcane farmers in the state of Uttar Pradesh
- Interventions undertaken in the project include autumn planning methods, water efficiency techniques, mechanization, and farmer training
- TTC is in charge of validating the data findings on the mutually agreed KPIs and provide assurance on the results of the program from January 2016 to December 2018

## Data validation on the KPIs



## Here's How TTC Contributed

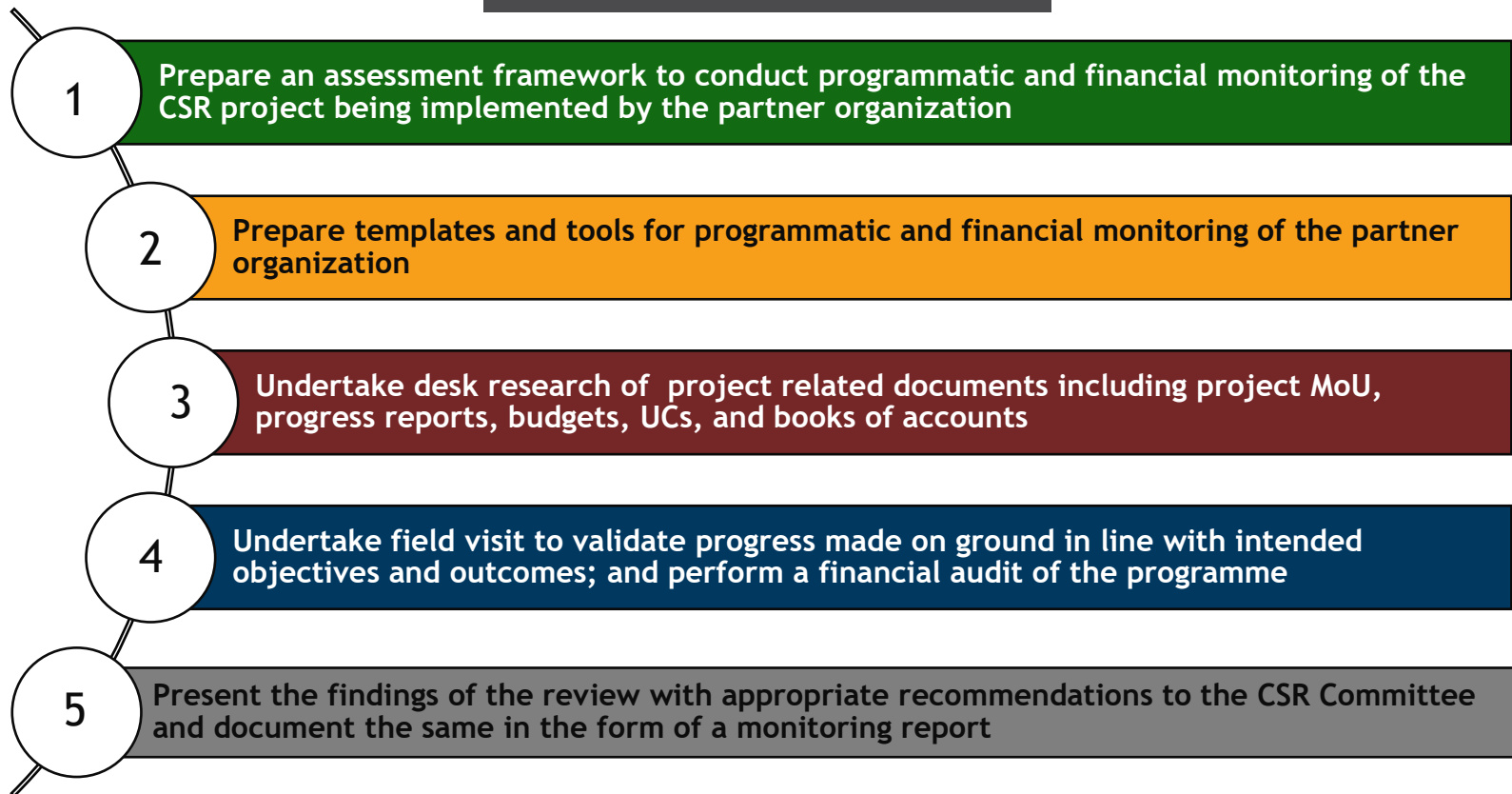


# Case Study 26: Monitoring agency to validate and monitor proper utilization of CSR funds for IndiGoReach programme

## Background

- IndiGo has engaged TTC to validate and monitor the proper utilisation of CSR funds with respect to the IndiGoReach programme as implemented by IndiGo & its partners and submit a comprehensive report for the same

## Here's How TTC Contributed



# Case Study 27: Project management support for Government of Karnataka- Transformation of Schools with private sector support

## Background

- In the present engagement, TTC has set up a Project Management Unit with the Department of Primary & Secondary Education, Government of Karnataka
- The PMU will explore the possibility of garnering support from corporates and other donors for improvement of quality of education

## Here's How TTC Contributed

1  
Create an online platform for sharing school level requirement information, disseminate work undertaken by corporates in the education sector and set up a protocol for corporate participation

1

2

2  
Mapping of CSR opportunities and private sector funding support

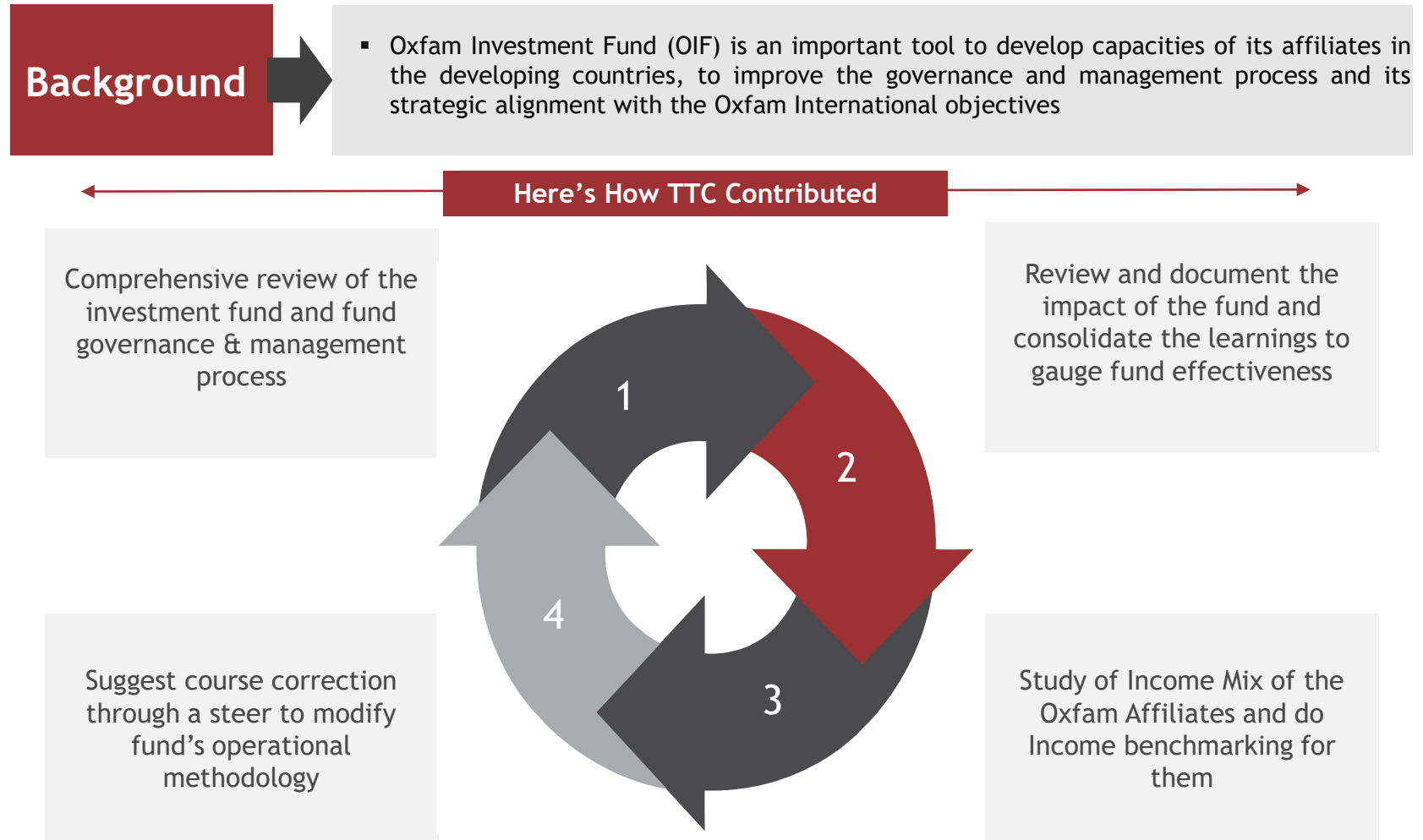
4  
Formation/strengthening of special purpose vehicle for attracting CSR funds

4

3

3  
Create sponsorship modules for funding and identification of vendors/development partners

# Case Study 28: External evaluation of Oxfam investment fund





# Case Study 29: Assisting in implementation of JCB - LBCT's program strategy (1/2)

## Background

- LBCT strives towards sustainable communities to facilitate individuals and groups access a better quality of life in partnership with all stakeholders
- LBCT's objective is to create an ecosystem where children complete secondary education and skilled men and women work towards income generation opportunities
- TTC conducted need analysis and impact assessment of LBCT programs across all three locations from 2014-2017 and drafted a program strategy for the next 5 years

## Our Approach

### The Need

#### Sustainable communities that have adequate skills to be employable

- Although enrolment of students in schools has increased significantly post RTE, increase in learning levels is quite low
- Lack of holistic and life skills awareness often puts youth at crossroads and limited employment opportunities
- Limited vocational skill sets restricts women's role in entrepreneurial initiatives

### Addressing the need

Life Skill enabled education

+ Employable vocational skills

Sustained Impact

Empowerment for community owned social mobilisation

#### CHALLENGES

- Difficult to partner with govt.
- Limited reach
- Limited visibility

Options for scaling up

#### Deepen the intervention

- Structured interventions in existing geographies with strategic inputs in education and skill building

#### Expand the Intervention

- Liaison with government departments
- Partner with thematic experts for handholding

#### Expand scope of income generation initiatives

- Strengthen vocational training & orders for pertinent trades
- Promote presence of ARKE as a national business entity with interim management by LBCT

High Growth --- High Impact --- High Visibility

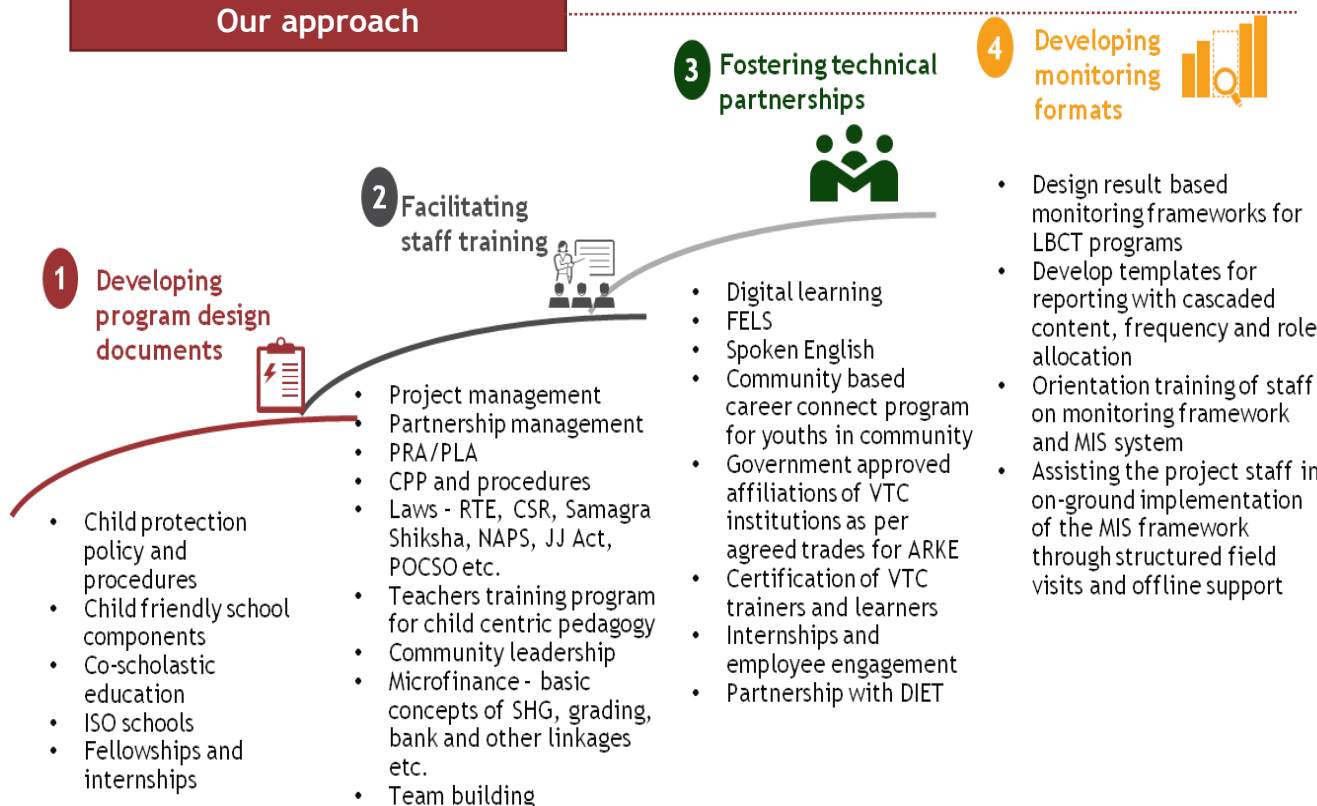
# Case Study 30: As part of a successful association, JCB - LBCT extended the consortium and established a project management with TTC (2/2)

## Background

- TTC derived its understanding of LBCT programs from the impact assessment of its programs conducted in 2017
- Currently, TTC is on board to conduct a capacity building programme for LBCT's team which will build their capacities, allow knowledge sharing, cross-learning and develop their expertise in various areas

TTC will interweave workforce aspirations with organization mandates to arrive at a **customised capacity building package** that addresses technical know-how along with procedural information to enhance program results.

## Our approach



## Here's How TTC Contributed

- 1** TTC proposed a three-fold framework targeting knowledge improvement at 3 levels:
  - Individuals and groups
  - Systems and processes
  - Organization mandate and practices
- 2** Look at potential technical partnerships to augment the quality of implementation in the communities.
- 3** Develop a coherent results based monitoring framework for the program team to assess the concurrent results.

# Case Study 31: Impact Assessment of Sundesh

## Background

Sundesh is the CSR arm of Dabur India Limited

- Sundesh has worked to improve the life in rural and urban areas, encompass empowerment and increase the health care services, literacy and income generation. It works on themes like education, health, skill development, rural credit and financial inclusion.
- TTC is conducting a qualitative impact assessment of the projects implemented by Sundesh in the project areas

## Our Approach



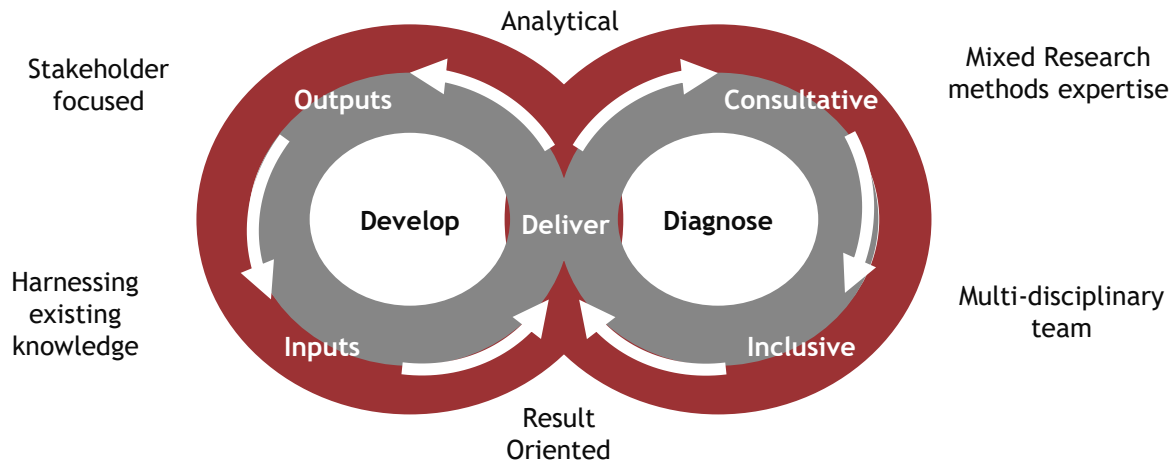
## Here's How TTC Contributed

### Impact assessment report

- Evaluation of the current situation of Sundesh's program; outlining its relevance, impact and sustainability

### Revised strategic framework

- Review of Sundesh's strategy for the next five years with clearly mentioned targets against measurable indicators and strategic action plans



# Case Study 32: Profiling and rapid assessment of Functioning of TAD hostels to support TAD for contextual PIP

## Background

- For the upliftment of tribal children in Rajasthan, the Ministry of Tribal Affairs implemented a centrally sponsored scheme of hostels for Schedule Tribe girls & boys.
- The Tribal Area Development (TAD) Department closely supervises the process and outputs, UNICEF engaged TTC to continue technical assistance to TAD for profiling of 340 TAD managed hostels and to obtain an understanding of the potential of libraries in these hostels

## Here's How TTC Contributed

### Review & Secondary Research

Conducted project related secondary research and reviewed the program related documents

### Final Report

TTC prepared a final report with profiling of 340 TAD managed hostels



### Data Collection

Prepared data collection tools and framework and undertook field based study with relevant stakeholders

### Analysis

TTC analysed the data collected through desk and primary study to identify evaluation results

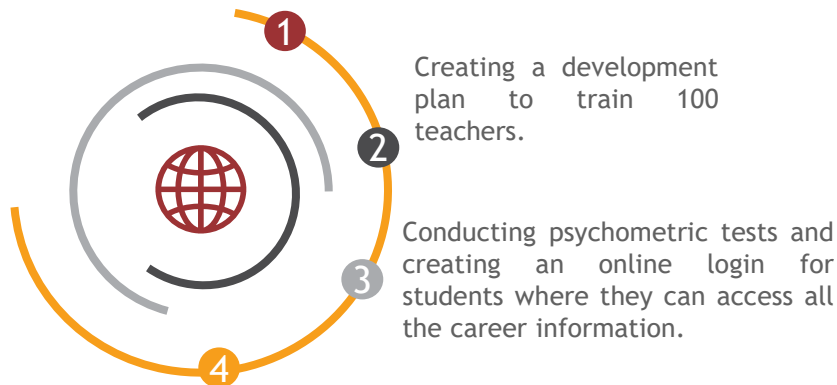
# Case Study 33: Consortium to technically assist UNDP and establish career guidance and counselling cells

## Background

- Medhavi Professional Services Pvt Ltd (via its brand iDreamCareer.Com), one of the India's largest career counselling organization and Thinkthrough consulting (TTC) proposed a project plan as a consortium to technically assist UNDP, India in establishing career guidance and counselling cells (CGCC) in 50 government pre-university (PU) colleges in Karnataka

## Our approach

Conducting ground study to assess resources, infrastructure and to speak with parents, students, principal and teachers.



Conducting one-on-one counselling sessions and career awareness workshops for students; providing soft skills training via guest lectures and industry visit programs.

A Project Management Unit (PMU) to be set up for ensuring smooth functioning as well as timely delivery of quality outputs

## Here's How TTC Contributed

A web portal for Karnataka state career Counselling project

Submitted a development report based on ground study

Orientation program for 50 PU college Principals (2 hrs/batch)

Training of 100 teachers (3 days program per batch)

Career Coach to assist trained teachers in 100 colleges

Data uploading on the MIS, documentation and reporting

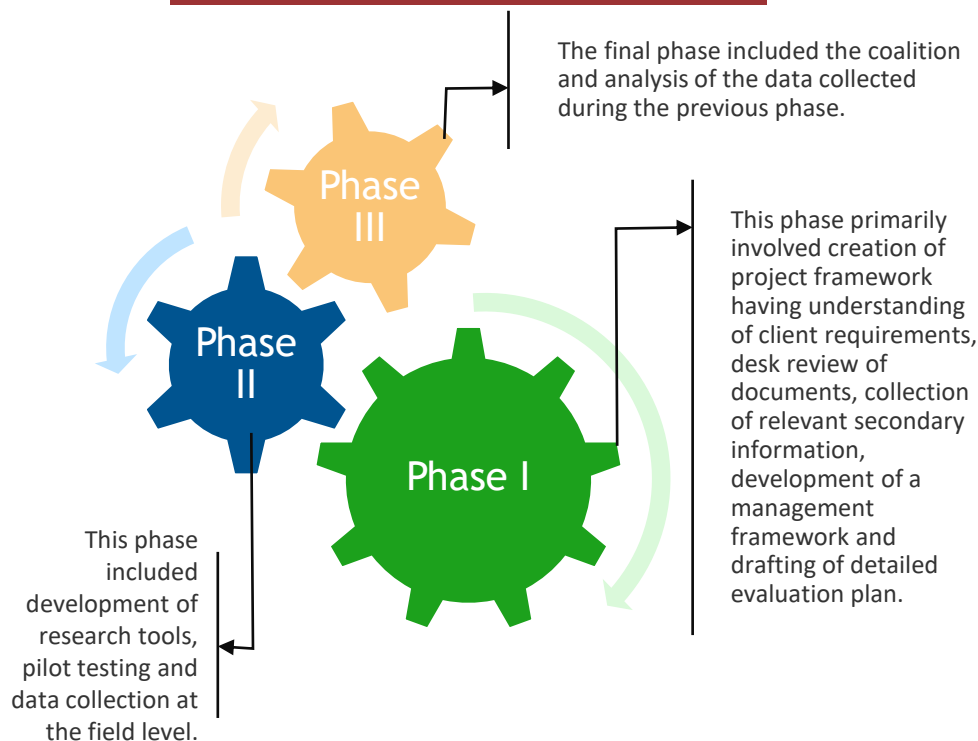
Submission of the final report to UNDP

# Case Study 34: Impact assessment of Vodafone India Foundation supported education program

## Background

- Educate Girls leverages the existing community and government resources in public primary school mandated by initiatives such as SSA & RTE
- Vodafone India Foundation supported EG project in academic year 2014-15 and provided financial support to EG across 6 districts of Rajasthan
- EG engaged with TTC to undertake a comprehensive assessment of VFI supported educational projects implemented by EG in Rajasthan

## Our Approach



## Here's How TTC Contributed

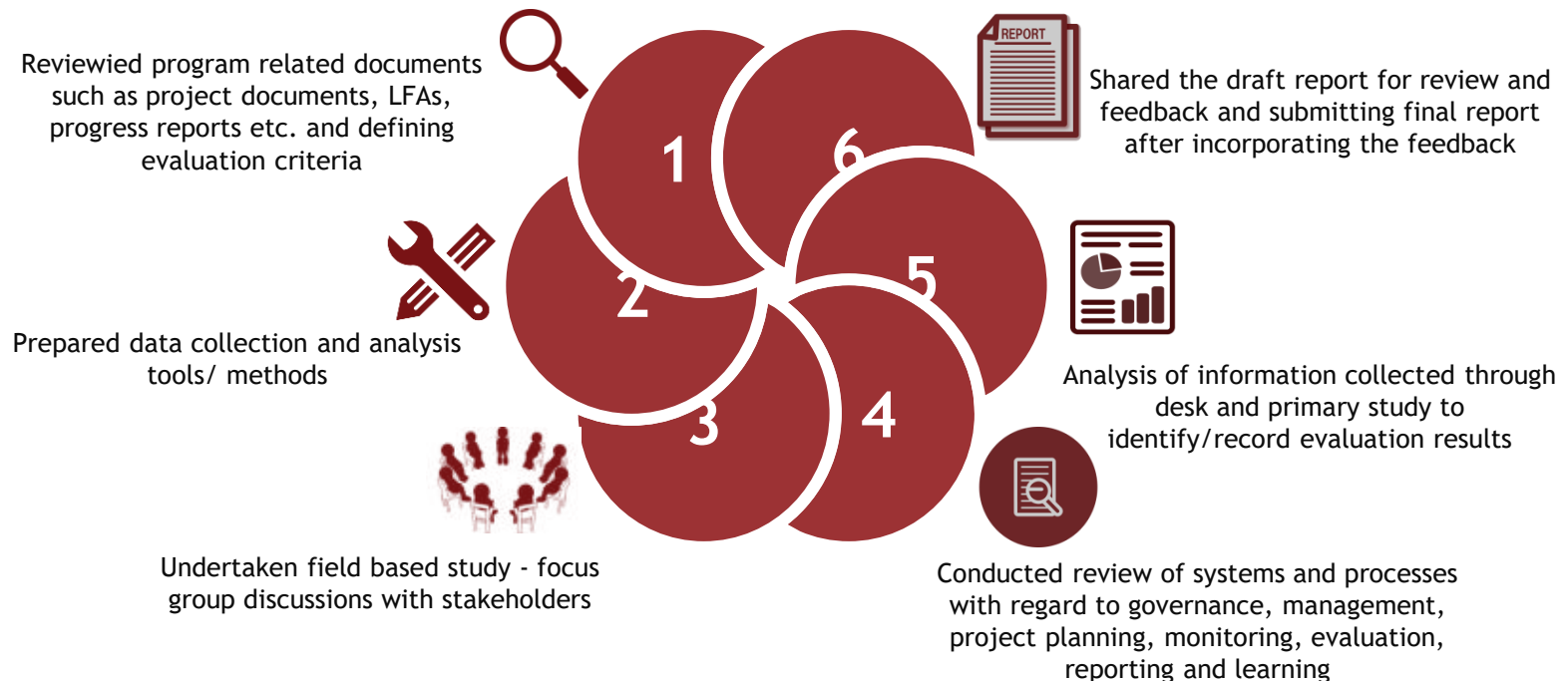
- 1 TTC analyzed the extent of alignment of EG's approach with current government priorities, policies, guidelines and existing situation of Girl empowerment in Rajasthan
- 2 Identified the parameters to evaluate the impact of the program
- 3 TTC evaluated the benefits, post EG's interventions and documented reviews, finalizing key stakeholders and setting up timelines and milestones
- 4 TTC validated the relevant documents and provided data

# Case Study 35: Assessment of Maruti Suzuki India Limited's Community Development CSR project in Haryana

## Background

- MSIL believes education is the most powerful tool for social and economic transformation; their CSR is focused on upgrading infrastructure of schools, improvement in learning levels and the all round development of schools
- They have benefitted around 13,500 children in Haryana spending around INR 6.18 crores in upgrading school infrastructure and improving learning level
- With an objective to study and assess direct and indirect impact of MSIL's intervention for infrastructure facilities on government schools, MSIL engaged with TTC to conduct the study

## Here's How TTC Contributed





# Case Study 36: Maruti Suzuki India Limited's Community Satisfaction and Perception Survey 2016 & 2018

## Background

- MSIL engaged TTC to conduct community satisfaction survey to find out community's perception on various initiatives that MSIL had undertaken in its CSR intervention areas
- Undertake community satisfaction survey in eight sample villages in Manesar and Rohtak in Haryana and Hansalpur in Gujarat of its CSR programs
- Assess community perception of the benefits of MSIL's intervention and MSIL as a Brand
- Provide insights to further improve MSIL's CSR portfolio, as well as identify those factors that have led to the change in communities & stakeholders expectations of MSIL

## Our approach

### Designing the Community satisfaction survey

- ▶ Secondary desk review and study of project related documents
- ▶ Develop KPI's and village score card
- ▶ Stakeholder mapping
- ▶ Creation of Community satisfaction index and Brand image index

### Analysis of data and report writing

- ▶ Data entry & validation
- ▶ Data Analyses & drafting of report
- ▶ Sharing of report with MSIL for feedback & finalization



### Selection of the sample

- ▶ Identification of key respondents
- ▶ Designing quantitative survey forms
- ▶ Collecting Qualitative data through Focused group discussions (FGD's) and in-depth interview (IDI's) questions finalised

### Data collection

- ▶ Orientation of the survey team and quality assurance
- ▶ Field visits initiated
- ▶ Mobile based data collection tool to be used

# Case Study 37: Evaluation of Gyantatra Digital Dost Programme for Literacy India

## Background

- Literacy India is a non-profit organization set up with an objective to educate under privileged children and empower women by making them self-sufficient
- Literacy India engaged TTC to evaluate their Gyantatra Digital Dost Programme, document and review the programme indicators and recommended improvements for the same

## Our Approach

GDD is a software based interactive multimedia learning programme developed by LI which makes learning not only enjoyable and engaging but also helps in bridging the existing digital divide

### Phase I: Sampling

Development of a comprehensive methodology including tools and sampling method for conducting the evaluation at field level



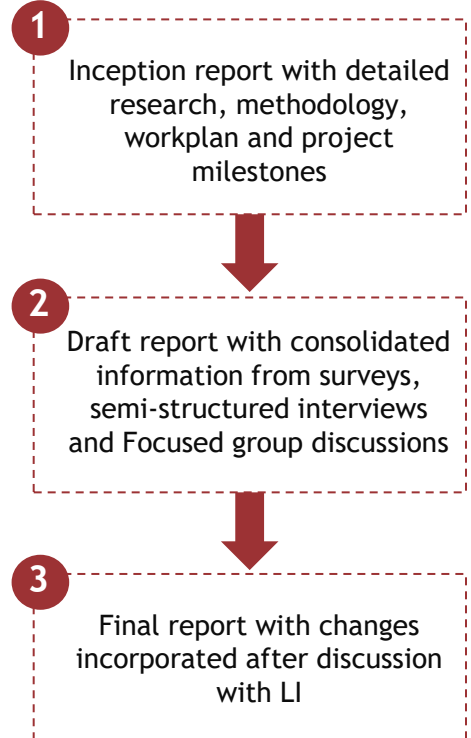
### Phase II: Field Study

Conducting field visits & interactions with beneficiaries and other identified stakeholders such as students & teachers

### Phase III: Analysis & Report

Consolidation of the findings and recommendations in the form of draft and final reports

## Here's How TTC Contributed



# Case Study 38: Evaluate impact of the Katalyst Programme

## Background

- The Katalyst program aspires to improve women’s participation in senior management and leadership roles at workplace
- The program was designed to address the challenges of improving women’s participation in the employment arena and encourage young girls to take on leadership roles, enhance their employability and raise their earning capacity
- TTC was recruited by Katalyst to assess the impact of the program and suggest measures to ensure the continued success of the program

## Our Approach

The evaluation team comprised of professional from backgrounds such as gender empowerment, skill training and entrepreneurship facilitators.

The evaluation has be carried out under a highly mixed methodology approach which required the evaluation team to capture diverse perspective

The evaluation has been structured around the OECD DAC criteria. It aided in mapping out key questions and indicators for evaluation.



The team has past experience of conduction evaluations, reviews and assessments for UN agencies and international financial institutions.

The evaluation report is based on triangulation of data from project management, current beneficiaries and alumni.

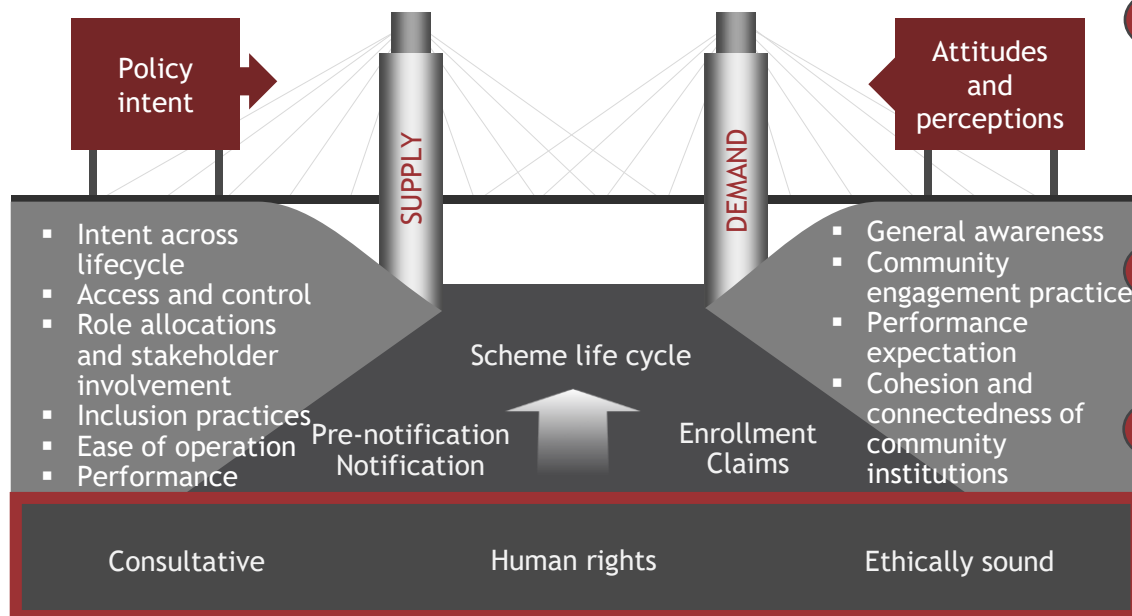
During the evaluation the details provided by the respondents/ beneficiaries are kept confidential and that all analysis presented in the report is an aggregate of reported response.

# Case Study 39: World Bank - Increasing Insurance Coverage under PMFBY: A Study of Barriers for Women to Access Insurance

## Background

- World bank is supporting the Ministry of Agriculture to improve the risk identification, planning and mitigation in agriculture insurance schemes. In order to enhance inclusion of women in agricultural insurance, World Bank wishes to understand the barriers that women face while attempting to access the Pradhan Mantri's Fasal Bima Yojana in particular
- The study will look at factors influencing women's participation in PMFBY leading to potentially skewed coverage of women farmers in crop insurance

## Evaluation Framework



## Here's How TTC Contributed

- 1 Examine the participation of women in agriculture and identify strategic enablers and disablers that could affect women's association with the scheme
- 2 Barriers faced by women in these states in accessing PMFBY
- 3 Actionable measures that can be undertaken to overcome these barriers

# Case Study 40: UN Women: Final evaluation of “Gender responsive governance leading to better outcomes for women based on improved access to their rights and entitlements”

## Background

- UN Women as part of their overarching goal to enhance gender responsive governance through enhancing women’s capacities to leverage opportunities created through legalisation, policies and programs intends to:
  - Strengthen governance institutions at national, sub-national and local level through capacity building
  - Pilot test gender responsive implementation of key government schemes
  - Support government institutions of their ability to deliver on normative frameworks and intergovernmental coordination

## Here’s How TTC Contributed

1

Analyse the relevance of the programmatic strategy and approaches

2

Validate project results in terms of achievements and/or gaps toward the outcomes and outputs, with a critical examination of how/to what extent the project supported efforts and strengthened the capacities of stakeholders, as well as national and state partners from government and civil society to advance gender responsive governance

3

Assess the potential for sustainability of the results and the feasibility of ongoing, nationally led efforts in advancing gender responsive governance

4

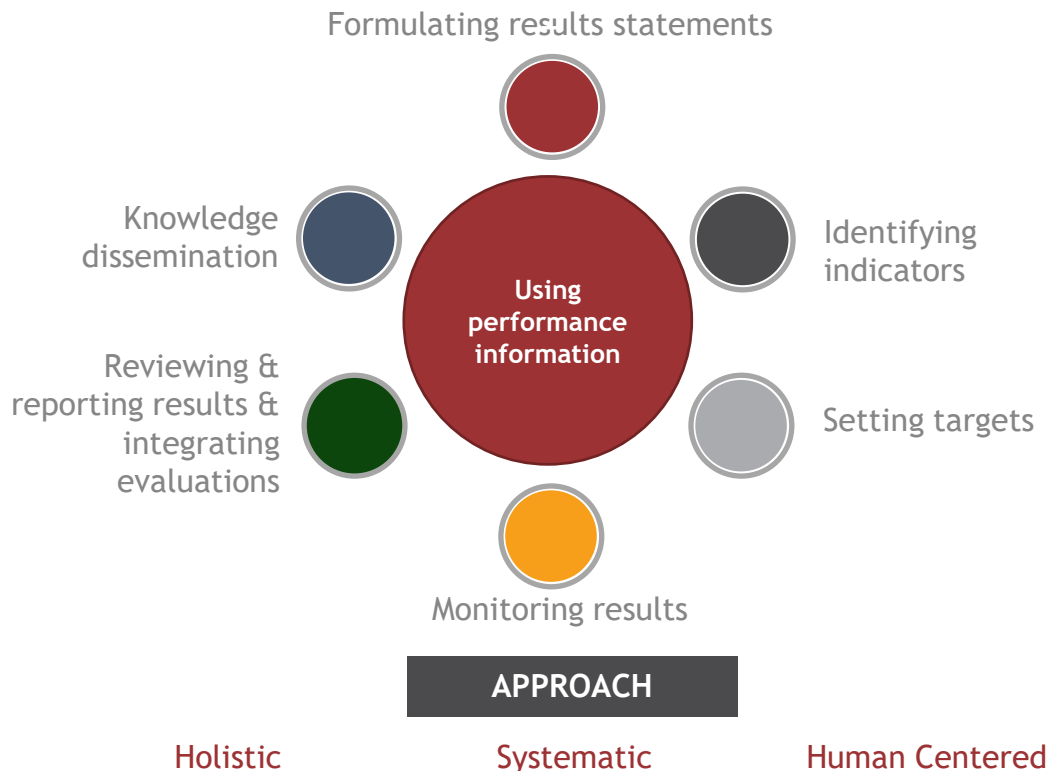
Document lessons learned, best practices, success stories and challenges to inform future work of various stakeholders in addressing gender equality within the context of political participation and leadership agenda

# Case Study 41: UN Women - Development of a PMF and Implementation of a Baseline Study on Sexual Harassment and Other Forms of Violence Against Women and Girls for a Prevention Programme Implementation in 6 select tea estates of Assam, India and 4 other select estates in Assam

## Background

- UN Women aims to develop a Project Monitoring Framework in sync with the theory of change of the global flagship program 'Prevention and Access to Essential Services to End Violence against Women' to address issues of violence against women. In this regard, TTC partnered with UN Women to conduct a baseline study in 6 estates in Udalguri district and 4 other estates outside Udalguri district -to capture the key data on the indicators as per the framework

## Result based management framework development



## Here's How TTC Contributed

1 Development of detailed theory of Change and **programme monitoring framework** with impact level results, output and outcome indicators in line with Global FPI

2 Baseline study to capture key data on the indicators set in the PMF in 6 estates in Udalguri district and 4 estates outside Udalguri

3 Final report with PPT outlining key findings, conclusions and recommendations

# Case Study 42: Facilitate campaign with UNICEF to maximize CSR commitment for Education in Rajasthan

## Background

UNICEF in collaboration with Department of Education, Government of Rajasthan has engaged TTC to

- Maximise reach for wider awareness generation for Gyan Sankalp portal
- Optimally engage specific corporate audiences through structured activities to enhance corporate commitment to education in Rajasthan

## Our Approach



## Here's How TTC Contributed

High net worth donor profiles

Campaign design

Collaterals

MoUs with corporates

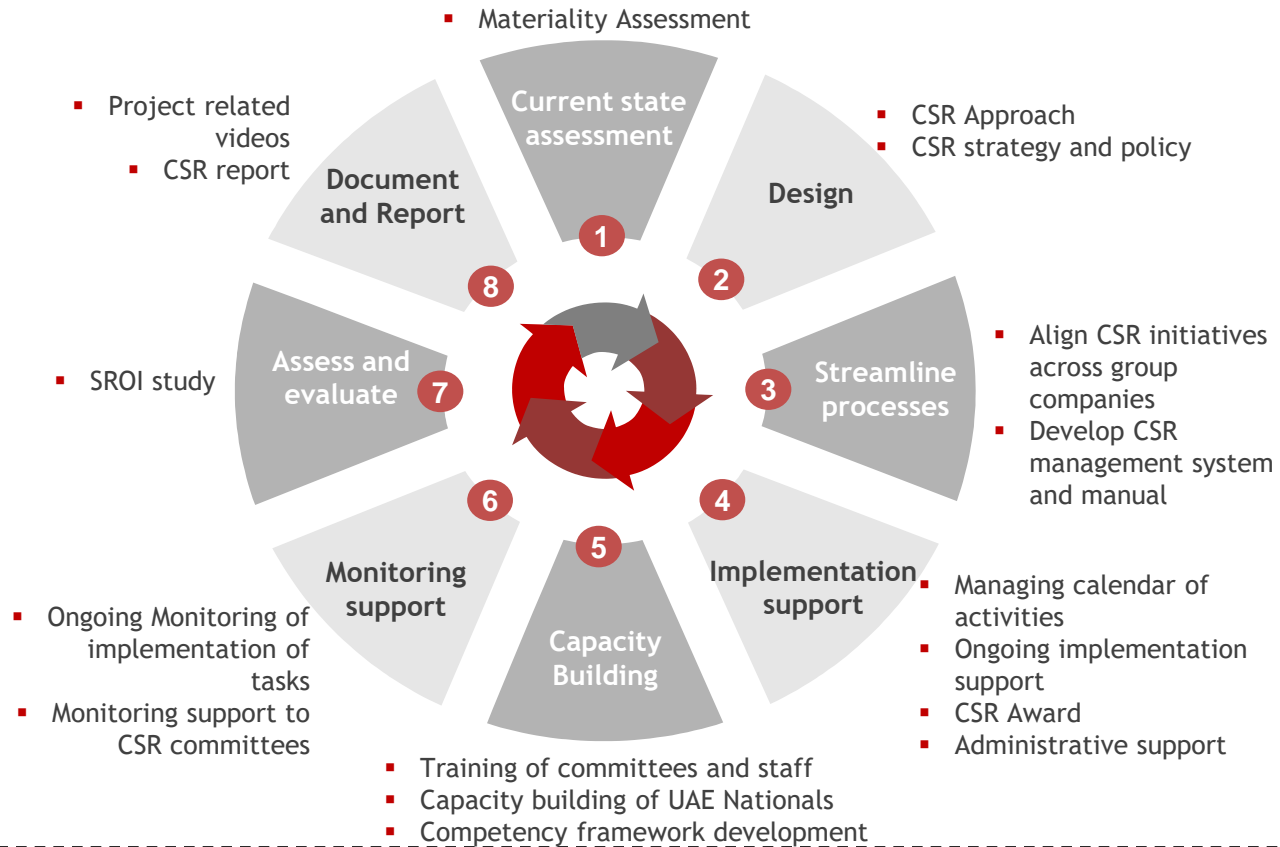


# Case Study 43: Supporting the development and implementation of ENOC's CSR Function

## Background

- Emirates National Oil Company (ENOC) LLC is a leading oil and gas company in the UAE, headquartered in Dubai. ENOC has oil and gas production in UAE and Turkmenistan, refining facilities in the UAE as well as retail distribution under brand ENOC across the UAE
- Over the years, ENOC has taken several CSR initiatives, but now, has leveraged TTC's expertise for a more strategic approach in this area

Here's How TTC Contributed

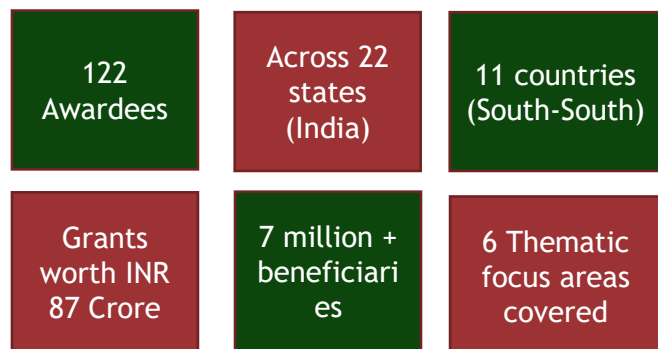


# Case Study 44: FICCI- M&E and Capacity Development of Millennium Alliance Project Awardees

## Background

- The Millennium Alliance (MA) is an inclusive platform to leverage Indian creativity, expertise, and resources to identify and scale innovative solutions being developed and tested in India to address development challenges
- FICCI-MA currently has a portfolio of over 120+ innovative awardees
- FICCI engaged TTC to undertake M&E and capacity development of Round 4, 5 & 6 awardees

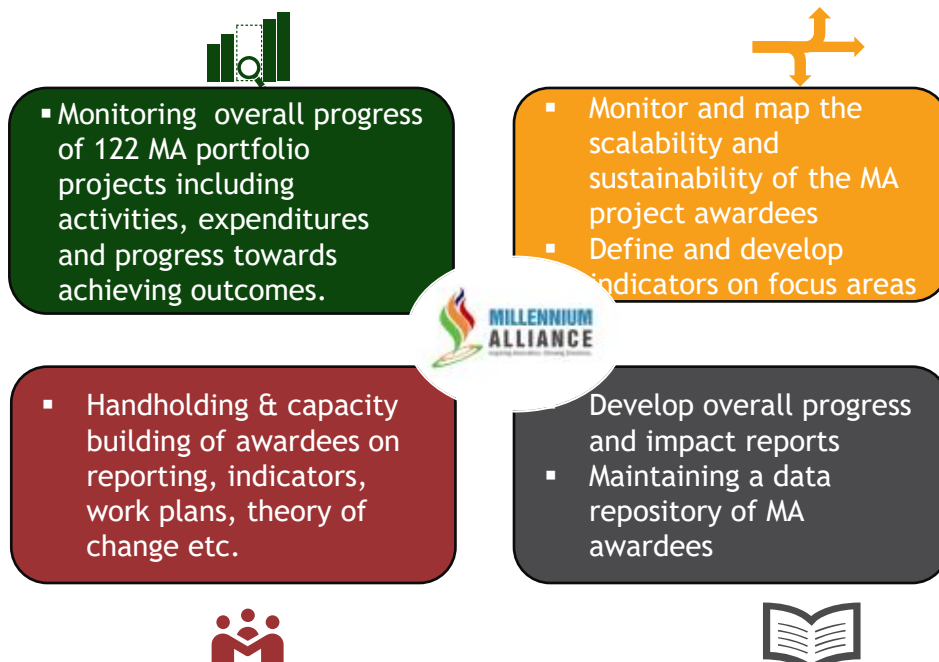
## Scope of the Millennium Alliance Project



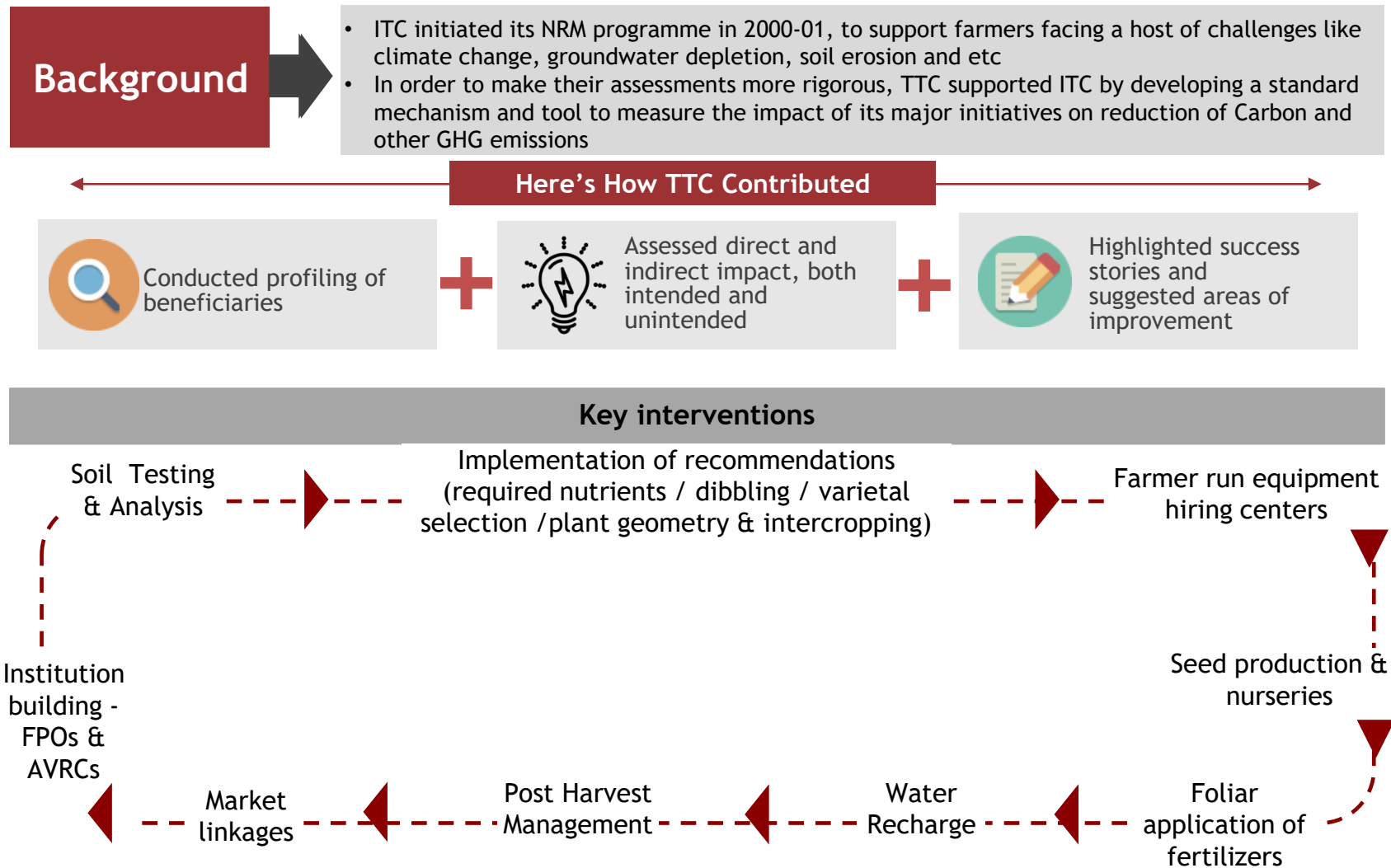
## Awardee Focus Areas



## Here's How TTC Contributed



# Case Study 45: Impact assessment for OCPF- Agriculture Extension System programme, Karnataka



# Case Study 46: Vedanta Alumina - Lanjigarh community perception study

## Background

- Vedanta commissioned the community perception study to understand the nuances of community's perception towards Vedanta and particularly towards its community engagement initiatives
- TTC conducted comprehensive qualitative and quantitative study in 16 villages and adjoining towns and included beneficiaries, staff and relevant government officials
- Participatory and mixed methodology approach was taken by the team for the conducting the study. Ethical considerations and risks were thought through while designing and implementing the study to attune the sensitivity of the issue as well as the geography

## Here's How TTC Contributed

As the outcome of the perception study TTC supported Vedanta streamline their CSR strategy in line with the mission and vision of the Chairman. Recommendations from TTC balanced the short term and long term activities to ensure long term impact on the community.

### Brand Value

- Brand recall and awareness
- Integrity and accountability
- Reputation and loyalty
- Social and environmental responsibility
- Giving back to society
- Boundaries of engagement



Mixed methodology approach

### Community Engagement

- General awareness about initiatives
- Community engagement practices
- Cohesion and connectedness of community institutions



Statistically significant sample



Participatory and consultative approach

### Strategic Direction

- Community expectations
- Satisfaction with interventions
- Scope of improvement



Ethical considerations

# Case Study 47: Axis Bank Foundation - End term impact assessment of project PREMA

## Background

- Axis Bank foundation worked jointly with People's Rural Education Movement (PREM), with a focus on marginalised sections of the society, mostly women of scheduled tribe, scheduled caste and fishermen; it aimed to empower women to achieve sustainable incomes through skill and entrepreneurship development
- TTC was selected to undertake the end term impact assessment of Phase 2 of Project PREMA.

### Effectiveness

- Evaluate project delivery against its agreed objectives

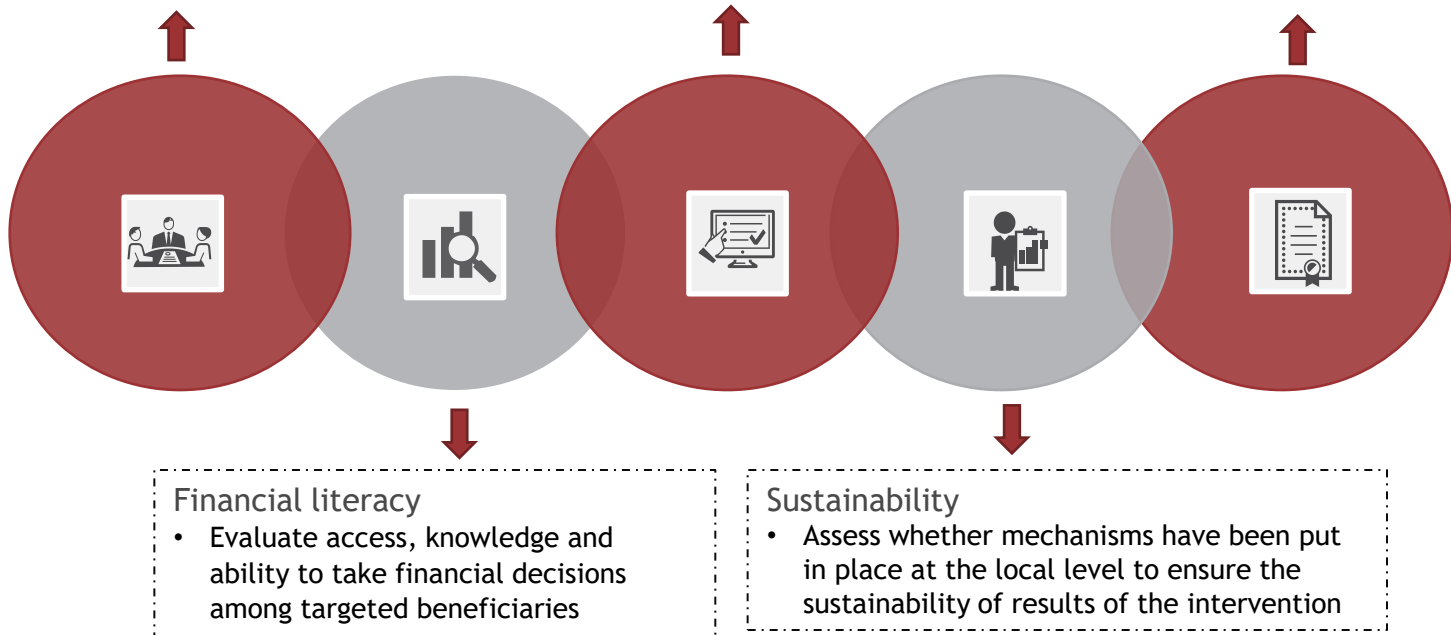
### Impact

- Evaluate if project delivered clear, significant and timely benefits for the intended beneficiaries

### Learning

- Assess the evidence of innovation and use of any replicable/scalable good practice measures in project delivery

## Assessment framework



### Financial literacy

- Evaluate access, knowledge and ability to take financial decisions among targeted beneficiaries

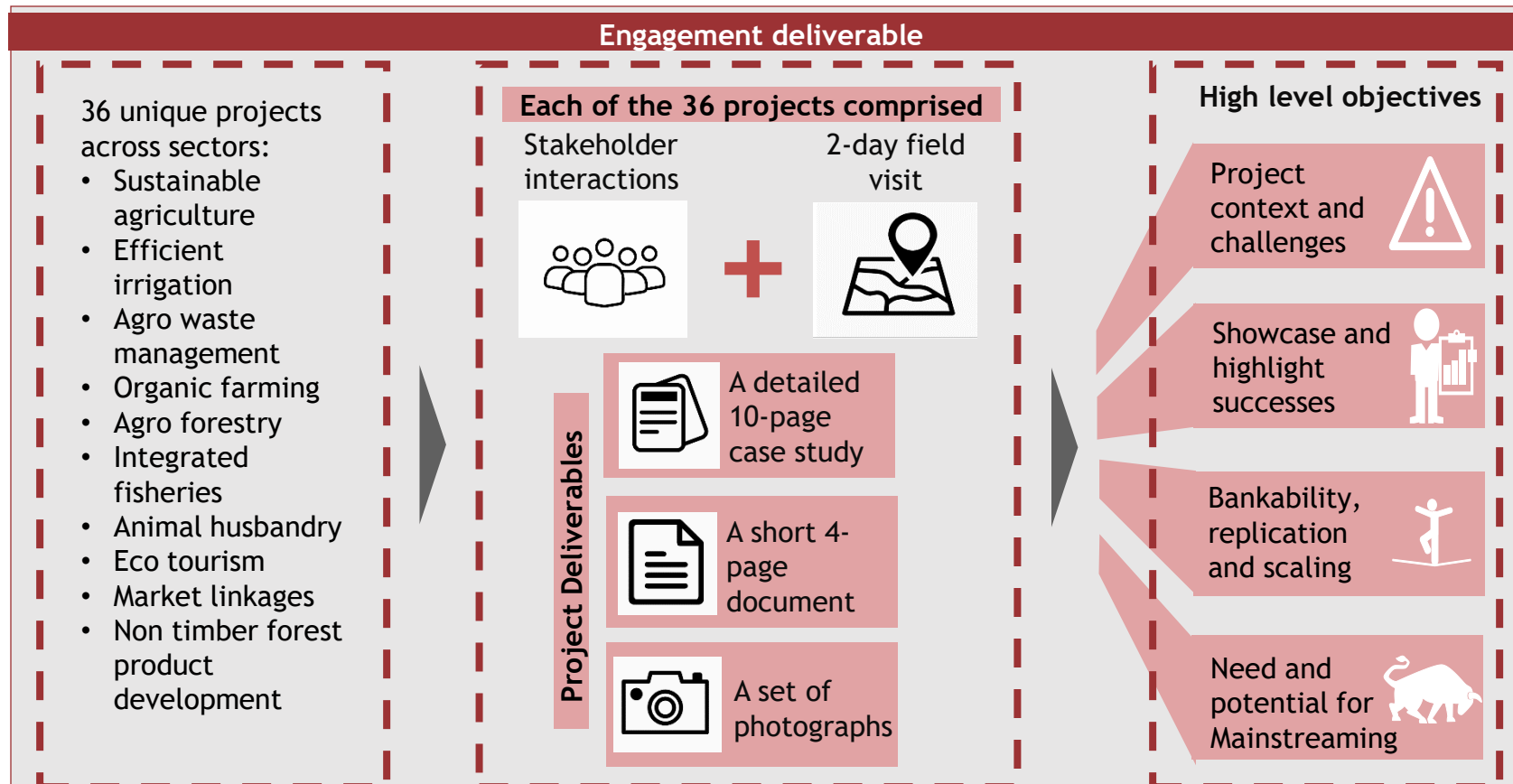
### Sustainability

- Assess whether mechanisms have been put in place at the local level to ensure the sustainability of results of the intervention

# Case Study 48: GIZ - Documentation of the UPNRM journey, displaying learning, results and 36 case studies

## Background

- To foster further Indo-German partnerships in environment and rural development initiatives, TTC has been commissioned to showcase the Umbrella Programme for Natural Resource Management (UPNRM) by documenting 36 unique projects financed using loans and grants by NABARD, through photographs and case studies

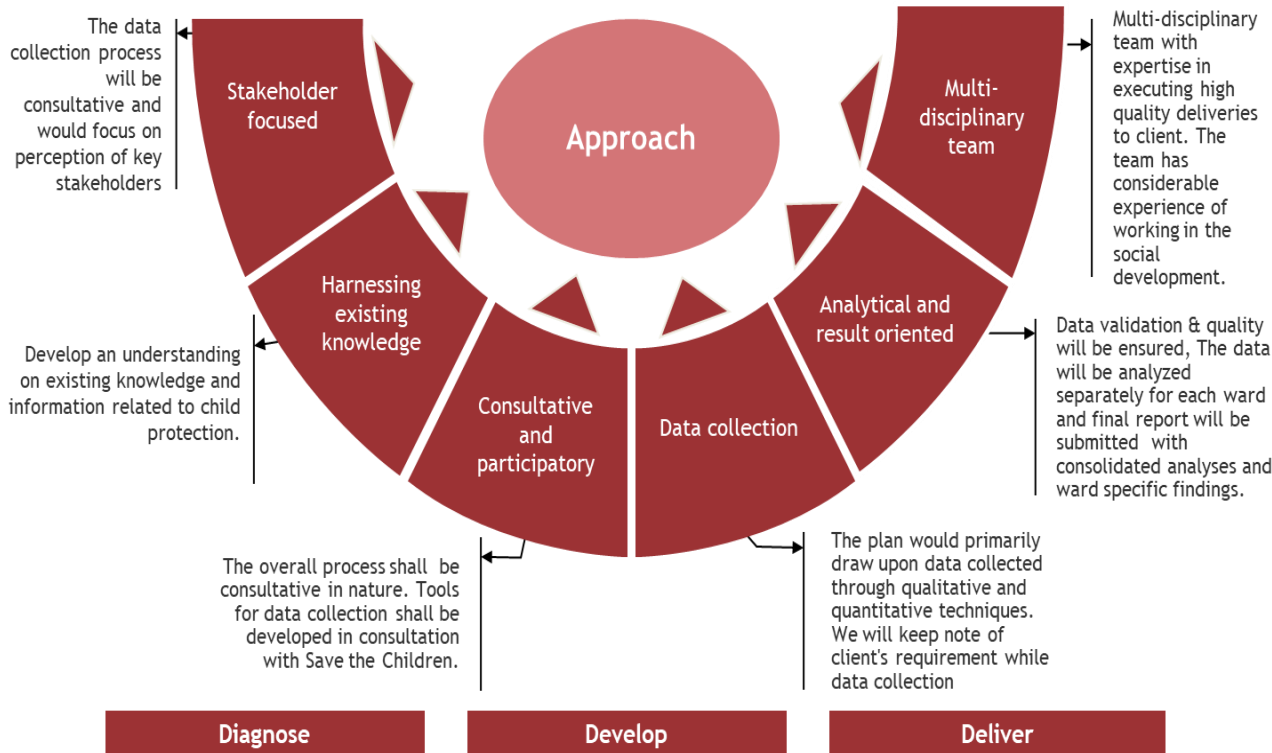


# Case Study 49: Save the Children - Circle of Impact

## Background

TTC was selected for the end term assessment of the achievements and outcome of the 5 year long project for remedial and mainstreaming of children involved in child labour in 4 garment manufacturing hubs of NCR. Assessment evaluated the effectiveness and impact of the project and formulated the results and way forward in form of a report.

## Save the Children Life Cycle Approach



## Methodology opted by TTC

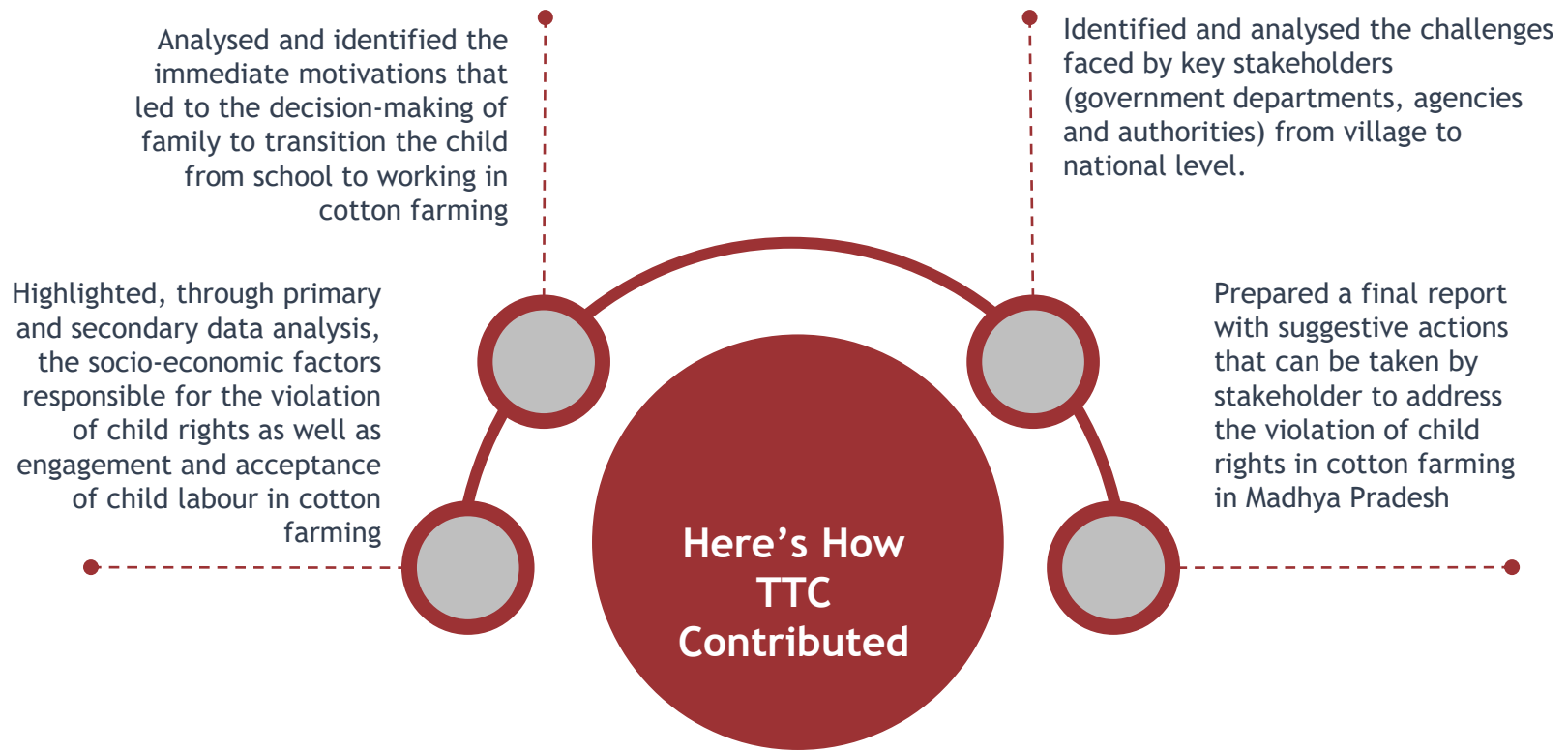
- 1 Secondary data research and guidance of TTC experts on Child Rights and Policies helped team select Mixed Methodology approach for data collection
- 2 Relevant stakeholders were mapped and comprehensive quantitative and qualitative tools were developed and used for data collection.
- 3 The collected data was analyzed and triangulated to gauge the achievements. Compiled report highlighted the results and recommendations for future projects.



# Case Study 50: Save the Children- Situational assessment of child rights in cotton farming

## Background

The overall purpose of the assessment was to undertake a comprehensive situational analysis of children in cotton farming in Madhya Pradesh in order to establish the trail of child rights violation, particularly cases of child labour, in the process of cotton farming in the state.



# Case Study 51: WHO - Development of IT Based Data Management System for RKSK



## Background

- The World Health Organization (WHO) defines adolescent as an individual in the age group of 10-19 years. Major healthcare issues being faced by adolescents are reproductive and sexual conditions, psychological issues, and growth and development related issues. The Government of India launched the RKSK program on adolescent health addressing the issues identified by WHO.
- A health management information system (HMIS) is a process of recording, storing, and processing health data to assist in policymaking, planning, implementation and evaluation of health programs. Also, big data analytics is evolving in the healthcare sector and has the potential for providing insight from very large data sets and improving outcomes while reducing costs.

## Value delivered by TTC

The objective of the WHO project awarded to TTC is to provide the MoHFW with a robust, agile data management system which will help effective monitoring and evaluation of policies and programs on adolescent health. The web based interactive dynamic platform for monitoring & evaluation would ease decision making at National, state & district levels. This will also help in tracking on a real time basis the performance of the HCFs & clinics at the block & sub center level. To ease data entry TTC is also developing an app both android and ios based

Development of a robust web-based monitoring, evaluation and reporting platform

### Illustrative



### Review

- RKSK Implementation plan
- Existing Monitoring, Reporting and Evaluation (MRE) systems
- SSIs with relevant stakeholders

### Identify

- If evaluation framework aligns with objectives of RKSK
- Existing data sources
- Critical indicators on which data is lacking

### Develop

- Comprehensive MRE plan for collection of data
- Web-based version of the MRE plan
- Capacities of various stakeholders on the new MRE framework (online and offline data collection and reporting)

### Collation

- Collation of collected data at the district, state and national level
- Develop action plan based on analysis of data and identification of trends

### Disseminate

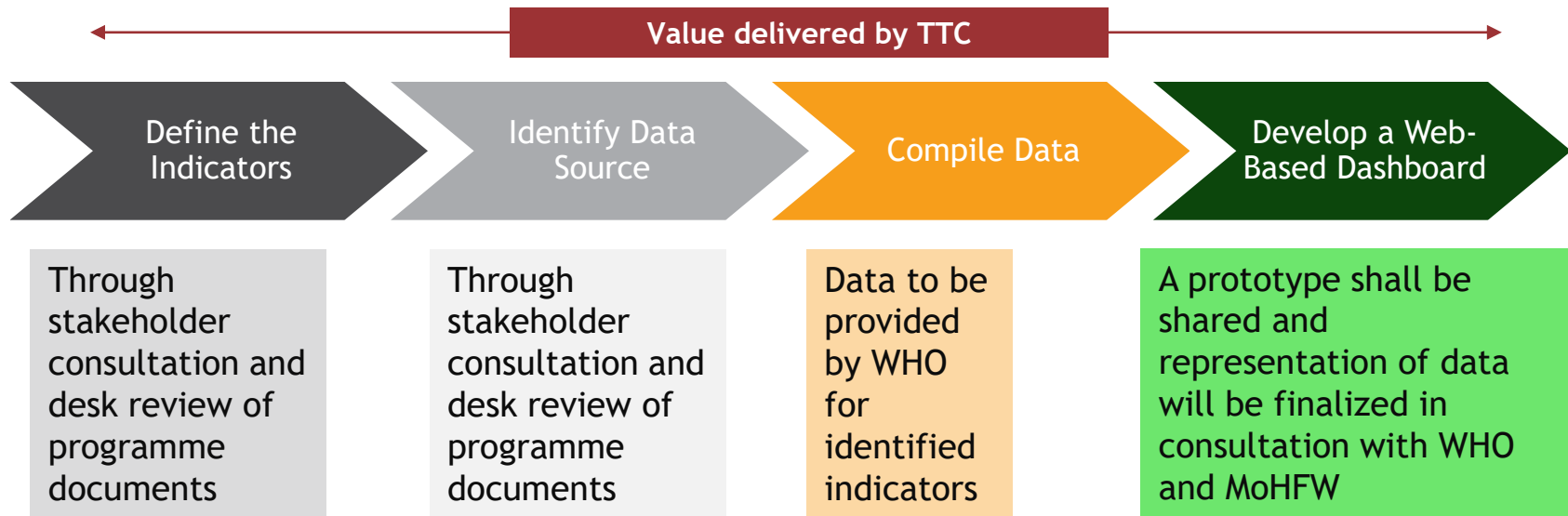
- Conduct workshops at National, State and District level\*

# Case Study 52: WHO - Development of Digital Platform for Tracking SRH Competencies of Midwives in India



## Background

- Government of India has released Guidelines on Midwifery Services 2018 with a proposal to establish a cadre of Nurse Practitioner in Midwifery (NPM) with an objective to provide midwifery led respectful and quality services to pregnant women during antenatal, partum and post-partum stages through concept of continuum of care that will help in reducing maternal mortality.
- TTC has been contracted by WHO to develop digital platform for tracking of SRH competencies of midwives



Also, mobile applications will be developed for midwives, educators, and training institutes for data management and audio-video training

# Case Study 53: Nutrition International (NI) - Review of Nutrition Policy and Programs



## Background

- Enhancing Nutrition Services to Improve Maternal and Child Health in Africa and Asia (ENRICH) funded by Global Affairs Canada that aims to improve the health and nutrition status of mothers, new-born, and children in select regions. There was a need to review existing policies, programs, and interventions to identify challenges in implementation and potential for integration of various programs to have multiplier-effect.
- NI has engaged TTC to study existing national policies and programs focused on addressing maternal, infant, and young child nutrition.

## Value to be delivered by TTC

### Conceptual Framework



National and District Level Consultation and Advocacy Workshops

- 1 POLICY REVIEW:** Review and analysis of exhaustive list of all policies, programmes, and legislations concerning nutrition
- 2 KEY STAKEHOLDER CONSULTATION:** Interaction with high level officials, practitioners, and academicians
- 3 DISSEMINATION & VALIDATION:** Conducting validation & dissemination workshops
- 4 CONSULTATION:** Conducting consultations at national and district levels on priority areas of nutrition advocacy plan
- 5 DEVELOPMENT OF FINAL REVIEW REPORT AND ADVOCACY PLAN:** Consolidation of findings of evaluation, consultations, and workshops, and final advocacy plan; and dissemination of final review report

# Case Study 54: JSI India - Universal Immunisation Program Assessment



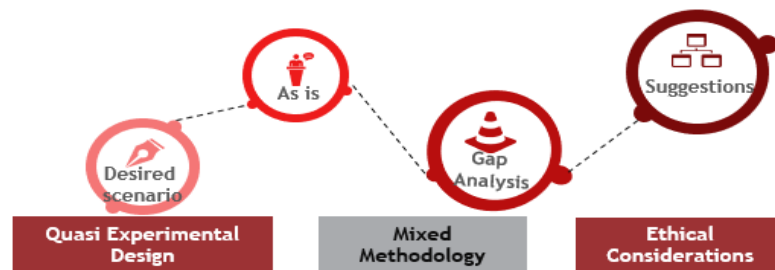
## Background

- JSI India is developing an interactive, innovative and adaptable knowledge building system for health personnel at different levels of the Universal Immunization Program. Therefore, a need assessment study was conducted by TTC with different stakeholders at various levels from National to Sub-block level.
- It was conducted in 5 States - HP, MP, Maharashtra, Orissa, Tamil Nadu

## Value delivered by TTC

We identified constraints and limitations at national, state, district, block and sub-block levels. Exposure to technology and preferred mode of training were identified for various stakeholders. Based on findings, strategic roadmap for capacity building of various stakeholders was developed and recommended.

## TTC's Approach



## Stakeholders involved in UIP



# Case Study 55: JSI - Needs Assessment for Strengthening the Implementation of the RNTCP in Kolkata Municipal Corporation



## Background

- USAID-supported Tuberculosis Health Action Learning Initiative (THALI) project aims to catalyze a dynamic process of identifying, developing, testing, and scaling-up successful innovative solutions to strengthen urban TB control, especially amongst the urban slum dwellers, with a focus on women and the girl child
- As one of the consortium partners of the THALI project (others being World Health Partners and CINI), JSI/India contracted Thinkthrough Consulting (TTC) to undertake a comprehensive Needs Assessment of TB services under RNTCP across all the key areas

## Value delivered by TTC

The objective of the THALI intervention is to improve the quality of TB service delivery by private providers. This project is working hand in hand with the Kolkata Municipal Corporation (KMC) to develop a TB Free Kolkata Action Plan. A structured need assessment was envisaged to identify key gaps in the implementation of RNTCP in 10 RNTCP districts of KMC thereby generate an evidence-based plan.

1



Extensive secondary literature review to understand existing landscape of healthcare system and RNTCP

2



Primary qualitative research by KIs of policy makers and experts at all levels.

3



Development of tools based on findings of secondary research and KIs for mapping of thematic areas

4



Visit to health facilities for collection of data with respect to various aspects of RNTCP implementation

5



Data analysis for identification of bottlenecks, risks and opportunities

6



Formulation of strategy document and dissemination of report comprehensively covering all thematic areas

# Case Study 56: NI - Supply Chain Assessment For Maternal And Child Health Commodities In Bangladesh



## Background

- To assess the key components of the supply chain with the aim of understanding the barriers and facilitating factors in the availability of IFA, Vitamin A supplements, Micronutrient powder, and Zn/ORS in Thakurgaon District of Bangladesh
- To formulate innovative solutions to the supply chain challenges in order to ensure uninterrupted and sustained availability

## Value delivered by TTC

Many recent studies have identified numerous drawbacks in the supply chain management of MOHFW, Government of Bangladesh, which result in issues like inadequate supply, stock out of important maternal and children nutrition commodities, and delayed distribution. In this backdrop, Nutrition International (NI) commissioned the assessment of health and nutrition commodity supply chains in Bangladesh, to highlight bottlenecks and facilitators in the s

1



Extensive secondary research to understand existing determinants of nutrition supply chain in Bangladesh

2



Primary qualitative research on KIs of policy makers and experts at all levels

3



Stakeholder engagement and qualitative and quantitative survey at all levels

4



Visit to health facilities and drug stores

5



Data analysis for identification of bottlenecks, risks and opportunities

6



Formulation of strategy document with respect to supply chain management for effective and efficient implementation of health and nutrition programmes

# Case Study 57: Development of IT Based Data Management System for RKSK (Phase-II)

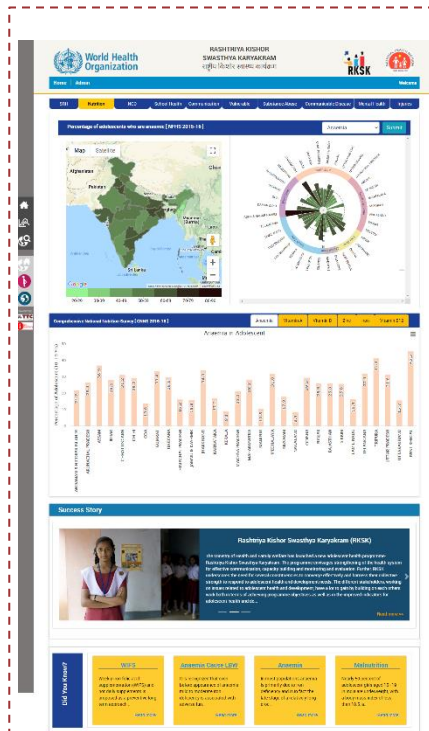


## Background

- The Government of India launched the RKSK program on adolescent health addressing the issues identified by WHO. TTC provided the MoHFW with a robust, agile data management system for effective monitoring and evaluation of program on adolescent health.
- The web based dynamic platform for monitoring & evaluation was aimed at enabling decision making at National, state & district levels and to help track the performance of the HCFs & clinics at the block & sub center level on a real time basis . To ease data entry TTC also developed an android and iOS based mobile app. Both were piloted in 3 WHO laboratory districts.

## TTC's value addition

Based on the activities undertaken in the first phase of the assignment, learnings from the field visits, and the requirements of the MoHFW and WHO the following activities will be undertaken in the Phase II of the assignment:



### Mobile Application Enhancement



Enhance the mobile application and dashboard by incorporating feedbacks received from the Ministry of Health and Family Welfare (MoHFW)

Scale-up adoption of new data management system by rolling out the mobile application in three lab districts i.e. Sidharthnagar (UP), Dhubri (Assam), and Bilaspur (Chhattisgarh).



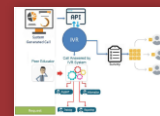
Pilot in 3 districts

### Handholding Support



Provide hand-holding support to all end-users of the mobile application and dashboard for smooth adoption by establishing a dedicated call-centre;

Develop an Interactive Voice Response System (IVRS) for Peer Educator (PE) Reporting;



Interactive Voice Response System



# Case Study 58: WHO-SEARO

## Regional Guidelines and Situational Assessment Report on Climate Resilient and Environmentally Sustainable Healthcare Facilities



### Background

- Climate change and extreme weather events impact health facilities through disruption of supplies, damage to essential infrastructure and energy, water supply and sanitation.
- WHO's operational framework on building climate-resilient health systems launched in 2015 to guide Member States to address the increasing challenges posed by climate variability and change
- WHO-SEARO has engaged TTC-TERI to adapt global guidelines and assessment tool on Climate Resilient and Environmentally Sustainable Healthcare Facilities to the regional context.
- Carry out a situational assessment in each country in line with WHO framework and provide recommendation and guidelines for integrating climate resilience into the operations of these facilities

### TTC's value addition



**1 Desk Review**  
Review and analysis of global guidelines, national policies, NAPs, NDCs etc. in 11 member countries



**2 Key Stakeholder Consultation**  
Interaction with high level govt. officials, academicians, I/NGOs, private sector



**3 Climate Risk Assessment Matrix**  
Development of climate risk assessment matrix for 11 member states using literature, KPIs, stakeholder consultation



**4 Situational Assessment of Selected HCFs**  
Adaptation of existing CRESHF Assessment Tool by WHO to the SEAR context and assessment of HCFs using tool. Development of recommendations report.

### WHO Framework

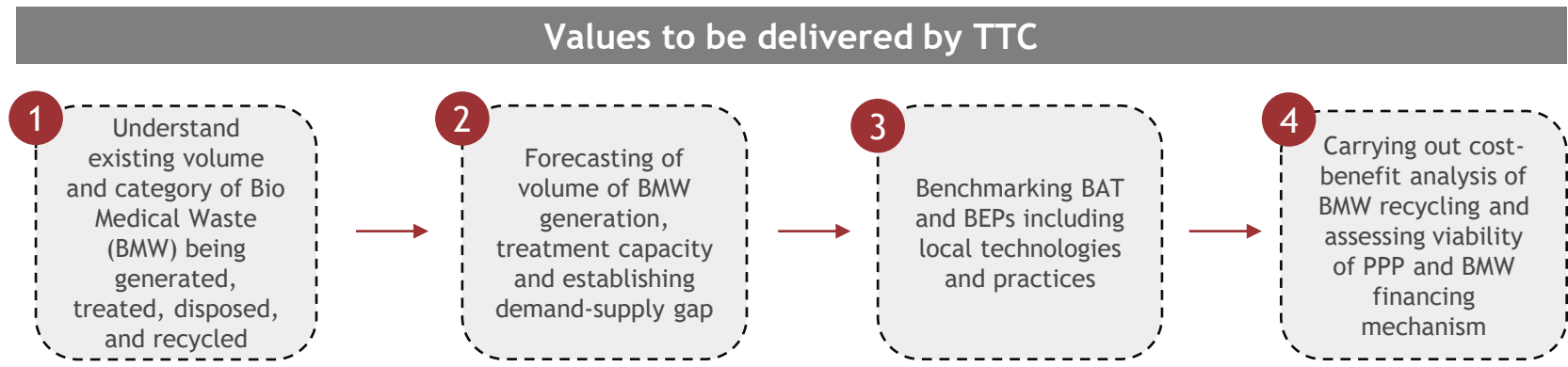
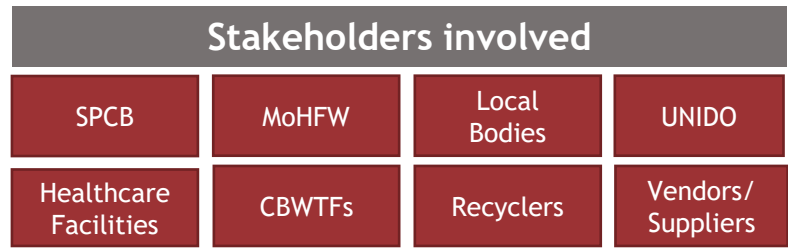
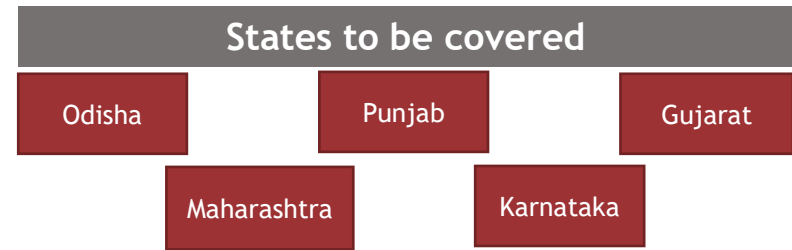


# Case Study 59: UNIDO - Domestic Market Analysis for Environmentally Sound Management of Medical Waste



## Background

- UNIDO with support from GEF is implementing 'Environmentally Sound Management of Medical Waste (ESMMW)' project aimed at strengthening institutional capacities and technical capabilities in healthcare institutions, achieving efficient operations in incineration technology and increasing reliance on non-combustion decontamination/disinfection technologies.
- UNIDO has engaged TTC-MSPL to undertake Domestic Market Analysis as a part of ESMMW project





# Case Studies - Governance & Risk Advisory

# Case Study 1: Financial monitoring support to Saksham, project transition from Saksham to PAHAL project, hand holding support during winding up of the project

## Background

- Back To Life e.V. ('BTL') is an international organization based in Germany, working on the issue of child rights. The project had 4 sub projects (Children's Home, NFE Centre, Day Care Centre, Institutional Care & Support to Leprosy);
- TTC assisted BTL by providing quarterly financial monitoring support to the Saksham project, project transition support from Saksham to PAHAL project, and providing hand holding support during winding up of the project.

## Areas covered under the review



## Value delivered by TTC

- 1 TTC supported BTL by providing monitoring support on a quarterly basis wherein different areas such as fixed assets, accounting and financial management, cash and bank management were covered as part of the review. Suitable recommendations were provided for the gap areas identified to improve the systems and practices in place.
- 2 TTC supported the projects funded by BTL by providing hand holding assistance during transition from Saksham Project to PAHAL Project through capacity building sessions of the new implementing partner.
- 3 Extended support during closure of the project by ensuring timely closure of books of accounts, disposal of assets, etc.

# Case Study 2: Financial review of Hoshiari Devi Girls Inter College, follow up review and preparation of financial manual

## Background

- Birbal Singh and Hoshiari Trust is operated by a Non-Resident Indian teaching at a premier Business School in USA (Dr. Jagbir Singh, Fox Business School). Dr. Singh is running a girl's high school in his native village since 1998 in the name of his mother "Hoshiari Devi Girls School";
- TTC was engaged to carry out a financial review of the existing operations, follow up review of the financial operations and preparation of finance manual of the school.

## Our Approach

### 1) Desk Review

- A list of documents required for evaluation was finalized with the Organization;
- Organization was requested to share the same as soft or scanned copies.

### 2) On site documentation review

- TTC conducted an on-site review of documentation pertaining to Books of Accounts maintained (Manual/Tally), Bank Statements, Audited Financial Statements.

### 3) Preparation of Finance Manual

- Based on the existing Financial Management System and Internal Controls in the school, preparation of a Finance Manual to strengthen the existing operations.

## Value delivered by TTC

Conducted a state assessment of the existing Financial Management System and Internal Controls and provided recommendations as per the findings

1

Follow up review of the Financial Operations of the school to determine implementation of the recommendations provided

2

Formulation of the Finance Manual covering areas of improvement such as Cash and Bank Management, Payment and Deposits, Accounting, School Fee Management System, etc.

3

# Case Study 3: Financial Audit of Tafteesh 2015-16, 2017-18 and 2018-19 of implementing partners and service provider of Kamonohashi Project

## Background

- Kamonohashi Project ('Kamo') is a not-for-profit organization based out of Japan. It works towards protecting child victims of sexual trafficking and exploitation, as well as prevent vulnerable women and children from being trafficked. They have supported charitable projects in India, namely in Mumbai and Kolkata;
- TTC was engaged to carry out a Financial Audit of Tafteesh 2015-16, 2017-18 and 2018-19 of three implementing partners and a service provider of Kamonohashi Project.

## Implementation Partners



## Our Approach

- 1) Desk Review
  - Develop an understanding about the projects/purpose of the grant and key activities;
  - Review the total budget approved for the projects;
  - Broad level understanding of Tafteesh - Organization structure, accounting systems, fund flow mechanism, etc.
- 2) Site visit conduct and evaluation
  - Broad level review of the following functions/processes, with reference to the Kamo grants/projects
- 3) Debriefing and submission of Report
  - Conducting debrief meeting with the leadership team;
  - Document findings of the review and submit draft report to Kamo;
  - Submission of final report.

Value delivered by TTC

Evaluated the existing practices, fund flow mechanism, etc. considering the nature of the project

Provided suitable recommendations for Gaps identified

Streamlined the reporting systems and ensuring proper documentation is maintained

# Case Study 4: Financial Audit of Survivor's Leadership Programme 2018-19 and 2019-20 of implementing partners and service provider of Kamonohashi Project

## Background

- Kamonohashi Project ('Kamo') is a not-for-profit organization based out of Japan. It works towards protecting child victims of sexual trafficking and exploitation, as well as prevent vulnerable women and children from being trafficked. They have supported charitable projects in India, namely in Mumbai and Kolkata;
- TTC was engaged to carry out a Financial Audit of Survivor's Leadership Programme 2018-19 and 2019-20 of implementing partners and a service provider of Kamonohashi Project.

## Implementation Partners



## Objectives

Proper accounting records are maintained and review of approval process

Payment and recording of expenses is appropriate

Timely and accurate filing of regulatory compliances, in conjunction with rules and regulations related to charitable entities in India

Value delivered by TTC

Evaluated the existing practices, fund flow mechanism, etc. considering the nature of the project

Provided suitable recommendations for Gaps identified

Streamlined the reporting systems and ensuring proper documentation is maintained



# Case Study 5: Due diligence of potential implementing partners of Axis Bank Foundation

## Background

- Axis Bank Foundation ('ABF') is the CSR arm of Axis Bank. It was formed in 2006 with the aim of giving focus and structure to the Bank's corporate social responsibility and corporate citizenship agenda.
- ABF engaged TTC to conduct a due diligence of its potential implementing partners located across different states of India.

## Implementation Partners evaluated



## Scope of Work

- 1) Financial Management covering methods of accounting funds received from ABF, compliance to CSR contribution terms, prevalent checks with reference to Accounting Policy, checking operating effectiveness of internal control and financial systems, system of maintaining records, etc;
- 2) Program related covering methodology adopted for identification of ultimate beneficiaries, methods adopted to verify receipts of assets by beneficiaries, understand the model of the project, etc;
- 3) General scope covering governance including details of Trustees, Governing Body, statutory compliances with regards to disclosure, general administration of the NGO, etc.

## Glimpses from the field





# Case Study 6: Financial & Programmatic evaluation of implementing partners of Axis Bank Foundation

## Background

- Axis Bank Foundation ('ABF') is the CSR arm of Axis Bank. It was formed in 2006 with the aim of giving focus and structure to the Bank's corporate social responsibility and corporate citizenship agenda.
- ABF engaged TTC to conduct a financial & programmatic evaluation of its implementing partners located across different states of India.

## Implementation Partners evaluated



## Scope of Work

- 1) Financial Management covering methods of accounting funds received from ABF, compliance to CSR contribution terms, prevalent checks with reference to Accounting Policy, checking operating effectiveness of internal control and financial systems, system of maintaining records, etc;
- 2) Program related covering methodology adopted for identification of ultimate beneficiaries, methods adopted to verify receipts of assets by beneficiaries, understand the model of the project, etc;
- 3) General scope covering governance including details of Trustees, Governing Body, statutory compliances with regards to disclosure, general administration of the NGO, etc.

## Glimpses from the field

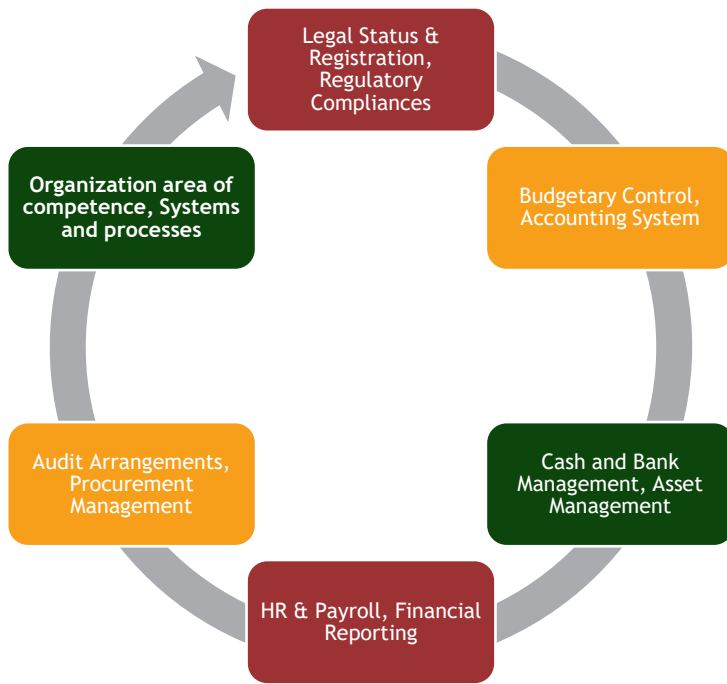


# Case Study 7: Pre-grant assessment of potential NGO partners

## Background

- Maruti Suzuki India Limited ('MSIL') strives to be a people's company and is not only dedicated to its customers but also to communities around the facilities. Their CSR programmes tackle social issues at both local and national level in order to develop scalable, impactful and sustainable social programmes;
- TTC was engaged to undertake a pre-grant assessment of potential NGO partners to assess if they have the necessary systems and controls required to ensure use of CSR funds for the intended purposes.

### Areas covered under the review



### NGOs evaluated

| NGOs                                   | Location          |
|--|-------------------|
| Shri Brahma Samaj Seva Trust           | Mehsana, Gujarat  |
| Ganatar Trust                          | Viramgam, Gujarat |
| Vasundhara Foundation                  | Patan, Gujarat    |
| Mahesana District Education Foundation | Mahesana, Gujarat |
| Anjali Foundation                      | Haryana           |

# Case Study 8: Due diligence of potential NGO partners

## Background

- Vodafone Foundation is a charitable actively involved in implementing and monitoring various social development projects. VF focusses on addressing challenges relating to education, equality and access. In order to achieve its purpose, VF works in partnership with key charities, development agencies and the community to drive social change on a large scale in India.
- TTC was appointed as the Technical Service Provider agency to develop M&E & MIS software and provide need based advisory services which includes due diligence of NGO partners, annual monitoring of NGO partners and support staff for various engagements.

### Areas covered under the review



### Potential implementing partners evaluated

| Implementing partners evaluated | Location  |
|---------------------------------|-----------|
| Solidaridad                     | New Delhi |
| IPE Global                      | New Delhi |
| Moinee Foundation               | Rajasthan |

# Case Study 9: Pre-grant assessment of potential NGO partners

## Background

- Kalpataru Trust (KT), is a charitable Trust engaged in carrying out various charitable activities as enshrined in its Trust Deed, such as educational and medical relief and other object(s) of general public utility by engaging with qualified implementation partners for the same.
- KT engaged TTC to perform a to perform a pre-grant assessment of its potential implementing partner.

### Areas covered under the review



# Case Study 10: Assisting Magic Bus Foundation to scale up its strategy and plan to start its operations in Nepal, Bangladesh, Sri Lanka, Myanmar and Indonesia

## Background

- Magic Bus India Foundation ('Magic Bus') is registered as a Section 25 company under the Companies Act, 1956. Currently it has operations in 35 districts across 22 states of India, having more than 20 operational offices in India, London, Singapore and USA;
- In this engagement, TTC undertook a scoping study for Magic Bus to start its operations in 5 countries namely Nepal, Bangladesh, Sri Lanka, Myanmar and Indonesia.

### Focus Countries

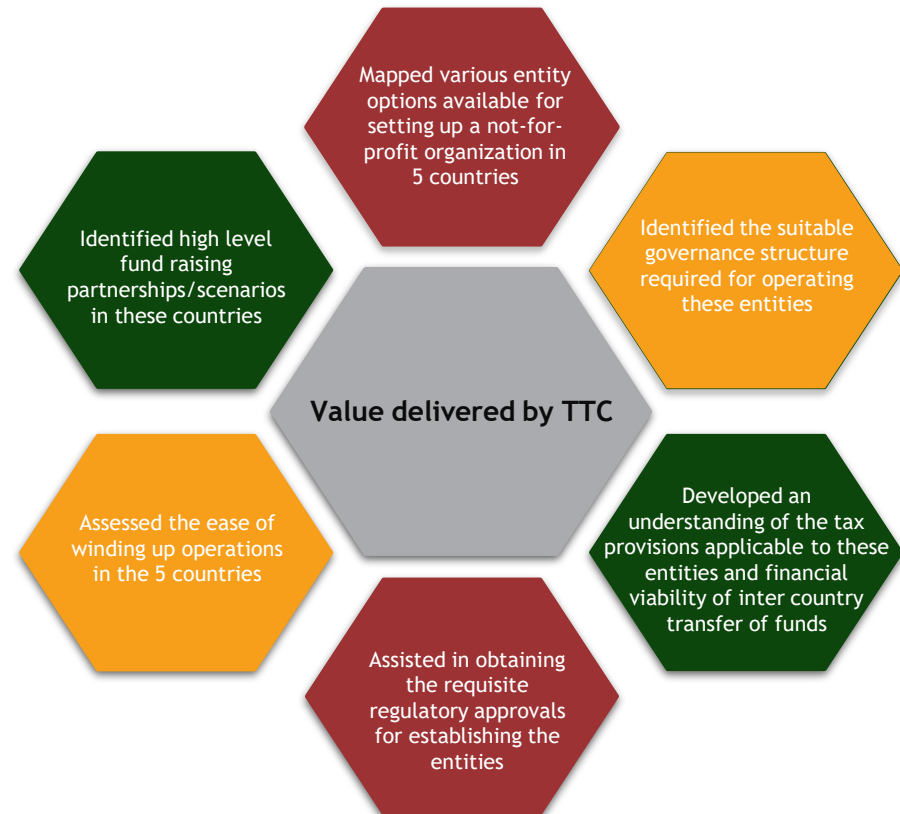
Nepal

Bangladesh

Sri Lanka

Myanmar

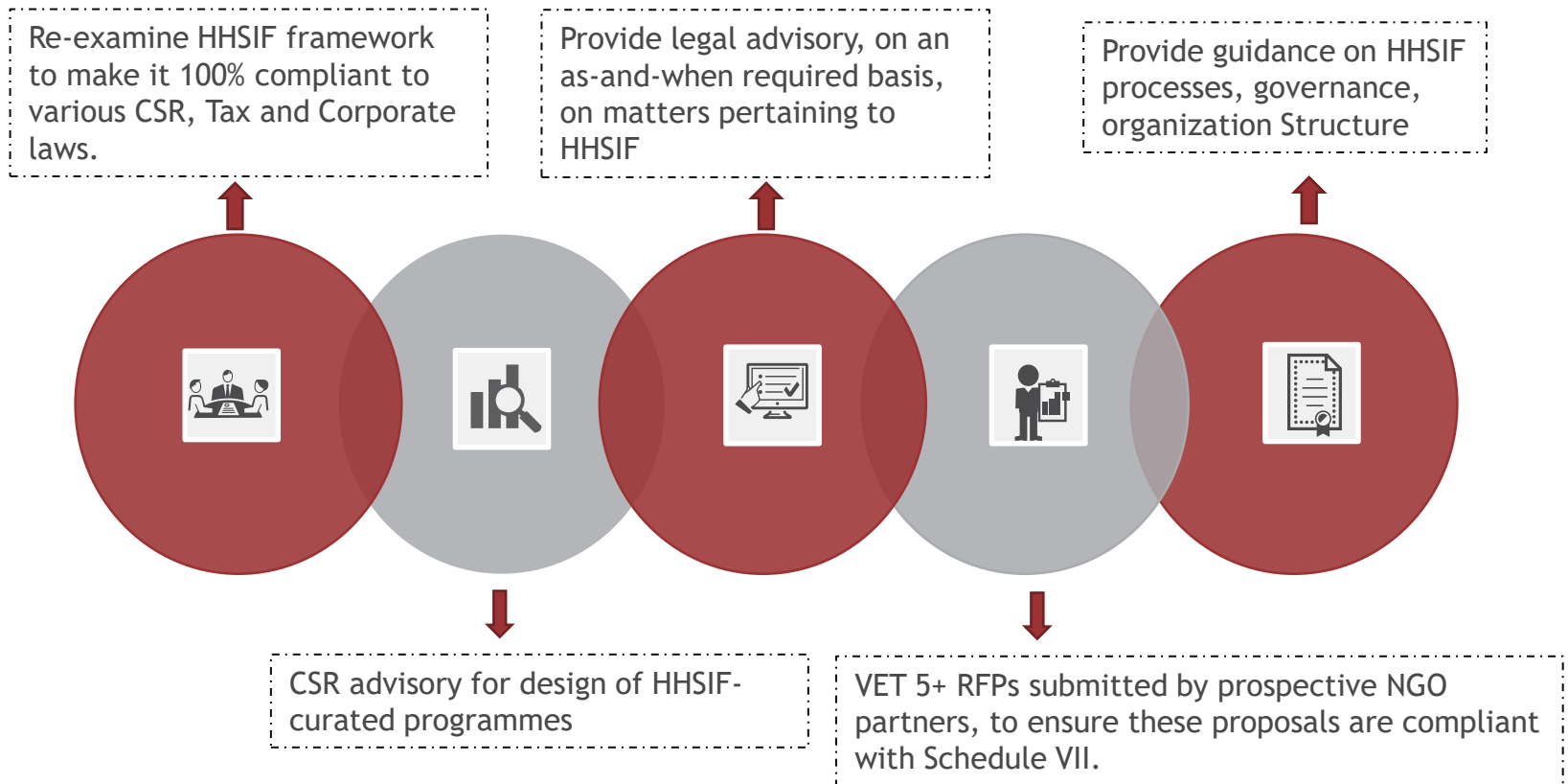
Indonesia



# Case Study 11: Advisory services in implementing CSR projects to Honeywell Hometown Solutions India Foundation

## Background

- Honeywell Hometown Solutions India Foundation ('HHSIF') is registered as section 8 under the Companies Act;
- Considering TTC's extensive expertise and experience on CSR, program management, the HHSIF chose us to help them for advisory in implementing CSR projects.



# Case Study 12: Technical Service Provider to support NGO partners that are engaged to deliver The Freedom Fund projects in Bihar, Uttar Pradesh and Rajasthan

## Background

- The Freedom Fund ('FF') is a leader in the global movement to end modern slavery. FF selected key geographic areas known to have a high incidence of modern slavery, and where their interventions are most likely to result in a measurable reduction in slavery (known as 'hotspots').
- ThinkThrough consulting Pvt. Ltd.(TTC) has been appointed as a "Technical Service Provider (TSP)" to support NGO Partners that are engaged to deliver FF project in Bihar, Uttar Pradesh and Rajasthan

### Implementing agencies

| Rajasthan Hotspot  | North-East Hotspot   |
|--|--|
| <ul style="list-style-type: none"> <li>• Good Weave India</li> <li>• Sewa Bharat</li> <li>• Industree Organisation</li> <li>• Aagan</li> <li>• LEDS</li> <li>• Taabar</li> <li>• Praxis</li> <li>• Justice Ventures International</li> </ul> | <ul style="list-style-type: none"> <li>• Duncan Hospital</li> <li>• Pragati Gramogyog Evam Samaj Kalyan Sansthan</li> <li>• ADITHI</li> <li>• ROSA</li> <li>• IDF</li> <li>• Nirdesh</li> <li>• MSEMVS</li> <li>• Centre Direct</li> <li>• Prayas</li> </ul> |

### Value delivered by TTC

Audit of the systems, processes and procedures designed and operated by the NGO partners and also ensuring timely compliances (regulatory and statutory)

1

Capacity development support to develop and implement appropriate systems, processes and controls highlighted during due diligence procedure.

2

Periodic field visits to each partner to ensure financial reports are accurately completed, expenditure complies with FF standards and expenditure is appropriately supported

3

Investigate allegations of fraud or financial irregularity

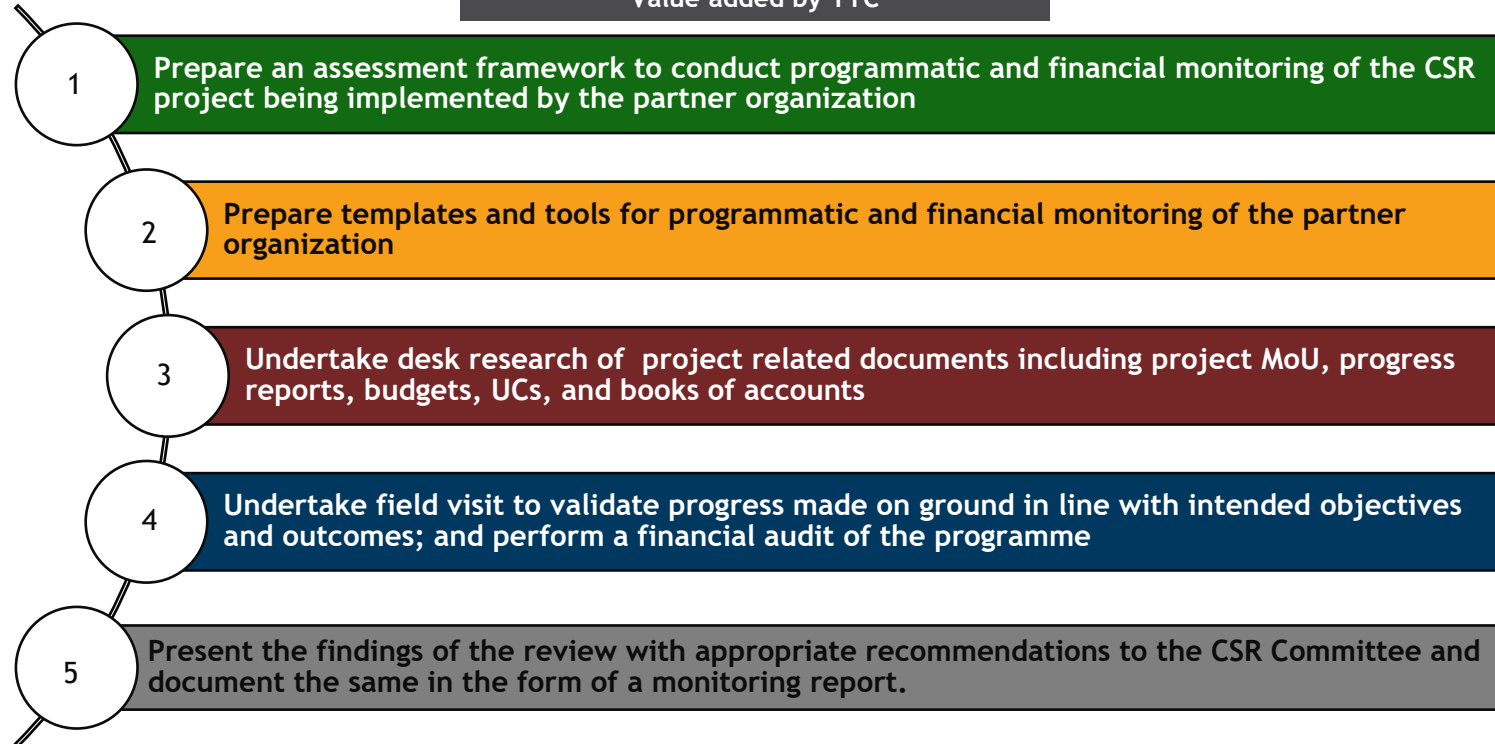
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# Case Study 13: Monitoring agency to validate and monitor proper utilization of CSR funds for IndiGoReach programme

## Background

- InterGlobe Aviation Limited is a company incorporated under Section 25 of the Companies Act, 1956. IndiGo operates scheduled air transport services. In discharge of its corporate social responsibilities, IndiGo has undertaken and supported various projects protecting and ensuring environmental sustainability.
- IndiGo engaged TTC to validate and monitor the proper utilisation of CSR funds with respect to the IndiGoReach programmes as implemented by IndiGo & its partners and submit a comprehensive report for the same.

### Value added by TTC





# Case Study 14: Iamgurgaon (IAG) - Grant utilization of funds for Bundh Project - 630 meters

## Background

- Iamgurgaon (IAG) is a citizen's initiative focused on the restoring Gurgaon's green habitat that has been lost to rampant urbanization. The organization was formed by residents concerned about the degradation of their city's green cover and fast depletion of its natural resources
- TTC was entrusted by IndiGo with the task of reviewing the utilization of funds for the 630 meters Bundh Project as claimed by IAG and to validate the construction of bundh.

## Scope of Work

### Legal Registration and statutory compliances

- Assess whether IAG is appropriately registered
- Review status of other applicable registrations
- Review status of key compliances which may impact the continuity of the grant (e.g. Companies Act, Societies Registration Act, Bombay Public Charitable Trust Act, Income-tax Act, Foreign Contribution Regulation Act etc.)

### Compliance with terms of agreement

- Review the grant agreement and ascertain the compliance requirements for partners;
- Assess the status of compliance by the partner to the terms of the agreement
- Identify gaps and assess reasons

### Review of Project financials

- Perform reconciliation of project books with financial report
- Review project expenses on sample basis to assess:
  - Costs are actually incurred and adequately supported
  - Pertains to the period of grant
  - Is appropriately budgeted
  - Is appropriately recorded in the Beneficiary's books of accounts
  - Is allowable and substantiable
  - Has been appropriately approved
- Compare actual and budgeted expenses and assess variances to approved budget

# Case Study 15: ADATS - Financial and Programmatic Audit of ADATS

## Background

- Fair Climate Network ('FCN') is an international network of over 124 persons, including development workers, climate change activists, environmentalists, scientists and other professionals, and focuses on facilitating and developing pro-poor Clean Development Mechanism ('CDM') projects in India. Fair Climate Services Pvt. Ltd. ('FCS') is a legal entity of the FCN.
- Aviation industry, though leading the way to development, is one of the major contributors of carbon emissions, and thereby of global warming. InterGlobe Aviation Limited ('IndiGo'), the largest domestic Indian airline, pledged to take actions to reduce its environmental impact.
- TTC was appointed by IndiGo to conduct a financial and programmatic audit of activities undertaken by ADATS.

## Scope of Work

### Programmatic Aspects

- Assessment of the effectiveness of the overall program design
- Assessment of implementation of activities to check if activities have been conducted as per agreed upon work plan
- Assessment of deployment of human resource to check whether its in adherence to the agreement
- Assessment of monitoring and reporting structures in place

### Financial aspects

- Review of legal registration and statutory compliances
- Ensuring compliance with terms of agreement
- Review of project financials:
- Reconciliation of project books with financial reports
- Review project expenses on a sample basis to assess:
  - Costs are actually incurred and adequately supported
  - Pertains to the period of grant
  - Is appropriately budgeted
  - Is appropriately recorded in the beneficiary's books of accounts
  - Is allowable and substantiable
  - Has been appropriately approved
- Compare actual and budgeted expenses and variances to approved budget

The Project involved collaboration with three implementing partners (also referred to as 'Project Proponents' in the amended agreement IndiGo and ADATS) namely CROSS, Accion Fraterna ('AF') and SUVIDHA

### Partner wise distribution of the project geography

| Partner Name | Taluka/Mandal | Villages   |
|--------------|---------------|------------|
| AF           | 16            | 150        |
| CROSS        | 12            | 277        |
| Suvidha      | 4             | 133        |
| <b>Total</b> | <b>32</b>     | <b>560</b> |

# Case Study 16: Sustainable Green Initiatives (SGI) - Financial and Program Review for sourcing, planting and maintaining 10,000 timber and fruit trees

## Background

- Sustainable Green Initiatives (SGI), a sole proprietorship, is engaged in the business of planting and nurturing trees in different parts of India. As part of its CSR, IndiGo has agreed to appoint SGI for sourcing, planting 10,000 timber and fruit trees and maintaining and regularly nurturing such plants during the term.
- TTC was appointed by IndiGo to conduct a financial and programmatic review of this project.

## Scope of Work

- Review of available documents to be validated during the interactions
- Interaction with stakeholders shall be carried out
  - Interactions with key GIMS personal to understand- *delta change they intend to create; nuances of the intervention; their plans for sustaining it after 3 years;*
  - Interactions with key SGI staff- *to further the understanding on project implementation*
- Determine whether saplings were procured from own nurseries or external vendors;
- Process followed (if any) in case saplings were procured from external vendors;
- Review of Fund Utilization Certificate (audited/unaudited) submitted by Sustainable Green Initiative to IndiGo, Trial Balance of the project along with transaction list;
- Reconciliation of expenses reported to IndiGo till date and voucher sampling;
- Review of sample vouchers to determine whether funds were spent for the project purpose;
- Review of bank statements and bank reconciliation statements of the bank account where IndiGo funds are received;
- Determining the components of Management Expenses budgeted for in the project

## Glimpses from the field



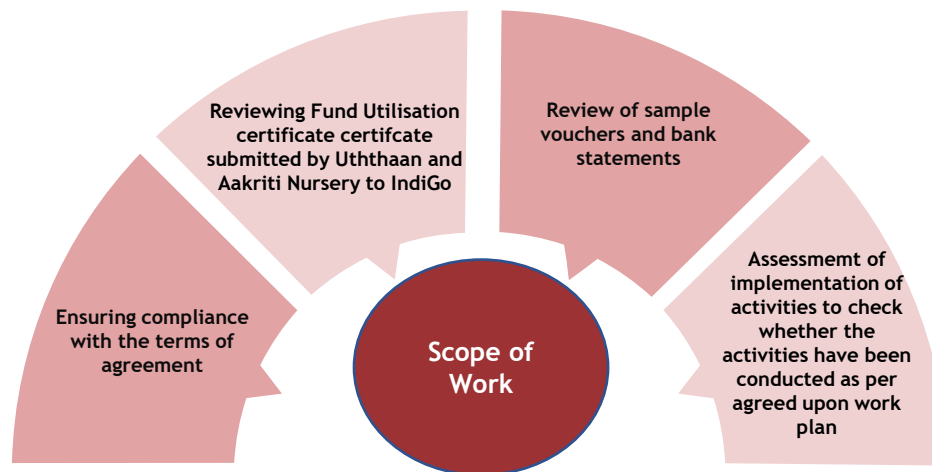
# Case Study 17: Uththaan and Aakriti Nursery - Financial & Programmatic Review of 'Green Patch'

## Background

- Uththaan is a not for profit organization involved in maintaining ecological balance and plantations. Uththaan has received permissions from HUDA to maintain certain patches of land on behalf of HUDA. Aakriti Nursery, a sole proprietorship firm is engaged in the business of soft landscape project development and maintenance of green area as primary services, renting of plants is the value-added service. In keeping with IndiGo's CSR policy and commitment, IndiGo signed an agreement with Uththaan and Aakriti Nursery for adopting and maintaining the "Green Patch" on road bearing number 99B connecting Sikanderpur to Faridabad Road excluding traffic insertion points.
- TTC was appointed by IndiGo to undertake a financial & programmatic audit of the initiative.

## Our Approach & Methodology

- Review of the documents received from IndiGo
- In-person interactions with identified stakeholders from Uththaan and Aakriti Nursery
- To get an overall understanding of the project
  - Obtain additional program and financial documents
  - To get an understanding of the human resource used in the programme
  - The role and responsibilities of different stakeholders
  - The impact of the programme on the different stakeholders
  - The usage and distribution of resources
- Review of additional documents received from Uththaan and Aakriti Nursery
- Data analysis and report writing
- Submission of draft report for IndiGo's feedback
- TTC follow up comments and submission of final report



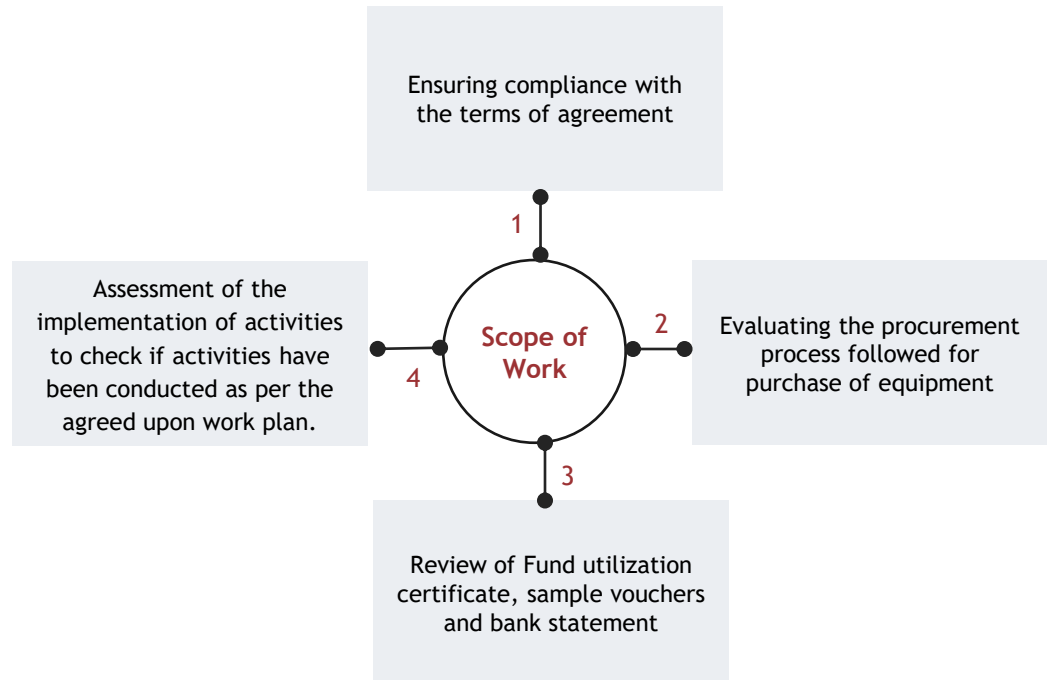
# Case Study 18: DVNITY Serves - Financial & Programmatic Audit of 'Project Saral'

## Background

- DVNITY Serves specializes in the facilitation of CSR projects and initiatives concerning community policing, community welfare and development, the welfare of women and children. As a part of its CSR obligations IndiGo signed an Agreement with DVNITY Serves for implementation of “Project Saral” a community policing initiative undertaken by the Gurugram Police in the interest of public safety within District Gurugram. The Project included sourcing and distribution of 70 (seventy) 4G Tablets and 1(one) Maruti Ertiga Car-Model LX10, to the police.
- TTC was appointed by IndiGo for conducting a financial and programmatic audit of the project.

## Our Approach & Methodology

- In-person interaction with Ms. Seema Rajput, proprietor of DVNITY Serves to:
  - Get an overall understanding of the project; and
  - Obtain program and financial documents
- In-person interactions and site visits with the Gurugram Police (Assistant Commissioner of Police/SHO, DLF phase I Police Station/ ASI, Assistant Sub-Inspector), to get an understanding of the usage of the vehicle and tablets provided by IndiGo and benefits for the community from the intervention;
- Submission of Draft Report for IndiGo’s feedback; and
- TTC follow up comments and submission of Final Report.

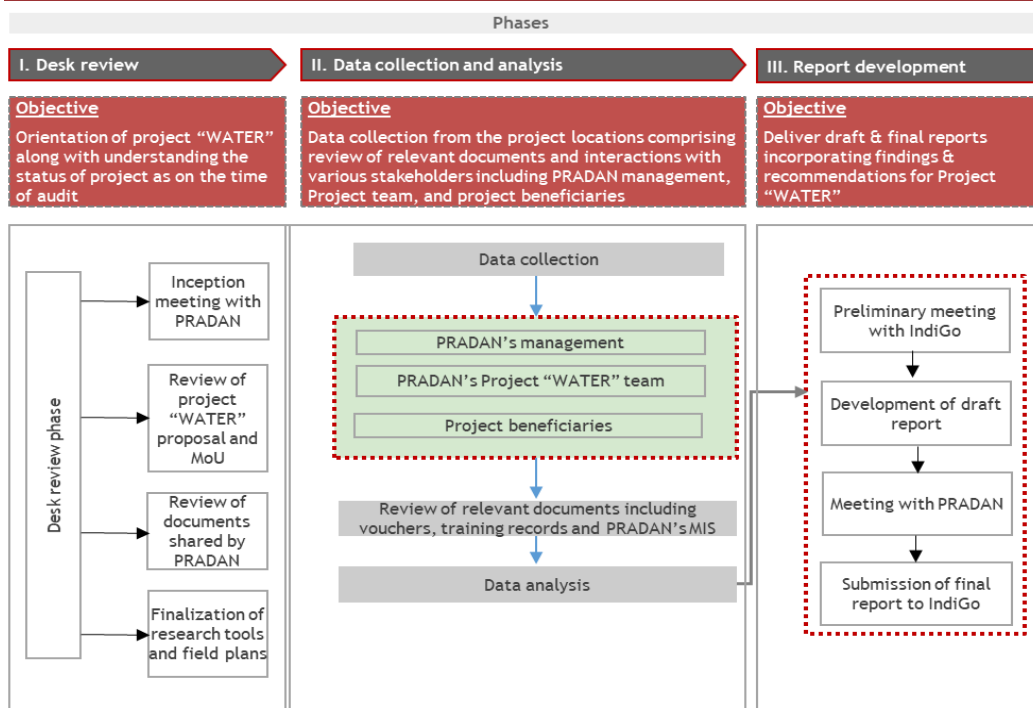


# Case Study 19: PRADAN - “WATER” (Women collectives led Action Towards Environment Rejuvenation) - Programmatic and Financial Audit

## Background

- PRADAN works in India’s poorest region building self-sustaining rural communities through social, economic and political empowerment of women. PRADAN works to reduce poverty and enhance the well-being of the poorest communities in rural India. IndiGo and PRADAN entered into an agreement on 15<sup>th</sup> February 2017, for the implementation of project “WATER” (Women collectives led Action Towards Environment Rejuvenation) in three districts (Hazaribagh, Bokaro, and Godda) of Jharkhand.
- TTC was appointed by IndiGo to carry out a programmatic and financial audit of the project titled “WATER”.

## Our Approach



## Value delivered

- **Programmatic aspects**
  - Assessment of the physical progress of the activities to check whether activities are undertaken in alignment with the agreement
  - Assessment of MIS records to validate trainings
  - Assessment of sustainability component of the program
- **Financial aspects**
  - Review financial compliances as per the clauses of the agreement
  - Review of project financials
  - Review project expenses on sample basis to assess:
    - Costs are actually incurred and adequately supported;
    - Pertains to the period of grant;
    - Is appropriately budgeted;
    - appropriately recorded in the Beneficiary's books of accounts
    - Is allowable and substantiable; and
    - Has been appropriately approved.
  - Compare actual and budgeted expenses and assess variances to approved budget.

# Case Study 20: Grameen Sahara - Promoting rural livelihoods of 1,500 women

## Background

- IndiGo has undertaken projects aimed at providing support to women from the economically weaker sections of the society. In keeping with its policy and commitment, it had agreed to fund Grameen Sahara's initiative of empowering 1,500 women farmers from targeted 24 villages located in the Assam-Meghalaya border areas in the Kamrup and Ri-Bhoi districts. The project focus is on promotion of spices, mainly turmeric, ginger, black pepper and king chilli in the region with women farmers.
- TTC was appointed by IndiGo to carry out a programmatic and financial audit of the activities undertaken by Grameen Sahara.

### Scope of Work

#### Programmatic Aspects

- Assessment of the physical progress of the activities to check whether activities are undertaken in alignment with the Funding Agreement;
- Assessment of MIS records, physical progress reports, program registers, and documents provided by GS to validate activities under each program head
- Assessment of the monitoring and review mechanism followed by GS
- Assessment of deployment of human resource to check whether its in adherence to the agreement
- Assessment of sustainability component of the program
- Assessment of deployment of human resource to check if the deployment has been as per the agreement/amended agreement

#### Financial aspects

- Review compliances as per clauses of Funding Agreement
- Review of project financials:
- Reconciliation of project books with financial reports
- Review project expenses on a sample basis to assess:
  - Costs are actually incurred and adequately supported
  - Pertains to the period of grant
  - Is appropriately budgeted
  - Is appropriately recorded in the beneficiary's books of accounts
  - Is allowable and substantiable
  - Has been appropriately approved
- Comparing actual and budgeted expenses and assess variances to approved budget

### Approach & Methodology

**Inception Phase:** included project documents review, literature review, stakeholder mapping, tool development and sampling

1

**Planning Phase:** included preparing detailed checklist for validating activities, tools for field interactions, field plan, logistics, etc.

2

**Execution Phase:** field visit to project locations and Grameen Sahara's Head Office to validate the activities, data collation and analysis of the findings.

3



# Case Study 21: Compliance Advisory, Human Resource, Secretarial & Accounting Support for Triggerise India Private Limited

## Background

- Triggerise India was desirous to partner with an agency for advice on the options Triggerise has to ensure that it is fully compliant with the Government of India legal requirements, specifically the FCRA and FEMA policies.
- TTC was taken on board to provide compliance advisory (FCRA & FEMA) and provide advisory support on understanding the entity options for Triggerise to move forward considering fundraising compliance.

## Scope of Work

### Compliance Advisory Services

- FCRA/FEMA Compliance Advisory Services - review sources of funds whether domestic or international, review activities agreed with donor as per agreement, review applicable FCRA provisions and its applicability, consultation with lawyers and relevant government departments, discussion with Triggerise management to develop roadmap and decide actions, assist Triggerise to implement actions on timely basis-preparation of required documentation, dealing with officials, etc.
- Understanding of Tiko miles business model - Social as well as commercial aspects, alignment with key objects of company in India, review of applicable laws such as IT Act, FEMA, etc., identify areas of inconsistent interpretations, if any, between key stakeholders including Board, auditors, legal and relevant department officers, review relevant laws, rules and regulations as applicable to Tiko miles operations in India
- Advise and support on work that may arise as a result of changes in /new regulations or laws regarding payroll/accounting/compliance, assist Triggerise for addressing compliance gaps, advisory/support on understanding entity options for Triggerise to move forward considering fundraising compliance

### External Agency Compliance

- Maintenance and updating of all statutory registers, preparation of notice and agenda and minutes of each Board Meeting and Shareholders, maintenance of disclosure of interest and certificates of non-disqualification of every Director, maintenance of attendance sheets of each board and shareholders meeting, drafting of notice of General meeting and Directors Report, filing, certification and uploading of annual accounts and annual return with ROC, etc.

### Payroll/Secretarial/Statutory Filings

- Filing of quarterly TDS returns and generating Form 16A, filing of Income Tax Return, FEMA compliances/reporting - Annual Return of Assets and Liabilities, monthly, quarterly, annual GST return, annual filing of GST refund, etc.



# Case Study 22: Program Monitoring and Evaluation Agency for NSE Foundation

## Background

- NSE Foundation has been incorporated as a CSR arm of National Stock Exchange of India Limited and is actively involved in the implementation of CSR programs across various locations in India to support socially beneficial causes such as those of "Primary Education", "Elder Care", "Sanitation & Safe Drinking Water" etc. TTC has been appointed as the Program Monitoring and Evaluation (PME) agency for various projects.

## Implementation agencies and their project locations

| Implementation agencies            | States  |
|------------------------------------|---|
| IIMPACT                            | West Bengal   |
| HelpAge India                      | Telangana State, Maharashtra, West Bengal and Bihar |
| WaterAid                           | Jharkhand   |
| Plan International (India Chapter) | Rajasthan   |
| Bodh Shiksha Samiti                | Rajasthan, Madhya Pradesh                           |
| DHAN Foundation                    | Tamil Nadu  |
| ISAP                               | Maharashtra   |
| SRIJAN                             | Rajasthan   |

## Scope of Work

- Due diligence of NGOs
- Project Proposal Evaluation
- Financial Monitoring of programmes on a quarterly basis covering the following aspects:
  - Review compliances as per clauses of the funding agreement
  - Review of project financials
  - Reconciliation of project books with financial reports
  - Review project expenses on sample basis to assess that costs are actually incurred and adequately supported, pertains to the period of grant, is appropriately budgeted, is appropriately recorded in the beneficiary's books of accounts, is allowable and substantiable, has been appropriately approved, compare actual and budgeted expenses and assess variances to approved budget.
- Programmatic Monitoring of programmes on a quarterly basis covering the following aspects:
  - Assessment of the physical progress of the activities to check whether activities are undertaken in alignment with the funding agreement
  - Assessment of programmatic records, reports and documents provided by implementing agency
  - Assessment of the monitoring and review mechanism of the implementing agency
  - Assessment of the sustainability component of the programme
  - Assessment of deployment of human resources to check whether human resources have been allocated as per funding agreement.

# Case Study 23: Post grant assessment of implementing partners and due diligence of potential implementing partners

## Background

- Cipla Foundation (CF) mirror's Cipla's credo of "Caring for Life" and its goal is to ensure no patient shall be denied access to high quality and affordable medicine and support. The main pillars of CF's work are health, education, skilling and disaster response. CF engaged TTC to perform a post grant assessment of its implementing partners and due diligence of potential implementing partners to assess whether partners have necessary systems and controls required to ensure use of CSR funds for the intended purposes.

### Areas covered under post grant review



**Organizations evaluated:** HelpAge India and CanKids

### Areas covered under due diligence



**Organization evaluated:** Indian Academy of Paediatrics and Bhubaneswar Borooh Cancer Institute

# Case Study 24: Due diligence of potential implementing partners

## Background

- Meer Foundation (MF) (Foundation of Kolkata Knight Riders and Red Chillies Pvt. Ltd.), is a Section 25 Company and was envisioned by Mr. Shah Rukh Khan as a means to contribute to the betterment of society. Respect for women as sources of strength, sensitivity and compassion and prevalent issues affecting women in India resulted in developing the ideology for MF.
- TTC was taken on board to undertake due diligence of potential implementing partners of Meer Foundation.

### Areas covered

- Registration under the Governing Statute
- Registration under Income-Tax Act, 1961
- Certification of permanent registration/Letter of prior permission granted by Ministry of Home Affairs (MHA) under FCRA 2010
- Details of registration with the Regional Provident Fund Commissioner under Employee's Provident Funds and Miscellaneous Provisions Act, 1952
- Other State specific registrations as may be applicable (e.g. Professional tax, etc.)
- Submission of quarterly return of TDS and test check deposit of taxes withheld on monthly basis under the provisions of Income-Tax Act, 1961
- Annual filing of return of income along with Audit Report in Form 10B under the provisions of the Income-Tax Act, 1961
- Filing of annual return of foreign contribution with Ministry of Home Affairs ('MHA') under Foreign Contribution Regulation Act, 2010

### Potential implementing partners evaluated

| Implementing partners evaluated   | Location  |
|-----------------------------------|-----------|
| Pataudi Trust                     | New Delhi |
| Bansi Vidya Memorial Trust        | Faridabad |
| St. Jude Childcare Centres        | Mumbai    |
| South Asian Forum for Environment | Kolkata   |
| Make Love Not Scars               | New Delhi |

# Case Study 25: Development of a CSR Operations Manual

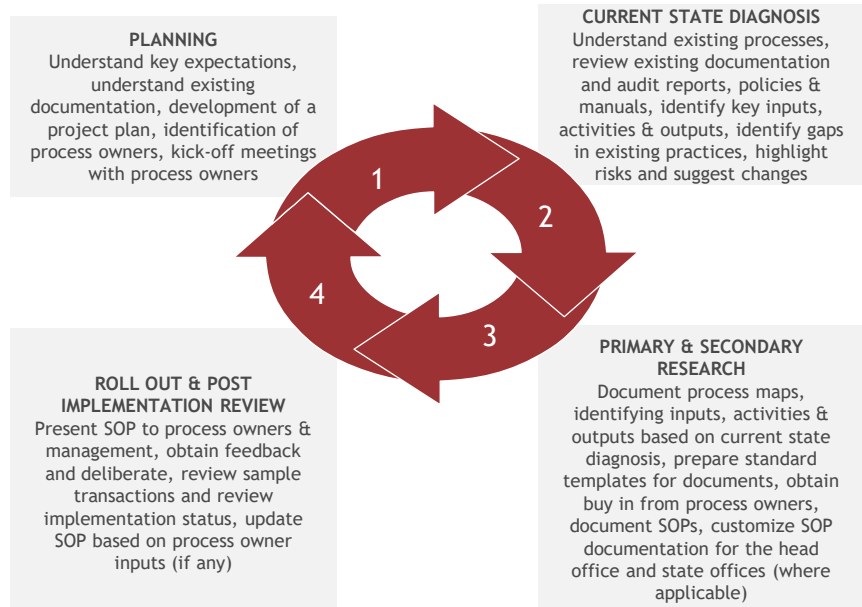
## Background

- IndusInd Bank, while delivering a consistent growth in profits, conducts its business by converging social impact and environmental responsibility. This reflects in their focus on sustainable investing and the reduction of their carbon footprint. IndusInd Bank's CSR initiatives, too are aligned with this approach, by striving for social upliftment and environmental conservation.
- TTC has been taken on board to assist IndusInd Bank's CSR Team with developing a CSR operations manual.

## Areas covered

- Standardized processes and procedures for IndusInd Bank CSR operations
- Elaborate the CSR project life cycle with process and controls and to include the process from the inception of the project identification to project closures
- Elaborate and detail the template and formats to be used in life cycle including both administrative and operational aspects
- Partner selection and project management
- Financial management and controls
- Internal project controls and review mechanism
- Suggestions on preventive and corrective actions
- Documentation and reporting
- Others as required under the new Companies Act and CSR reporting framework defined by MCA including the agencies knowledge and expertise on the subject

## Our Methodology



# Case Study 26: Development of an Operations Manual

## Background

- Cipla Foundation (CF) mirror's Cipla's credo of "Caring for Life" and its goal is to ensure no patient shall be denied access to high quality and affordable medicine and support. The main pillars of CF's work are health, education, skilling and disaster response.
- CF engaged TTC to develop an operations manual for CF to streamline and standardize the procedures of the Foundation and seamlessly integrate its operations with support functions of Finance, Communications, Legal & Compliance, and Technology.

## Areas covered

- Standardized processes and procedures for CF operations
- Elaborate the CSR project life cycle with process and controls and to include the process from the inception of the project identification to project closures
- Elaborate and detail the template and formats to be used in life cycle including both administrative and operational aspects
- Partner selection and project management
- Align operations with financial management and controls, legal compliances, technology systems and communications
- Internal project controls and review mechanism
- Suggestions on preventive and corrective actions
- Documentation and reporting, including development and refinement of templates and formats
- Others as required under the new Companies Act and CSR reporting framework defined by MCA including the agencies knowledge and expertise on the subject

# Case Study 27: Process review to examine two terminations through review of reports and interviews

## Background

- Jhpiego is an international, non-profit health organization affiliated with The Johns Hopkins University. In India, Jhpiego works across nineteen States in close collaboration with National and State Governments, providing technical assistance in the areas of family planning, maternal and child health, and pre-service nursing and midwifery education. These projects are funded by USAID, Bill & Melinda Gates Foundation, Norway India Partnership Initiative (NIPI), CIFF etc. Services of two staff members were terminated on account of allegations of fraud against them.
- TTC was taken on board by Jhpiego to carry out an independent review of the allegations .

### Objectives of the engagement

1

2

To independently examine two recent terminations through the review of reports and interviews if necessary, of relevant parties

Assess documentation and connected circumstances and provide an evaluation of whether fraud was committed and Jhpiego policies were followed

## Our Approach & Methodology

### 1) Planning

- Opening meeting with Jhpiego to understand nature of allegations, details of staff members involved, investigation undertaken by Jhpiego, if any, finalize expectations and timelines
- Communication of preliminary list of documents
- Pre-field groundwork i.e. desk review of key documents

### 2) Fieldwork and Execution

- Review of investigation report, documented policies of Jhpiego, authority matrix, review of papers, bills and vouchers of investigation period
- Conduct interviews with process owners and gain understanding of the operational and financial processes and activities
- Discusses and agree issues identified with process owners

### 3) Reporting and Deliverables

- Submission of draft report along with recommendations
- Finalization of report after discussion with Jhpiego Management





# Case Studies - Human Resource Advisory

# Case Study 1: UNICEF India - Review of Human Resource & Management Systems (HRMS) of partner NGOs

## Background

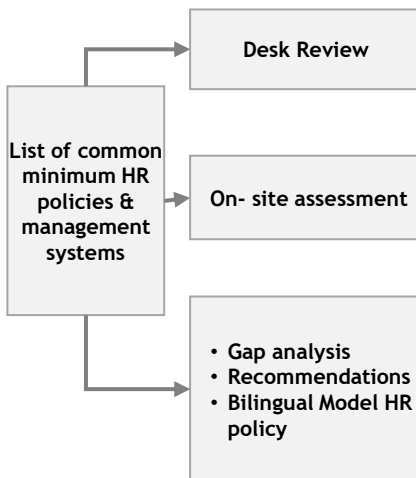
- Address, improve & strengthen Human Resource & Management Systems (HRMS) of partner NGOs
- Make the partner NGOs self-sustainable
- Make the partner NGOs competent to be taken up by another program

### Phases

#### Inception and Assessment

##### Objective

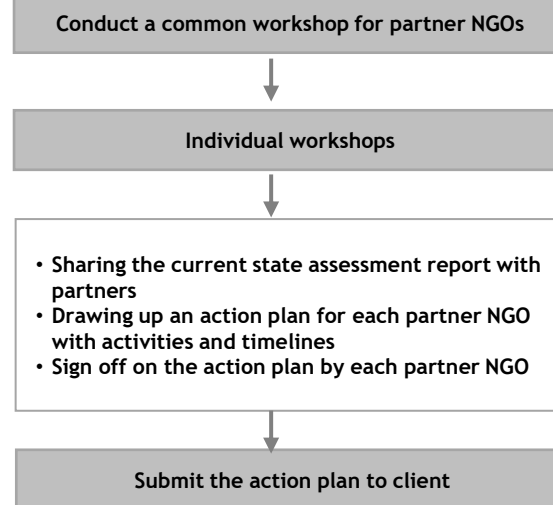
Decide timelines and milestones, identify gaps, suggest recommendations



#### Institutional strengthening

##### Objective

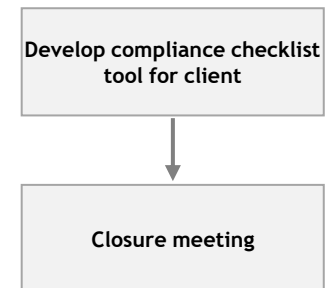
Written commitment from each partner NGO on the compliance plan as per recommendations



#### Compliance tool & closure

##### Objective

Equipping client with tools to assess the compliance of each partner NGO



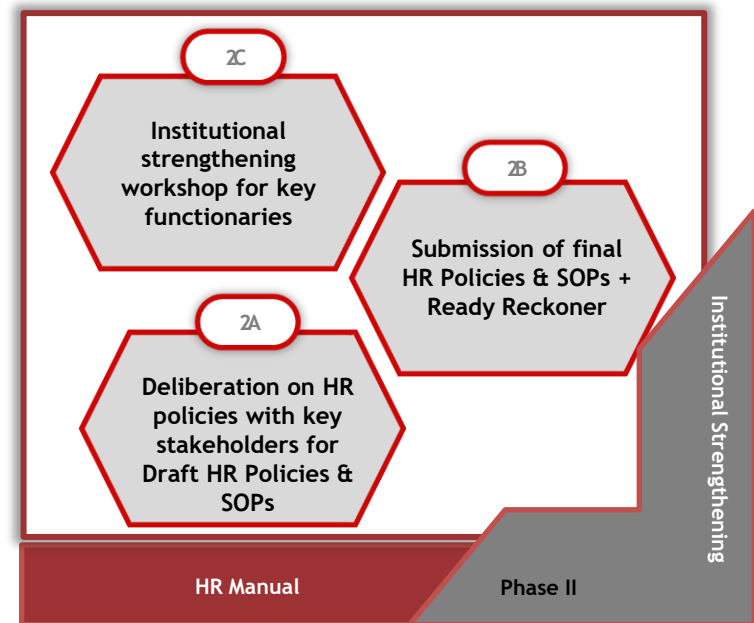
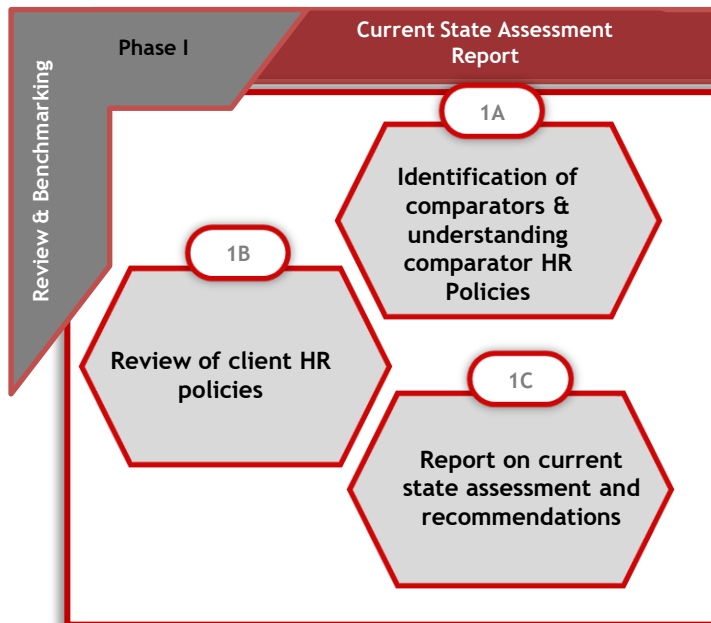


# Case Study 2: EngenderHealth - Review of India HR Policy Manual through Benchmarking

## Background

- To understand the contemporary HR practices of select comparator organizations through HR Policy Benchmarking Survey
- To develop HR policies and Standard Operating Procedures as per law of the land

TTC reviewed existing HR Policies and Practices and identified challenges faced by the client to benchmark existing policies with the comparators. Developed detailed HR Policy Manual with Standard Operating Procedures for EngenderHealth



# Case Study 3: Friedrich Naumann Stiftung für die Freiheit - HR Evaluation & Capacity Building of Partner

## Background

- Assess organization's ability to retain workforce, manage operations, staff time and to implement quality programs
- Assess the organization's staffing mechanism
- Identify areas/departments in need of strengthening

## Here's How TTC Contributed

TTC reviewed existing HR Policies and Standard Operating Procedures (SOP), authority matrix, succession planning mechanism including interviewing of key stakeholders, current and ex-employees to prepare a current state assessment & recommendations report.

1



Review of HR Policies and SOPs for current state assessment

2



Interviews of stakeholders, current and ex-employees

3



Assessment of Tax and Regulatory compliance

4



Capturing gaps, ensuring statutory compliance and recommending good practices

# Case Study 4: Multilateral - Development of a comprehensive internal Diversity and Inclusion (D&I) Programme

## Background



- Streamlining Diversity and Inclusion into programmes and operations and making it a vibrant reality in every component of its workplace
- Support in development and design of a comprehensive internal Diversity and Inclusion Programme

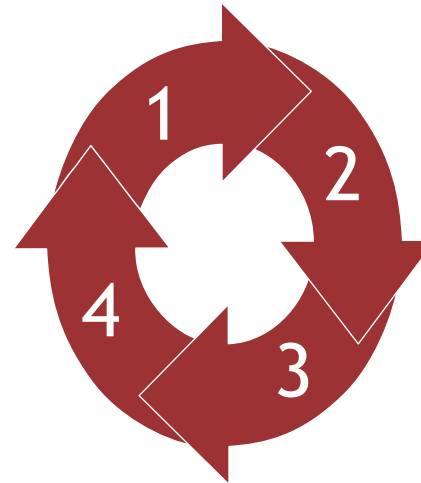
## Methodology adopted by TTC

- Policies of the organisation were reviewed from a D&I perspective
- Focus group discussions & individual interviews were carried out to at gaining an insight on what the staff cares about from a D&I perspective and the issues that make them feel excluded at workplace
- A bespoke on-line D&I Survey Questionnaire was developed and administered to 500+ respondents
- Responses were analysed and industry trends around D&I were identified to develop a D&I strategy and roadmap with concrete action plan and timelines

## Value delivered by TTC

Establish the current state and its implications from an in-depth data collation exercise

Define relevant key performance indicators to measure progress and impact



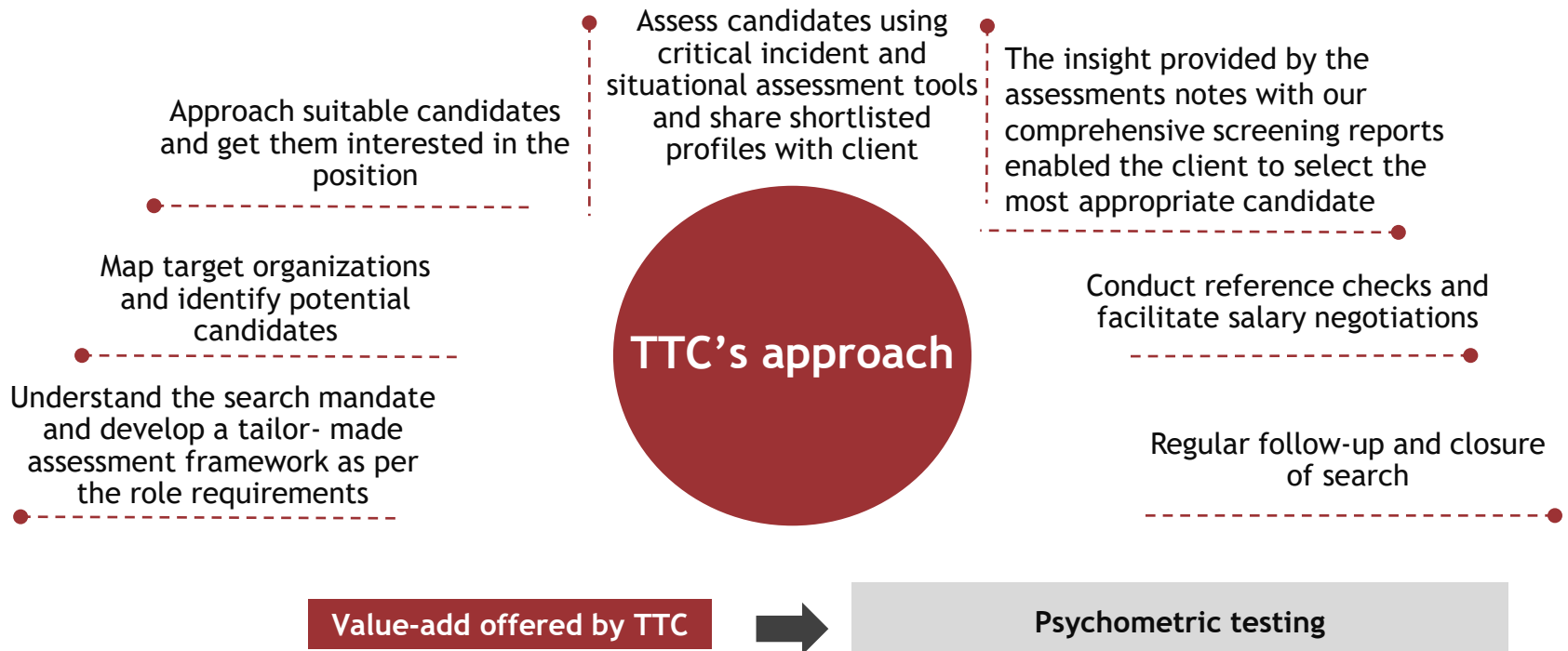
Develop a realistic and cost-effective strategy to achieve cultural transformation

Develop a comprehensive programme outlining a phased roadmap to achieve a diverse, inclusive and gender sensitive workplace

# Case Study 5: Christian Children's Fund of Canada- Retained search for India Country Director

## Background

- Christian Children Fund of Canada (CCFC) creates a future of hope for children, families, and communities by helping them develop the skills and resources to overcome poverty and pursue justice. CCFC's commitment is to improve the quality of life of children and youth in empowered communities through enhanced family and community capacity for sustainable development.
- Executing a retained search assignment for the position of Country Director-India who would be responsible for overall leadership and ensuring the success of CCFC's work in India.



# Case Study 6: Triggerise - HR compliance and payroll services

## Background

Triggerise India is non-profit organization that motivates users - primarily young women and adolescent girls - to make positive choices. Triggerise India outsourced its payroll services and HR function to TTC. TTC supported them in setting-in HR compliances and payroll services in respect to the applicable laws.

### Value delivered by TTC

#### Human Resource

- 1 Development of Human Resource policies, procedures and templates
- 2 Providing strategic and operational HR advisory support
- 3 Labour law compliance

#### Payroll Services

- 1 Employment letters and contracts
- 2 Salary structuring for efficient taxes
- 3 Registration under employee related compliances
- 4 Reimbursement, full and final payment etc.
- 5 Monthly payroll processing and MIS
- 6 Statutory compliances and issue of tax credit certificates

### TTC's approach

Development of HR policies and contract templates as per law of the land



Review of current labour and employment regulations as applicable



Maintain and manage staff records/files



Keep management apprised of current HR good practices



Monthly/weekly status update on the progress and reviewing over financial year



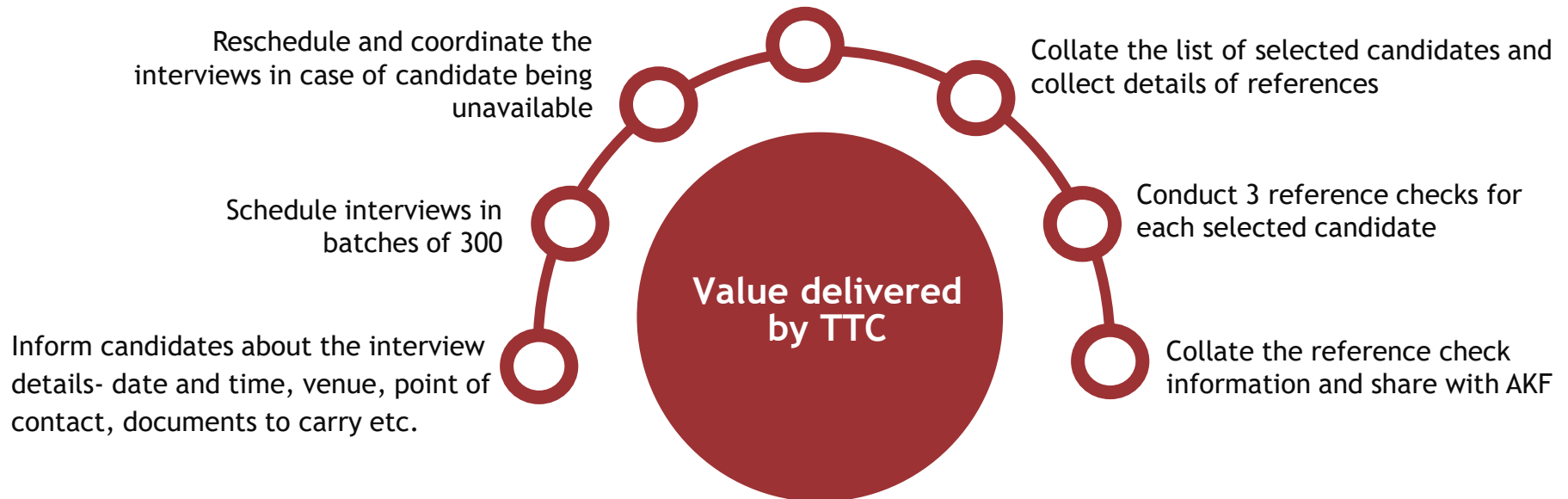
Provide support to resolve employee concerns

# Case Study 7: Aga Khan Foundation - Facilitating SPMU recruitment

## Background

Aga Khan Foundation India has signed a three year MoU with Department of Women Development and Child Welfare in Telangana State. They appointed TTC as a consultant for HR support for facilitating recruitment of 300+ staff for the State Project Management Unit in Telangana.

Manage interviews smoothly at the venue including setting up interview panels, crowd management, administration of written test, in-person interview etc.



# Case Study 8: Friedrich Naumann Stiftung für die Freiheit - HR evaluation & capacity building of CSO

## Background

- Assess organization's ability to retain workforce, manage operations, staff time and to implement quality programs
- Assess the organization's HR systems and processes
- Identify gaps and areas/departments in need of strengthening

## Value delivered by TTC

1

Assessment of the organization's ability to maintain a satisfied and skilled workforce, to manage operations, staff time and to implement quality programs.

2

Assessment of the organization's management of staffing—positions available, positions filled, vacancies—for the program and for the organization as a whole and the means for ensuring staffing levels are and remain adequate

3

Identification of areas/departments that require strengthening or further development (organizational level) and define capacity building needs at an organizational level

## Methodology adopted

1

Review of existing HR policies, standardization of procedures, compliance of operational policies and procedures with all legal and donor regulations.

2

Interview of relevant stakeholders—management, key personnel, current employees and ex-employees to gain deeper perspective.

3

Post assessment, a compiled report highlighted the results and recommendations.

# Case Study 9: Drugs for Neglected Diseases initiative (DNDi) - Policy development & Training on Prevention of sexual harassment of women at workplace

## Background

- Development an internal policy on sexual harassment at workplace as per law of the land
- Conduct Employee sensitization training for its current staff
- Review of the current Internal Complaints Committee (ICC) composition

## Value delivered by TTC

Developed an internal policy on Sexual Harassment at Workplace in compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and aligning it to their global policy



Orientation of employees about the policy developed



In-person employee sensitization training as per section 19(c) the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

## Methodology adopted

Review of existing global and local policy on Sexual Harassment at Workplace

Identifying gaps in the policy with respect to the local law

Submission of a legally vetted draft policy and Final policy on Sexual Harassment at Workplace along with forms and templates

Conduct an orientation of the employees on the new policy

Conduct face-to-face employee sensitization training on prevention of sexual harassment at workplace

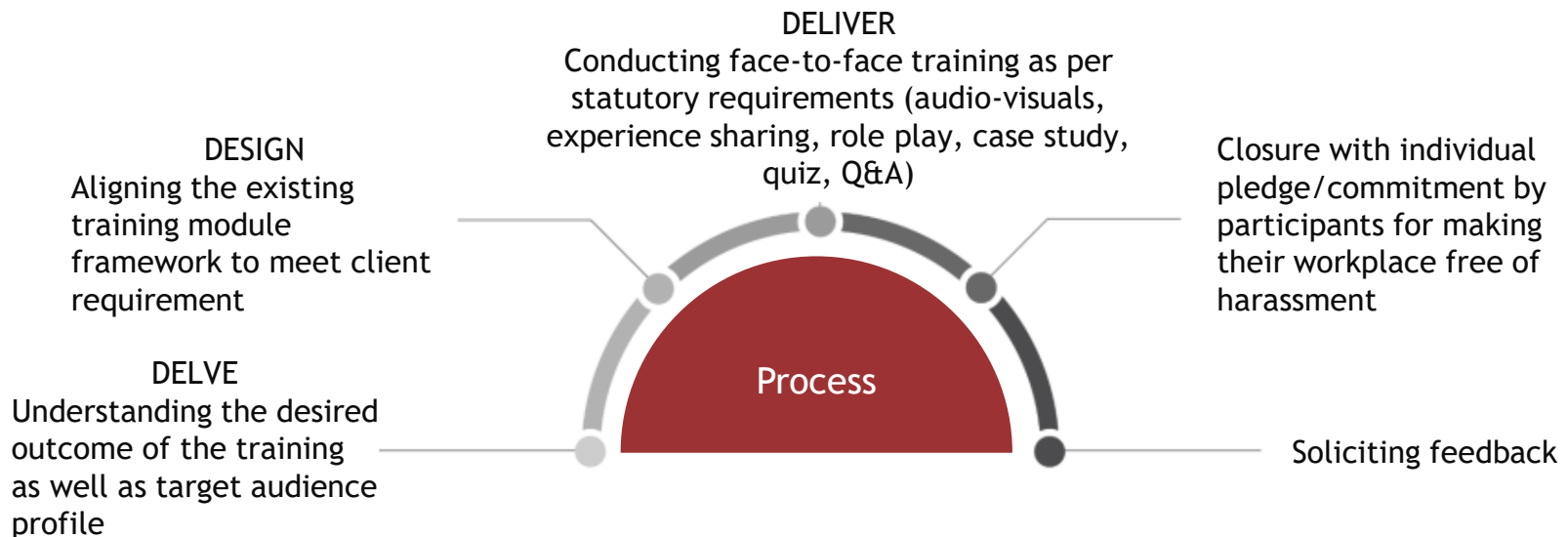


# Case Study 10: IDH - Face to face employee sensitization training on prevention of sexual harassment of women at workplace

## Background

- Conduct face-to-face Employee sensitization training for staff and consultants

Delve, deliver and design an interactive, Informative, Impactful and Interesting training session to create sensitization among employees about prohibition, prevention and redressal of sexual harassment at workplace as mandated by Section 19 (c) of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

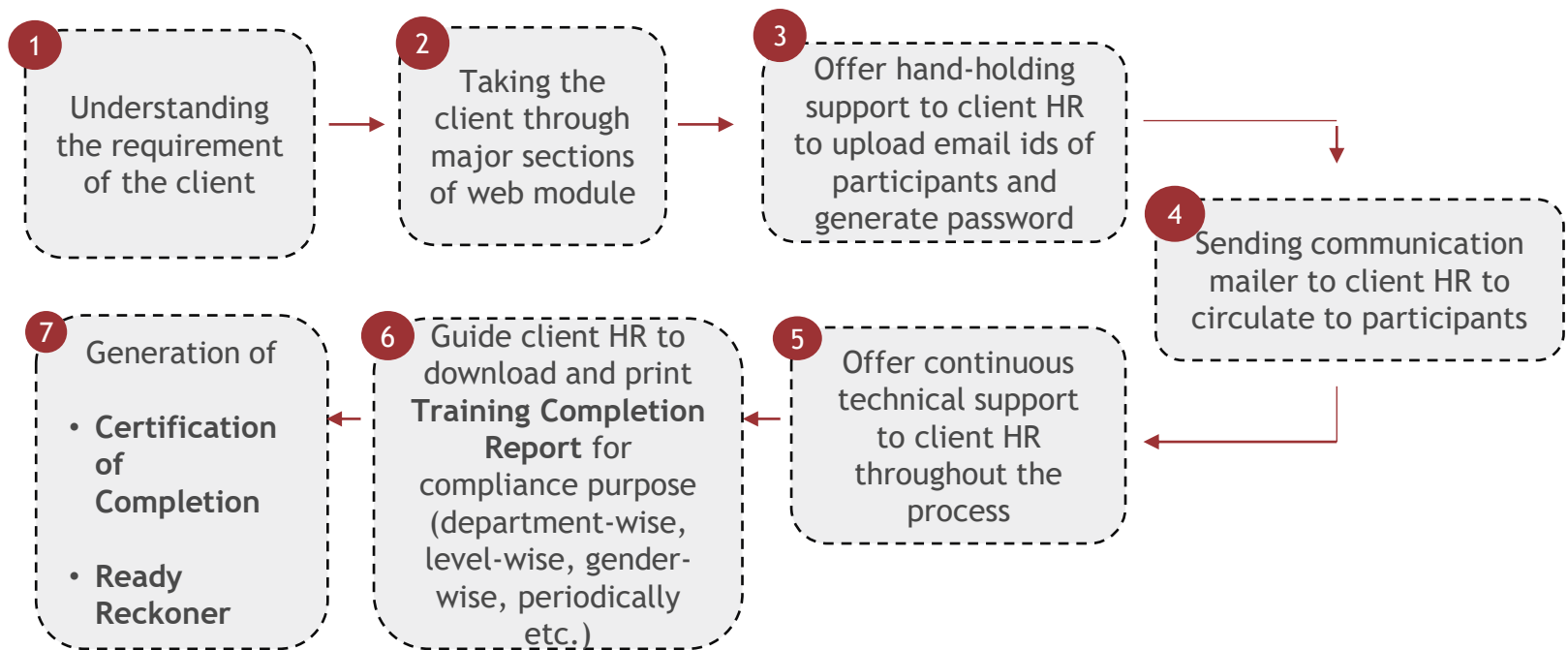


# Case Study 11: Foundation for Ecological Security - Web based training on prevention of sexual harassment of women at workplace

## Background

- Conduct web-based Employee Sensitization Training for its current 325 staff in English and Hindi in compliance with Section 19 (c) of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

## Methodology





# Case Studies - Sustainability & Climate Change Advisory

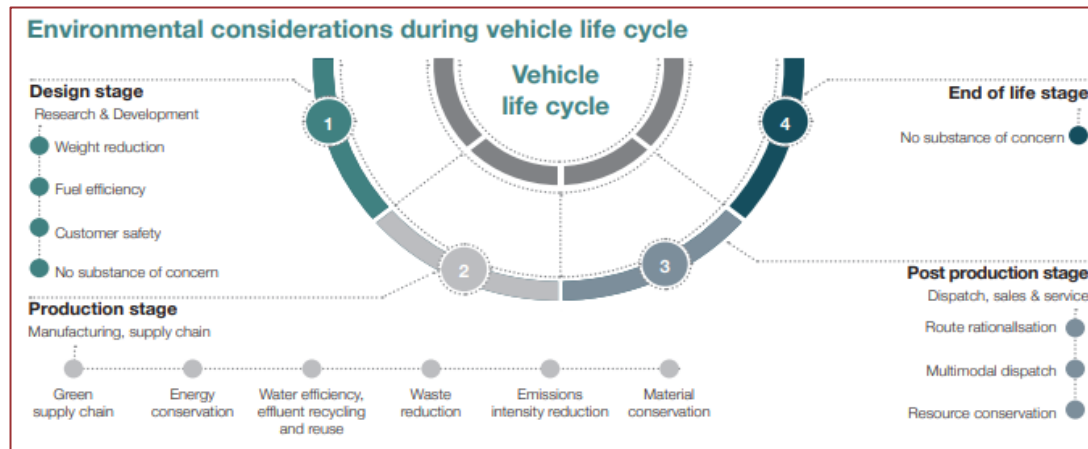


# Case Study 1: Maruti Suzuki

## Background

TTC supported Maruti Suzuki in developing the Environmental Section of their Sustainability Report for FY 2016-2017 which was in line with the GRI G4 guidelines. We supported them in reporting their environmental and social footprint and assisted them in disclosing their sustainability & climate change risks as well as leveraging on opportunities arising from the same.

## Maruti's Life Cycle Approach



Link to Maruti's 2016-17 Report. The Environment Section (page 100 onwards) was developed by us  
[https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Maruti\\_AR2016-17\\_Dlx\\_Medium.pdf](https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Maruti_AR2016-17_Dlx_Medium.pdf)

## Value delivered by TTC

- 1 TTC recommended Maruti to adopt a life cycle approach in reporting - across the value chain - spanning over design, production, post-production (usage) through end of life
- 2 This prepared Maruti for future changes in national policies, customer requirements and challenges
- 3 TTC helped align the life cycle based approach with the company's long term sustainability goals and business value



# Case Study 2: A leading Indian cement company

## Background

DJSI are a family of indices evaluating the sustainability performance of the top 10% of the largest 2500 companies across 60 industries in the S&P Global BMI (Broad Market Index). In the present assignment, TTC conducted a DJSI gap assessment for the client and assisted them in increasing their business value by improving their DJSI score.

### Business value of DJSI

#### Earn access to capital

Shares of companies listed on one or more DJSI rankings are recommended for socially responsible investment (SRI)

#### Continuous improvement

DJSI can lead to improved sustainability performance to meet the benchmarks set by industry/peer leaders

#### Strategic conversations

DJSI can drive cross-functional and cross-business discussions to generate innovative ideas and product-innovation

How participation in DJSI can drive value?

### Value delivered by TTC

- 1 Conducted gap assessment of DJSI reports and identified areas of improvement - prioritised areas where minimal actions could create large impact in terms of score improvement
- 2 Developed strategic roadmap and implementation action plan for improving DJSI disclosure response and overall score
- 3 Provided implementation support for operationalizing the strategy by developing systems and processes

# Case Study 3: Hindustan Construction Company (HCC)



(FY 2016-17)



(FY 2017-18)



(FY 2018-19)

## Background

- Hindustan Construction Company (HCC) is a leading engineering & construction company that publishes its sustainability performance annually.
- For HCC's 8<sup>th</sup> sustainability report, TTC carried out sustainability assurance based on AA1000AS (2008) assurance standard.
- TTC is supporting HCC in carrying out sustainability assurance for FY 2018-19 as well.

## Our Approach

The assurance was carried out to review the sustainability performance as reported in HCC's GRI G4 sustainability report FY 2016-17 and GRI standards 2017-18

The process included review of data and its associated systems including data collection, data collation, data entry, documentation and documentation control, data and systems review etc.

During the assurance process we looked at the overall checks and balances to ensure robustness of the sustainability data and its associated systems

Link to HCC's Sustainability Report 2016-17 & 2017-18, which is assured by TTC - the Assurance Statement is at the end of the Report

[http://www.hccindia.com/csr\\_bread/Sustainability-Report-2016-17.pdf](http://www.hccindia.com/csr_bread/Sustainability-Report-2016-17.pdf)

[http://www.hccindia.com/csr\\_bread/HCC\\_Sustainability\\_Review\\_2018.pdf](http://www.hccindia.com/csr_bread/HCC_Sustainability_Review_2018.pdf)

## Value delivered by TTC

1 TTC supported HCC in transitioning from GRI G4 to GRI Standards 2016 based reporting through:

- Capacity building sessions
- Mapping additional data requirements

2 Strengthened the sustainability data management systems by identifying gaps in the existing systems and developing new data templates in line with the requirements of GRI Standards

3 TTC extended its support by providing its water sector expertise to solve one of the major issues related to water management calculation required for disclosing in HCC's UN-COP mandate

# Case Study 4: FICCI - Development of Sanitation Toolkit for Corporates



## Background

For FICCI's India Sanitation Coalition (ISC), TTC developed a toolkit for the corporates investing in the sanitation domain through CSR funds. The toolkit aimed to highlight key challenges that a corporate may face in implementing sanitation activities and the strategies to address the same.

### Value delivered by TTC

#### Operationalization guidance

A stepwise approach for framing a sanitation linked CSR project

#### Linking across value chain

Provided a list of possible CSR projects that can be linked across the entire sanitation value chain



#### One-stop solution

TTC developed a comprehensive FAQ section that addressed the key issues that can emerge during project implementation

#### Database creation

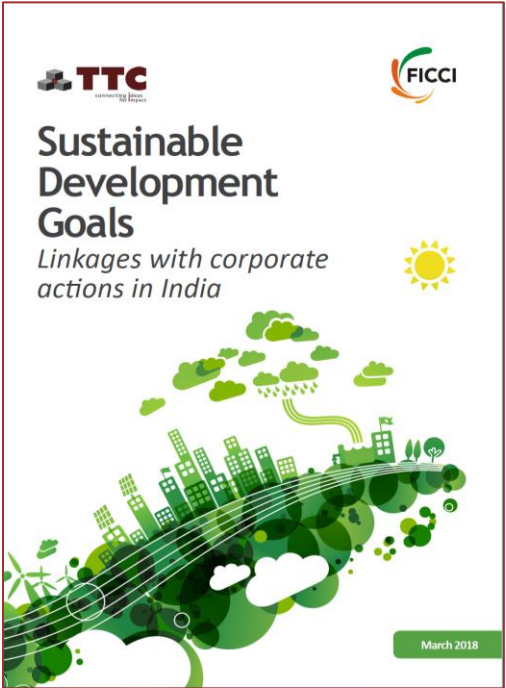
TTC compiled an extensive list of NGOs and corporates working in the sanitation sector across multiple location in India



# Case Study 5: FICCI - Thought Leadership

## Background

- TTC and FICCI collaboratively undertook a thought leadership study to understand the perspective of the Indian corporates on the Sustainable Development Goals (SDGs - the ‘Global Goals’) and the role they play in supporting the same.



Link to the thought leadership report - <http://ttcglobal.com/pdf/sustainable-development-goals/march-2018/index.html#p=8>

### Comprehensive Assessment

TTC provided an overall assessment of corporate actions on SDGs in India



### Existing Trends

TTC provided extensive insights into the global business opportunities and current trends in India on achieving the global goals



### Business Rationale

TTC covered various approaches on how corporates can adopt SDGs and highlighted the need to adopt SDGs in business strategy



### Broad Perspective

TTC included key drivers of corporate actions on SDGs and conducted a policy analysis on supporting SDGs



# Case Study 6: Jindal Saw - Business Responsibility Report (BRR)



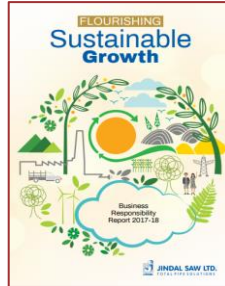
(FY2016-2017) (FY2017-2018) (FY2018-19) (FY2019-20)

## Background

- BRR serves as a useful disclosure to communicate the non-financial performance of the company. On August 2013, SEBI had prescribed a format for BRR as a mandatory requirement for top 100 listed companies.
- TTC supported Jindal Saw in developing their BRR Report for FY 2016-17 & FY 2017-18 and FY 2018-19.
- For FY 19-20, TTC is again supporting Jindal Saw for the development of its BRR.



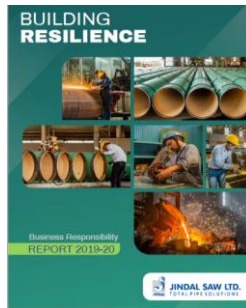
FY 2016-17



FY 2017-18



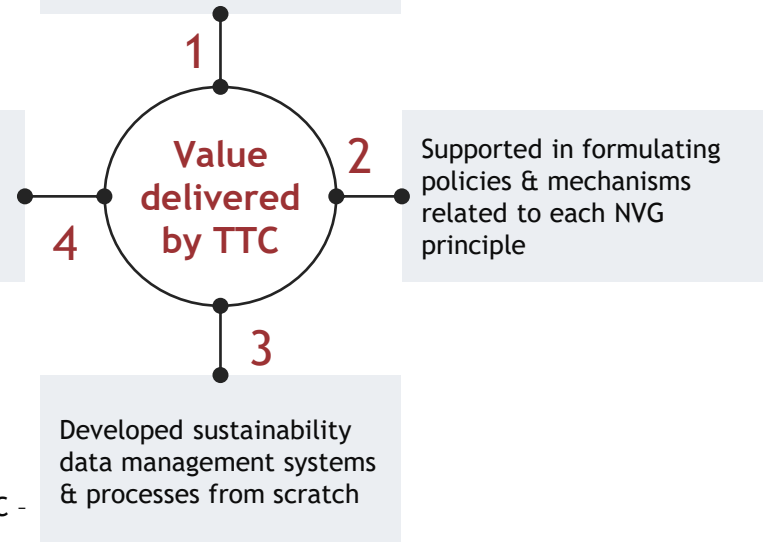
FY 2018-19



FY 2019-20

Prepared the report with interesting initiatives & case studies to depict JSAW's commitment towards sustainability

Managed compliance as required by SEBI-LODR guidelines



Link to Jindal Saw's 2016-17, 2017-18, 2018-19 BRR report compiled by TTC -

- <http://www.jindalsaw.com/pdf/brr-report-final.pdf>
- [http://www.jindalsaw.com/pdf/Jindal-SAW\\_Final-web-single-page.pdf](http://www.jindalsaw.com/pdf/Jindal-SAW_Final-web-single-page.pdf)
- [http://www.jindalsaw.com/pdf/Jindal-SAW-2019\\_Final-web.pdf](http://www.jindalsaw.com/pdf/Jindal-SAW-2019_Final-web.pdf)
- <http://www.jindalsaw.com/pdf/Business-Responsibility-Report-2019-20.pdf>

# Case Study 7: NAMMA Auto - Switching to a Sustainable Auto-Rickshaw System



## Background

- Under SWITCH Asia Programme, European Union, has provided fund to Fondazione ACRA, to implement a project that aims at Switching to a Sustainable Auto-Rickshaw System in Bangalore and Chennai
- TTC along with our consortium partner FinalMile are chosen to develop a strategy, thereby create, produce and implement a 'Behavioural Change Campaign (BCC)' for the project.

### Value delivered by TTC

#### 1. Research

Conduct an in-depth 'Immersion' research on auto-rickshaw users, their knowledge, attitudes, barriers and preferences to use auto as a transport mode for first and last mile connectivity

#### 2. Identify

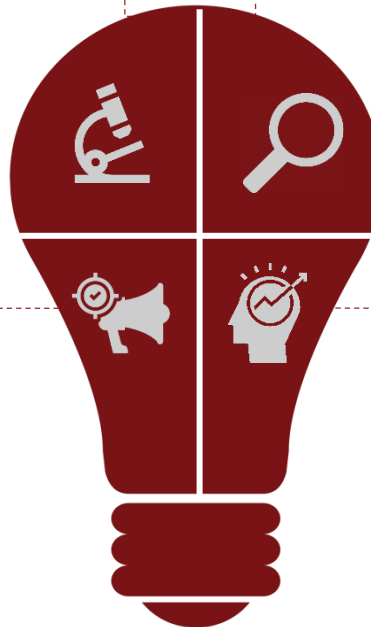
Identify commuter behaviour patterns based on in-depth and robust research methodology

#### 4. Disseminate

Provide project management support in dissemination of 'Behaviour Change Campaign' through 'Point-of-Contact' action plan to create desired impact

#### 3. Develop

Develop a BCC strategy by identifying target groups, behaviours to be addressed, creating campaign concepts and toolkit

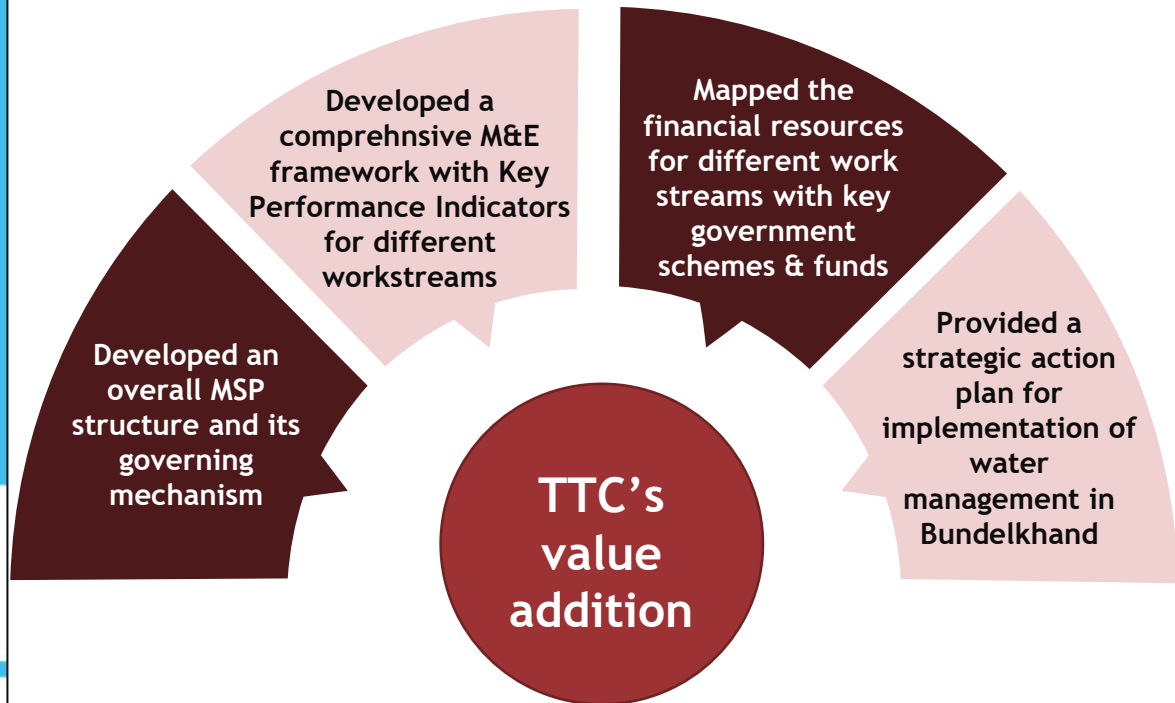
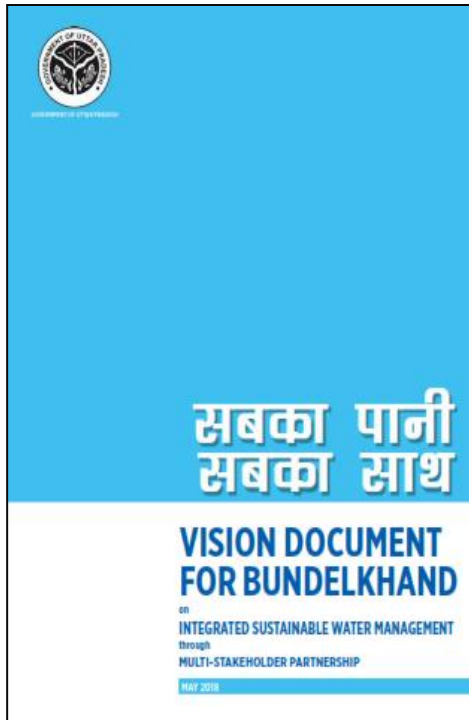




# Case Study 8: 2030 Water Resources Group (The World Bank)

## Background

- The Government of UP has been planning to address the longstanding issues related to water resources through integrated and participatory approach.
- To achieve this, 2030 WRG commissioned TTC for developing a Vision Document on Integrated Sustainable Water Management through Multi-Stakeholder Approach (MSP). The Vision Document will provide an integrated action plan for addressing the water needs of the Bundelkhand region which may also be replicated in other regions of the State.



# Case Study 9: Eicher-Business Responsibility & Sustainability Report



(For BRR- FY 17-18) (For BRR- FY 18-19) (For SR FY 18-19)

## Background

- Eicher Motor's Limited (EML) known for its Royal Enfield brand of motorcycles, selected TTC as their partner for Business Responsibility Reporting for FY17-18. TTC takes pride to be able to motivate EML to embark on a sustainability journey and develop their maiden sustainability report.
- The sustainability and BRR report will help Eicher create value and have a long-term roadmap to address and manage sustainability risks and opportunities.



FY 2017-18



FY 2018-19



## Value delivered by TTC

- 1 Prepared the BRR report with interesting initiatives & case studies to showcase Eicher's commitment to being a responsible leader
- 2 Conducted capacity building on sustainability and GRI for senior management and plant level heads
- 3 Developed internal data collection templates for collecting plant level data
- 4 Drew an underlying linkage between Eicher's initiatives and SDGs in the sustainability report
- 5 Developed Eicher's first GRI standards based sustainability report

Link to Eicher's BRR, 2017-18 and 2018-19  
[http://www.eicher.in/uploads/1532953236\\_BRR\\_FY\\_2017-18.pdf](http://www.eicher.in/uploads/1532953236_BRR_FY_2017-18.pdf)  
[http://www.eicher.in/uploads/1563260440\\_eicher-motors-annual-report-2018-19.pdf](http://www.eicher.in/uploads/1563260440_eicher-motors-annual-report-2018-19.pdf)

Link to Eicher's first Sustainability Report FY 2018-19  
[https://www.eicher.in/uploads/1574830131\\_sustainability-report-2018-19.pdf](https://www.eicher.in/uploads/1574830131_sustainability-report-2018-19.pdf)

# Case Study 10: Shree Cement Sustainability Report & Assurance



(For FY 2017-18)



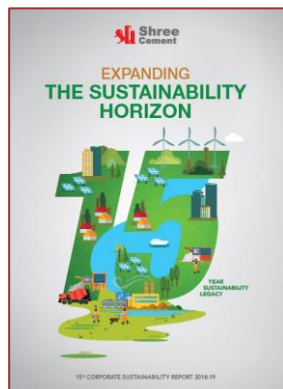
(For FY 2018-19)

## Background

- For FY 17-18, Shree Cement selected TTC to avail advisory support on reporting based on GRI framework and support related to Climate Disclosure Project (CDP) disclosures.
- TTC also assured their sustainability data which will add credibility to Shree Cement's Sustainability Report FY17-18.
- TTC is supporting Shree Cement in developing its sustainability report for FY 18-19 and providing assurance for the same.



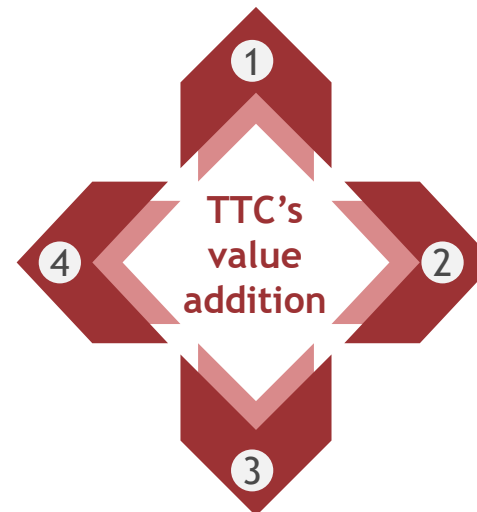
Link to the Sustainability Report FY 2017- 18  
[https://www.shreecem.com/pdf/corporate\\_sustainability\\_report2017-18.pdf](https://www.shreecem.com/pdf/corporate_sustainability_report2017-18.pdf)



Link to the Sustainability Report FY 2018-19  
[https://www.shreecem.com/pdf/corporate\\_sustainability\\_report2018-19.pdf](https://www.shreecem.com/pdf/corporate_sustainability_report2018-19.pdf)

Highlighted good observations and gave recommendations to improve systems and practices during assurance

Strengthened the SDG alignment of SCL's performance by linking with company-wide targets



Identified gap areas and determined a strategic approach to improve the sustainability performance in various indexes (DJSI, MSCI and etc.)

Aligned SCL's sustainability performance to UNGC, IFC, CSI and NVG performance indicators

# Case Study 11: A leading consumer goods company based in India - Sustainability Report Assurance Readiness



## Background

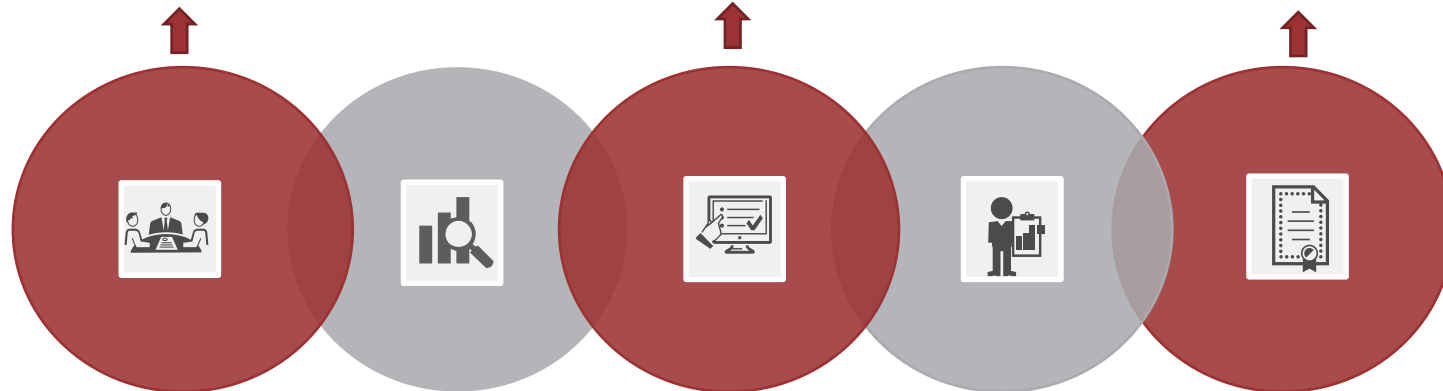
- The client has been publishing sustainability report as per GRI Standards for the past three years. However, for FY17-18, the company wanted to leverage on assurance for establishing credibility.
- Considering TTC's extensive expertise and experience on non-financial assurance, the company selected TTC to help transition to an 'assurance-ready' Sustainability Report for 2019.

## Value delivered by TTC

Reviewed their key stakeholders and the rationale behind their selection of material topics

Carried out mock audit of sample data as per AA1000AS standard

Reported good practices and gaps identified, thereby giving recommendations to improve the overall reporting and management system



Carried out a maturity analysis of the Client's departmental systems and processes against leading practices

Identified and analyzed the gaps in their data management systems and internal processes





# Case Study 12: Page Industries - Sustainability Strategy, Roadmap & Sustainability Reporting

## Background

- Page Industries is a rapidly expanding market leader in the inner-wear and sport-wear segment of apparel sector and is a licensee of 2 major flagship brands namely, 'Jockey India' and 'Speedo'.
- Page chose TTC as an advisory partner for development of sustainability strategy and first sustainability report of the company based on GRI Standards 2016.

## Value delivered by TTC

### Capacity Building & Materiality Assessment



- Conduct workshops on sustainability & sustainability principles at HO & selected facilities for awareness generation
- TTC will engage with stakeholders & conduct materiality assessment through questionnaires & interviews

### Maturity Analysis & Benchmarking



- Conduct maturity analysis based on discussions & site visits
- Benchmarking of sustainability performance against peers & leading practices

### Sustainability Strategy & Roadmap



- Development of sustainability strategy & vision based on our analysis
- Development of phase-wise roadmap for strategy implementation (short, medium & long term)

### Sustainability Report



- Defining boundaries of reporting, development of data collection templates & report content based on GRI 2016 Standards



Link to the Sustainability Report FY 2018-19  
<https://www.jockeyindia.com/page/sustainability-report>

# Case Study 13: PI Industries - Sustainability Strategy and Sustainability Reporting



## Background

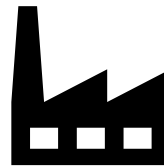
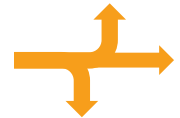
- PI Industries, one of the leading players in Agri Chemicals industry, is known for their technological capabilities in Chemistry/Engineering related services. They have built leading brands over the last 60 years, connecting with more than 40,000 retail points across India.
- TTC is supporting PI Industries in structuring and streamlining sustainability through a company-level strategy and preparing its first sustainability report.

## Value delivered by TTC



- Conducting workshops on sustainability & sustainability principles at HO & selected facilities for awareness generation
- TTC will engage with stakeholders & conduct materiality assessment through questionnaires & interviews

- Development of sustainability strategy & vision based on our analysis
- Development of phase-wise roadmap for strategy implementation (short, medium & long-term)



- Conduct maturity analysis based on discussion & site visits
- Benchmarking of sustainability performance against peers & leading practices

- Defining boundaries of reporting, development of data collection templates & report content on the basis of GRI Standards 2016





# Case Study 14: Crescent Petroleum - Sustainability Reporting, Roadmap and CSR Strategy



(For FY 18-19) (For FY 19-20)

## Background

- In an effort to become a leader in sustainability disclosures in MENA as well as within its sector, Crescent Petroleum (CP) has been actively disclosing information based on GRI requirements
- TTC is supporting CP to disclose their sustainability performance for 2018 and helping the company to improve and enhance its sustainability disclosures

## Value delivered by TTC



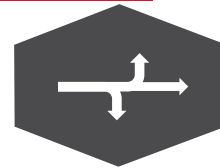
**Disclosures (topics, indicators)**  
Addressal of gaps in disclosures - making the report more complete with respect to all material topics



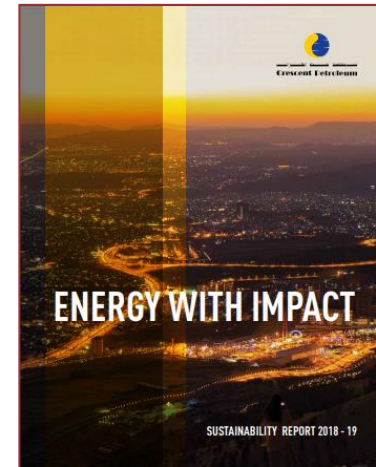
**Management Approach**  
Development of clear management approaches for each material topic



**Mapping material topics and indicators**  
Matrix describing linkage of the priority areas with material topics to bring more clarity for the reader



**Roadmap into future**  
Based on consultation with select stakeholders and senior management, brainstorm ideas on future reporting imperatives and developing a roadmap for the 2019 Sustainability Report



(For FY 18-19)

Link to the Sustainability Report FY 2018-19

<https://www.crescentpetroleum.com/wp-content/uploads/2019/07/CP-SR18-2006.pdf>

### Scope for 2019-20:

**Development of Sustainability Report FY 2019-20 and CSR Strategy**

TTC deployed a multi-disciplinary team consisting of subject matter experts in sustainability and CSR, with oversight from a leadership team with cross-functional expertise. TTC proposed an integrated approach to project execution which reduced the time commitments of CP team members and enhanced project efficiency and effectiveness


# Case Study 15: Crescent Enterprise - Sustainability Strategy Refresh and Corporate Report



## Background

- Crescent Enterprises (CE) strive to create lasting social value through its platforms. Their stakeholders and businesses are concerned about their environmental and social performance which makes them considerate towards the implications of their activities on environment and communities in which they operate. They place sustainability and stakeholders at the core of their business strategy and business model, respectively.
- TTC is supporting CE in refreshing their sustainability strategy and preparing their report, aligning the respective business platforms with the 4 pillars of sustainability.

### Value delivered by TTC



#### Sustainability Strategy Refresh

- Laying out a sustainability strategy encompassing all 4 verticals and with respective defined focus areas
- Overarching material topics and reporting strategy for the organization




#### Corporate Report 2018

- Update on the 2018 data in the report; report to follow earlier framework
- Aligning the material topics for the respective business platforms with the 4 pillars of sustainability and preparing a merged corporate report (annual + sustainability report)



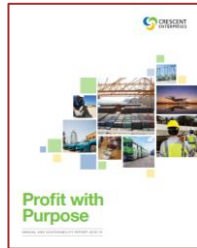
#### Disclosure Review Service from GRI

- Exploring different GRI disclosure review service areas based on content feedback and standards alignment check
- Obtaining a select GRI disclosure service review for enhancing credibility



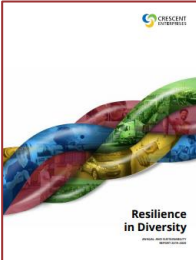
#### Assurance Readiness Check

- Gap assessment in the existing sustainability reporting processes
- Conduct sample data verification and audit of systems and processes



(For FY 18-19)

Link to the Sustainability Report FY 2018-19  
<https://www.crescententerprises.com/resource-centre/reports.php>



(For FY 19-20)

Link to the Sustainability Report FY 2019-20  
[https://www.crescententerprises.com/wp-content/uploads/2020/07/CE\\_AR-19-20\\_0912-WEB.pdf](https://www.crescententerprises.com/wp-content/uploads/2020/07/CE_AR-19-20_0912-WEB.pdf)

**Scope for 2019-20:**  
 Development of Sustainability Report for FY 2019-20 and Development of SDG Scorecard for CE-Platforms  
 For the 2<sup>nd</sup> consecutive year, TTC has been entrusted again to develop its Sustainability Report for FY 2019-20. The key differentiator this year in the report is the platform-level materiality. Also, we are developing SDG Scorecard for CE, i.e., for CE-Creates and CE-Operates at company-level and for CE-Invests and CE-Ventures at platform-level.

# Case Study 16: Coca-Cola India Sustainability Report



(For 2018/19)



(For 2019/20)

## Background

- Coca-Cola India Pvt. Ltd (CC IPL), one of the country’s leading beverage companies, offers a range of high quality, refreshing beverage options to consumers
- Coca-Cola India has been actively reporting on its sustainability performance using GRI frameworks since 2011
- TTC developed CC IPL’s annual sustainability reports based on GRI Standards for 2018/19 and 2019/20. TTC also designed the company’s sustainability report 2019/20.

### Value delivered by TTC

#### Materiality review

- Review of documentation for materiality assessment and discussion with nodal person at Coca-Cola
- Re-confirmation of material topics to be covered and GRI indicators to be reported

#### Data collection and analysis

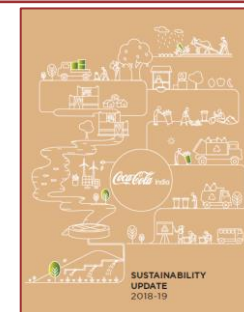
- Customized data collection formats
- Data analysis
- Compilation of sustainability/CSR case studies and photographs

#### Assurance support

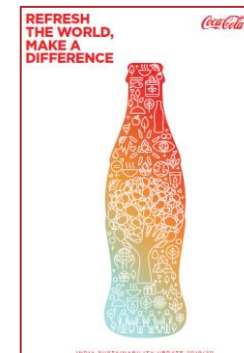
- Having significant expertise in sustainability report assurance (both ISAE3000 and AA1000AS based), addressal of the assurance requirements

#### Sustainability report development

- Development of report content in line with GRI Standards.



2018/19



2019/20

Link to the Sustainability Report

FY 2018-19: <https://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2019/Coca-Cola-Business-and-Sustainability-Report.pdf>

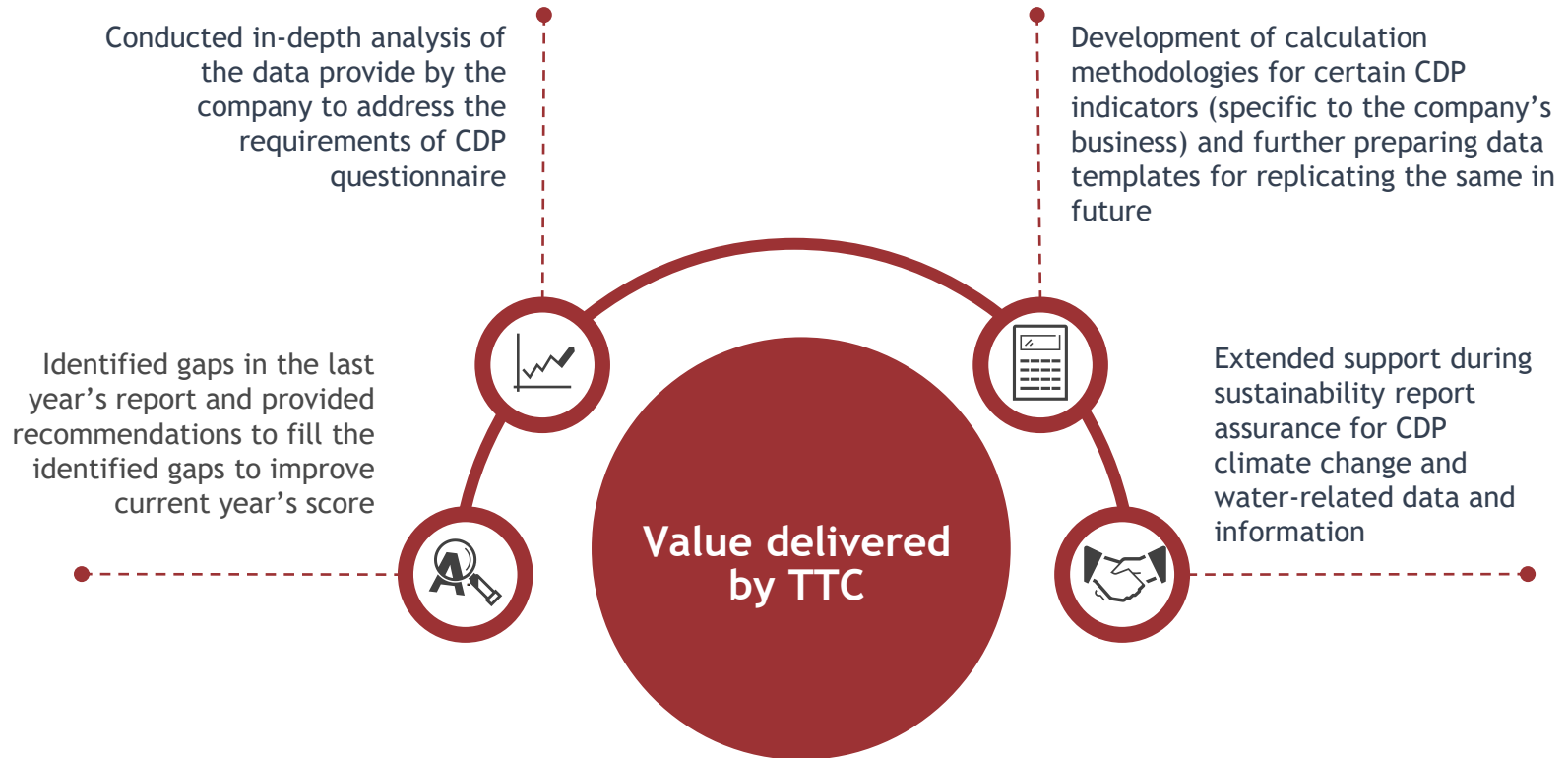
FY 2019-20: <https://www.coca-colaindia.com/sustainability-report-2019-20>



# Case Study 17: A metal conglomerate based in India having operations in multiple locations

## Background

- The client discloses annually on CDP's climate change and water initiative. The metals and mining sector giant aspires to continuously improve its sustainability performance and be listed as a top scorer in CDP. TTC supported this endeavour by improving their water and climate change disclosures in order to achieve a better score in FY2017-18



# Case Study 18: Aarti Industries - Sustainability Strategy and Reporting, CDP readiness assessment

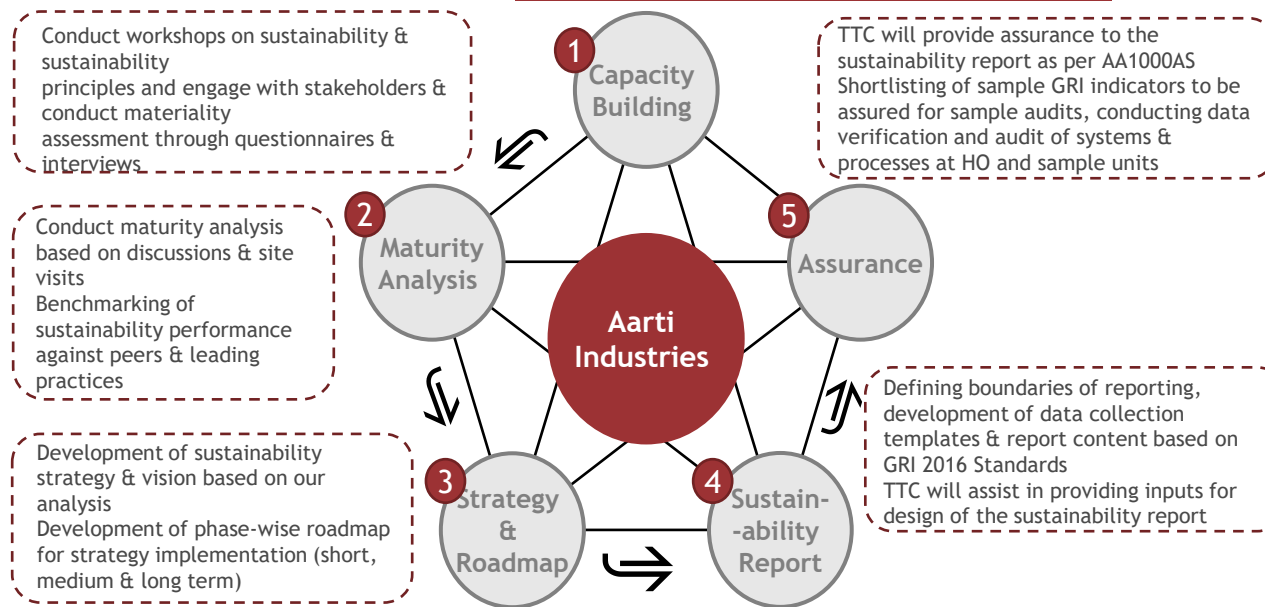


(For FY 2018-19) (For FY 2019-20)

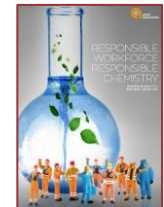
## Background

- Aarti Industries is a leading Indian manufacturer of specialty chemicals and pharmaceuticals with a global footprint. It takes a holistic approach towards sustainability by optimizing the use of available resources such as raw materials, utilities, human resources, etc.
- TTC supported Aarti Industries in developing their long-term sustainability strategy, thereby developing their GRI based Sustainability Report and providing assurance to the sustainability data, which will increase the credibility of the report for FY 2018-19. TTC is supporting AIL for 2<sup>nd</sup> consecutive year in developing their sustainability report and CDP readiness assessment.

## Value delivered by TTC



Link to the Sustainability Report FY 2018-19  
[https://www.aarti-industries.com/media/investors/annual/1568637500\\_Sustainability\\_Report\\_2018\\_-2019.pdf](https://www.aarti-industries.com/media/investors/annual/1568637500_Sustainability_Report_2018_-2019.pdf)



Link to the Sustainability Report FY 2019-20  
[https://www.aarti-industries.com/media/investors/annual/1600861072\\_Sustainability\\_Report\\_2019\\_-2020.pdf](https://www.aarti-industries.com/media/investors/annual/1600861072_Sustainability_Report_2019_-2020.pdf)

### Scope for FY 2019-20:

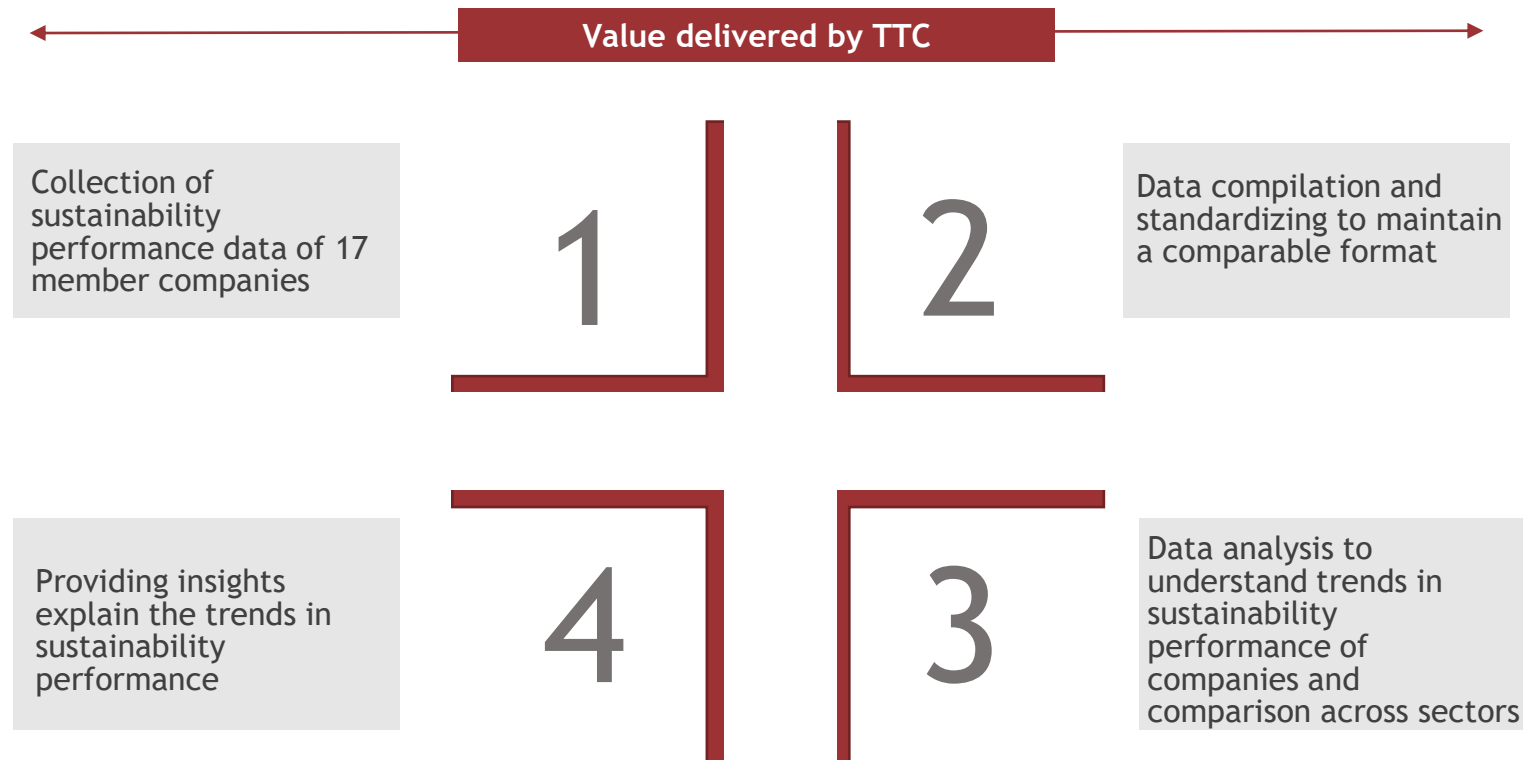
- Development of sustainability report for FY 2019-20 and sustainability assurance
- CDP readiness assessment - TTC to conduct gap assessment for CDP disclosure and strategize to fulfill these gaps

# Case Study 19: World Business Council for Sustainable Development (WBCSD) - Analysis of Sustainability Performance and Reporting Trends of 17 companies



## Background

- WBCSD is a global CEO led organization of over 200 businesses working together to accelerate the transition to a sustainable world.
- TTC was entrusted to collect, collate, and analyze the sustainability performance data of 17 member companies based on publicly available disclosures.



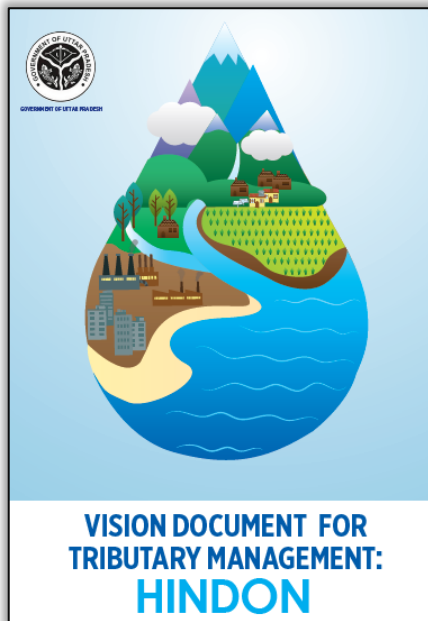


# Case Study 20: World Resource Group (WRG) - Vision Document for Hindon River

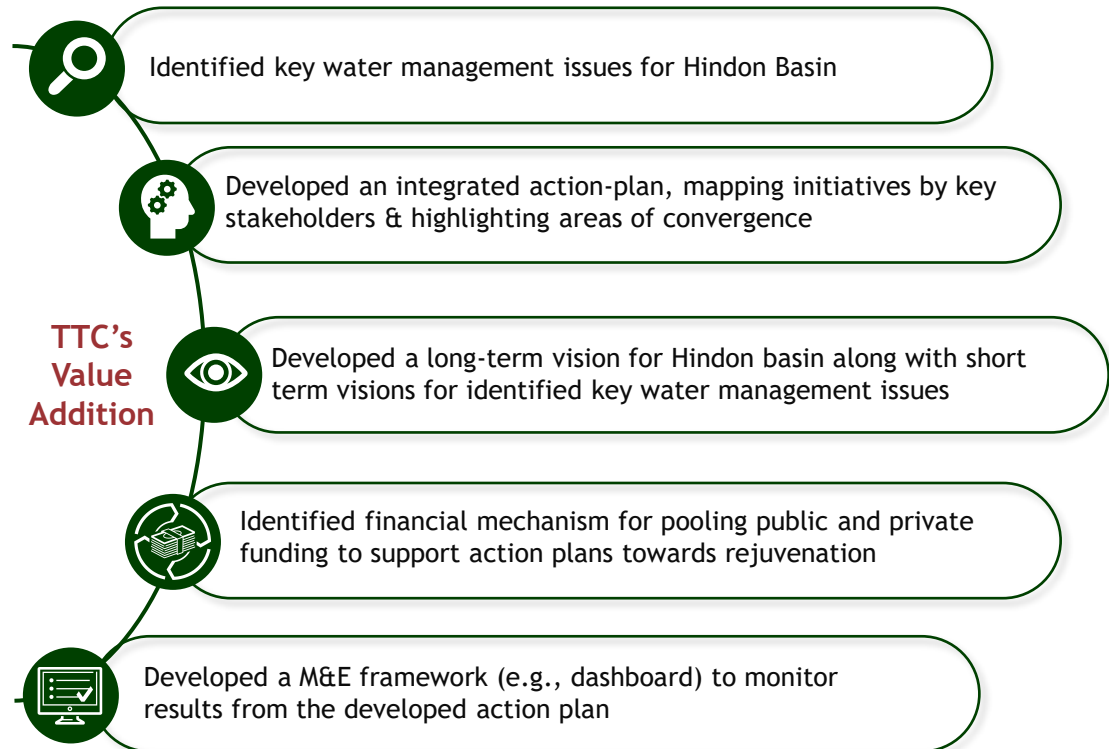


## Background

- Government of Uttar Pradesh, in alignment with their commitment towards State Mission for Clean Ganga (SMCG), intended to develop a Vision Document for Ganga Tributary Management - Hindon
- TTC was commissioned to develop the Vision Document highlighting the vision for Hindon basin along with an action plan on the key water management issues identified in the basin and collaborating effort of key stakeholders, including the government, private sector, civil society, academia and international expertise/institutions



Link to the Vision Document will be provided after its launch by Government of Uttar Pradesh



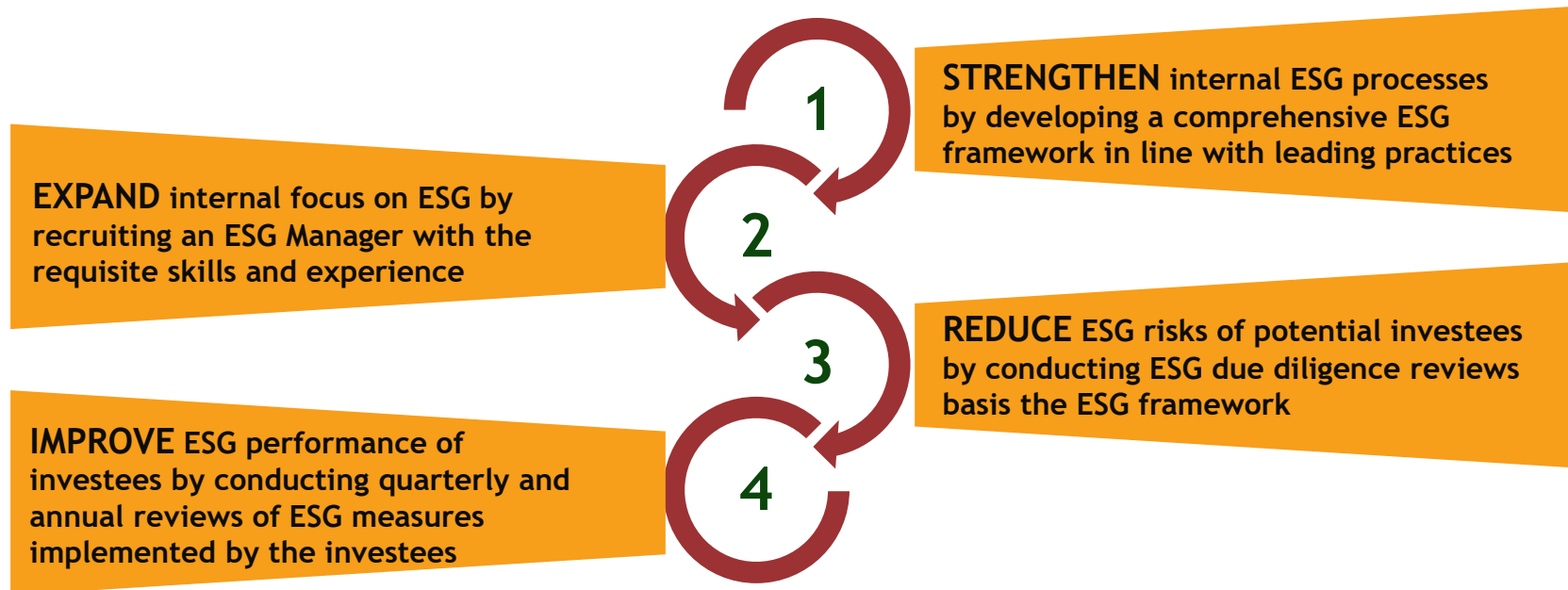


# Case Study 21: xQ Capital Advisors (ESG Advisory Services)

## Background

- xQ Capital Advisors, headquartered in Singapore, is a private equity fund investing growth capital in high potential consumer or consumption and healthcare (including Pharma) themed businesses in Asia.
- With a view to taking a proactive approach to assessing ESG risks of potential investments and improving the ESG performance of investee companies during the investment period, TTC was brought on board to provide end-to-end ESG services by developing internal policies and frameworks as per international standards, recruit an ESG Manager to oversee implementation of ESG, conduct ESG due diligence reviews of investee companies and support monitoring of ESG performance of investee companies.

### Value delivered by TTC





# Case Study 22: Bharti Airtel Sustainability Assurance



(For FY 2018-19)



(For FY 2019-20)

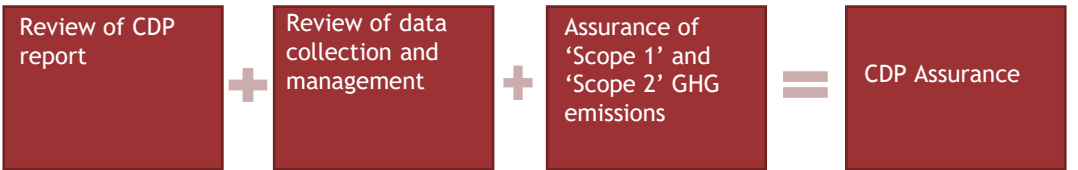
## Background

- Bharti Airtel is a leading global telecommunications company with operations in 18 countries across Asia and Africa.
- For Bharti Airtel's 2<sup>nd</sup> Integrated Report and CDP disclosures, TTC is commissioned to carry out sustainability assurance based on AA1000AS (2008) Standard

### <IR> Assurance



### CDP Assurance



### TTC's value addition

The assurance was carried out to review the sustainability performance as reported in Airtel's Integrated Report and CDP report

The process involves review of data and its associated systems including data collection, data collation, data entry, documentation and documentation control, data and systems review etc.

During the assurance process, TTC looked at the overall 'checks and balances' to ensure robustness of the sustainability data and its associated systems



Link to the Independent Sustainability Assurance FY 2018-19  
<https://assets.airtel.in/static-assets/cms/Independent-Assurance-Statement-on-Sustainability-disclosures-of-Integrated-Report201819.pdf>

# Case Study 23: UN Women - Measurement of Women's, Household's and Community's demand and willingness to pay for renewable energy products & services



## Background

- The project focused on developing women entrepreneurs across the states of U.P., Rajasthan, Madhya Pradesh and Nagaland, ensuring inclusive and sustainable economic growth.
- This required to remove various barriers, specific to women, such as, information and skill gaps, lack of market especially target market understating, finance and technology.
- TTC supported in conducting the study to measure women's, household's, community's demands and willingness to pay for RE products and services.

## Value delivered by TTC

1

### Desk Research

Conducting a desktop secondary research for literature study for mapping and identifying the demand market for energy solutions through renewable energy (RE)

2

### Methodology for Assessment

Development of survey design to understand and assess the economic and social profile of the customers, awareness among women, households and communities about RE products and services, available options for financing products & services, and identification of RE products and services,

3

### Research Plan and Reporting

Development of research plan for participatory consultations and report development

# Case Study 24: Mahindra Lifespaces - Sustainability Roadmap and Sustainability Report



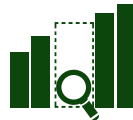
## Background

- Mahindra Lifespace Developers Limited (MLDL), established in 1994, is the real estate and infrastructure development business of the USD 20.7 billion Mahindra Group and a pioneer in sustainable urbanization in India.
- TTC has been entrusted by MLDL to develop the sustainability roadmap and sustainability report for FY 2018-19.

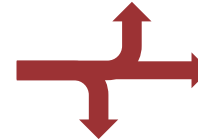
### Value delivered by TTC



- Conduct workshops of workshops/meetings & engage with senior leadership for capacity building at HO and selected 3 regional offices
- TTC will also impart awareness sessions on sustainability imperatives, thereby capturing the vision for organization from leadership



- Capture inputs from MLDL on materiality, visioning and site-specific maturity, identifying the areas of improvement
- Conduct function level maturity diagnostics



- Development of sustainability strategy, vision and policy based on our analysis
- Identify initiatives to address gaps identified from maturity
- Development of phase-wise roadmap for strategy implementation (short, medium & long term)



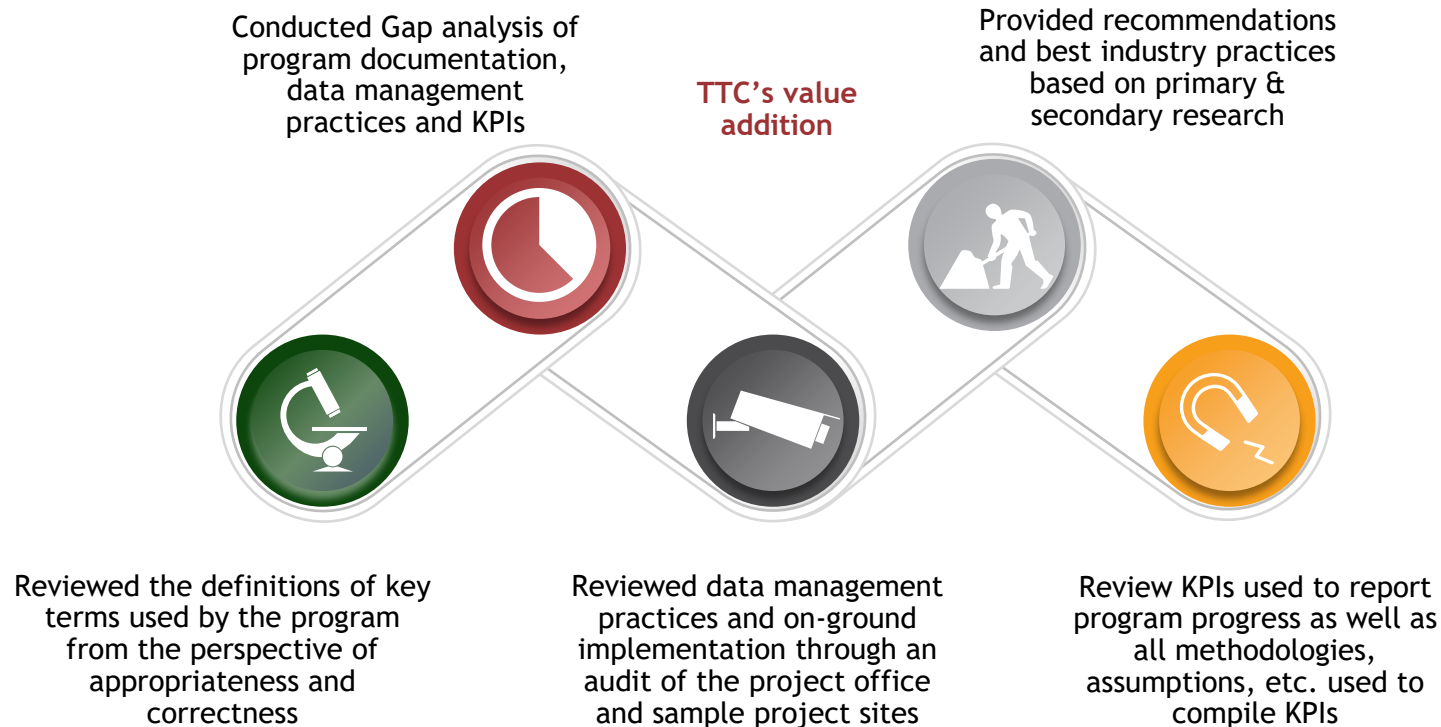
- Updating reporting theme
- Defining boundaries of reporting, development of data collection templates & report content based on GRI 2016 Standards



# Case Study 25: Marico Gap Analysis and Assurance Readiness

## Background

- Marico, with an aim of doubling Coconut farmer's income has undertaken activities to support farming communities under the flagship program of 'Parachute Kalpavriksha'. The program strives to create a positive impact on the coconut farming productivity and living standards of the farmers.
- Marico engaged TTC to evaluate the overall program from the perspective of an external assurance by carrying out an audit and gap analysis of the program.



# Case Study 26: World Bank - Sustainable Financing of Dam Safety in India



## Background

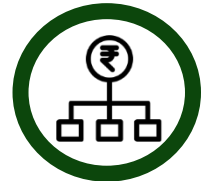
Government of India approached the World Bank to expand the breadth and reach of its dam safety program. The Dam Rehabilitation and Improvement Project (DRIP) - Phase 2 responds to this request. A critical component of this project is improving financing arrangements and increase revenue generation for sustainable dam management. TTC was brought on board to identify opportunities to improve efficiency and effectiveness of existing expenditures and identify alternate revenue generation streams.

### Value delivered by TTC



Assess expenditure needs for rehabilitation, operations, and maintenance of dams

Map and assess fund flows and institutional arrangements



Analyse the O&M financing gaps

Identify measures for improving efficiency & effectiveness of existing expenditure



Identify alternate revenue generation models (tourism, fisheries, solar, etc.)

Alternatives for establishing a National Dam Safety Fund under the National Dam Safety Organisation



# Case Study 27: Tetra Pak - Public Affairs Services - South Asia Markets



## Background

- Tetra Pak is the world's leading food processing and packaging solutions company. It has been operating in India for the last 30 years ensuring food quality, safety and accessibility to people all over the country
- States in India have been asked to develop their own guidelines for the single use plastic (SUP) ban. Tetra Pak needs to drive awareness of paper-based cartons as an alternative to plastic use and indispensable to the packaging industry
- TTC is working with Tetra Pak to support its public affairs for SAM (South Asia Market)

### Stakeholder Engagement

Stakeholder identification and mapping for SUP, aseptic cartons, re-cyclable plastic, and EPR on aseptic cartons, etc.



### Proactive intel and regular updates

Follow up regularly on correspondence developed on the issue of plastic straws, wrapper and cartons

### Engagement with policy stakeholders

- Meetings with policy stakeholders, support on preparation for meetings with Tetra Pak SAM Policy Lead
- Proactive advocacy and strategic support for any potential policy/regulation risk and unlocking business opportunities



## Value delivered by TTC

### Support policy dialogue

- Organizing meetings with key stakeholders and roundtables to support policy dialogue
- White papers, representations, policy drafting



### Advocacy Support

Provide advocacy support for securing licenses and permits for Tetra Pak's engagements

### CSR & Sustainability support

Support to the circular economy and associated teams at Tetra Pak

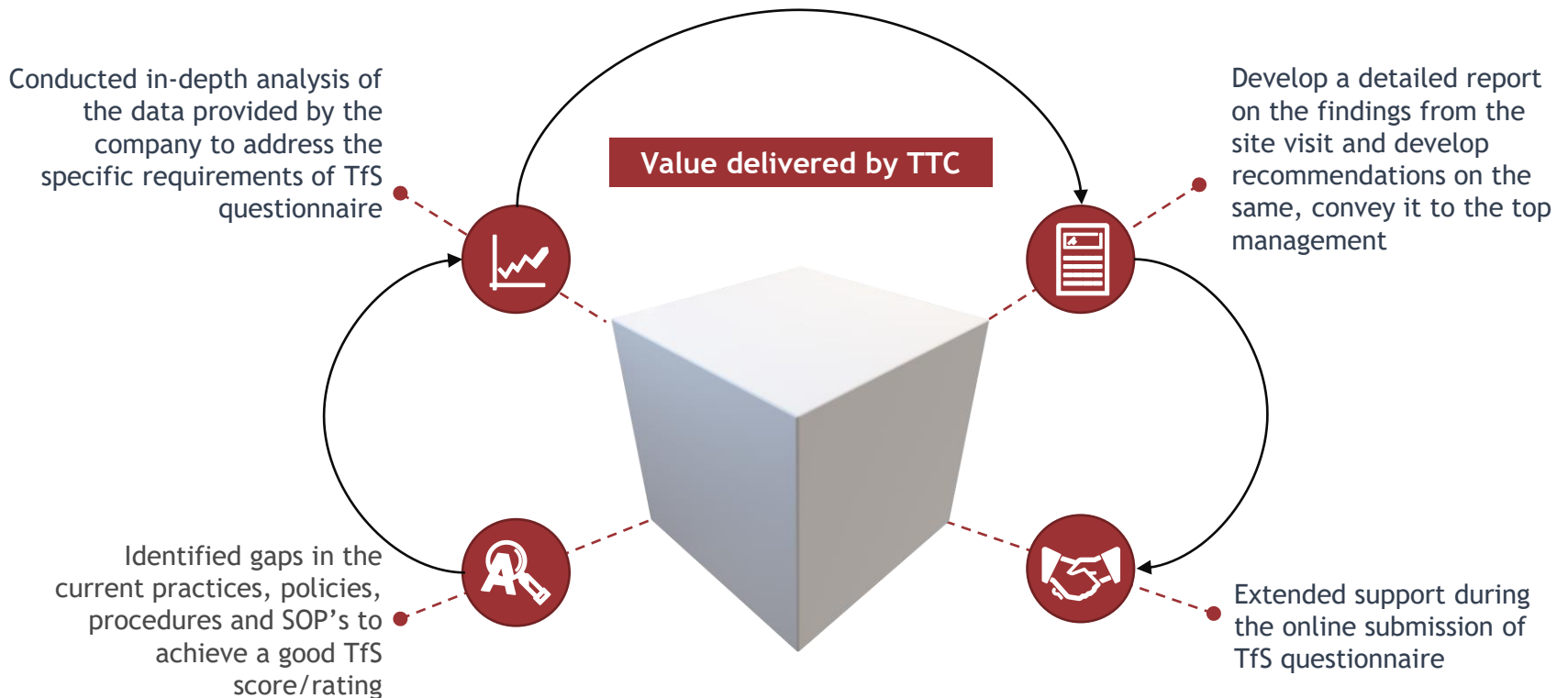


# Case Study 28: Valiant Organics Limited - TfS(Together for Sustainability) audit preparedness advisory



## Background

- Valiant Organics is a chemical company based out in Sarigam Industrial Estate, Gujarat. As a chemical supplier, the client aspires to conduct a TfS (Together for Sustainability) preparedness audit/internal audit to gauge its current standing against TfS audit/questionnaire.
- TTC is supporting Valiant Organics in addressing specific needs to appear for TfS audit, which in turn, will increase the credibility of the organization as a sustainable chemical supplier.

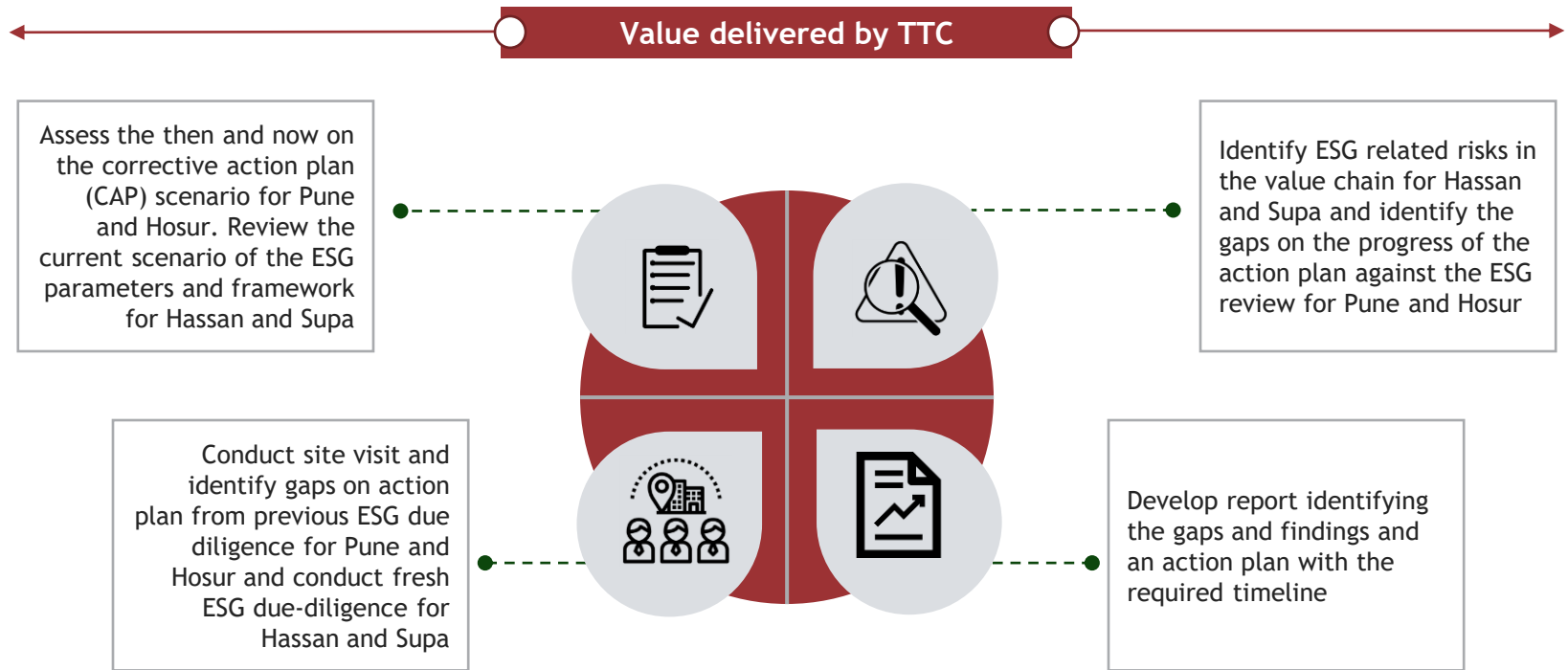


# Case Study 29: OmniActive Health Technologies ESG due-diligence, gap analysis and corrective action plan



## Background

- Recognizing that management of Environmental, Social and Governance (ESG) risks is a critical factor for funding projects/companies, OmniActive had initiated certain measures for addressing such risks within the organization and is using ESG due-diligence to improve in the long run.
- TTC is supporting OmniActive Health Technologies to identify gaps in material ESG parameters, and also develop corrective action plan to fulfill those gaps.





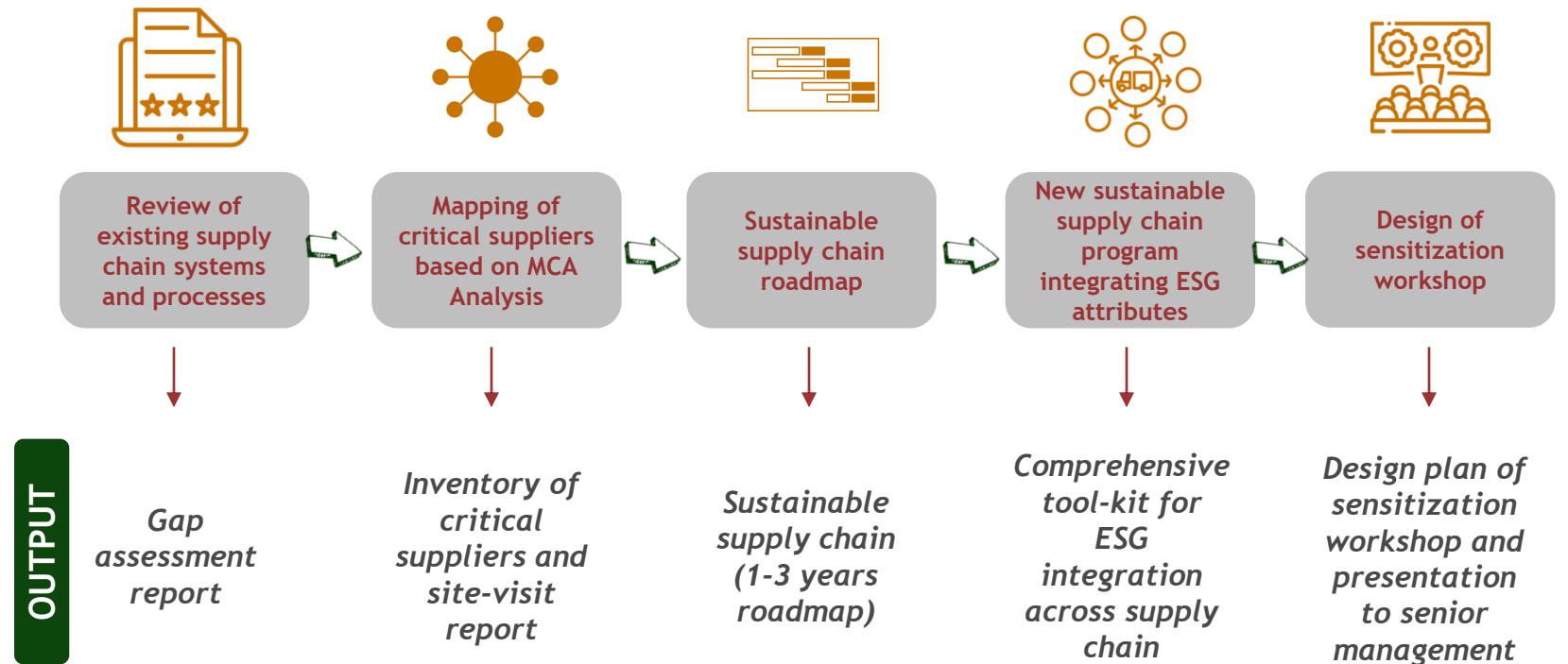


# Case Study 30: Ultratech - Sustainable supply chain

## Background

- Over the past few years, sustainability has been incorporated as a key procurement and sourcing criteria, in addition to parameters like technical quality, cost effectiveness, speed of delivery, and reliability.
- Ultratech is committed to driving sustainability across the value chain of its operations, i.e., from mines to the end user. They believe efforts in this direction helps to build a robust and sustainable supply chain. In light of this, Ultratech plans to develop an engagement framework to integrate ESG across supply chain.

### Value delivered by TTC



# Case Study 31: Sustainability Workshop - A leading steel company in Middle-East

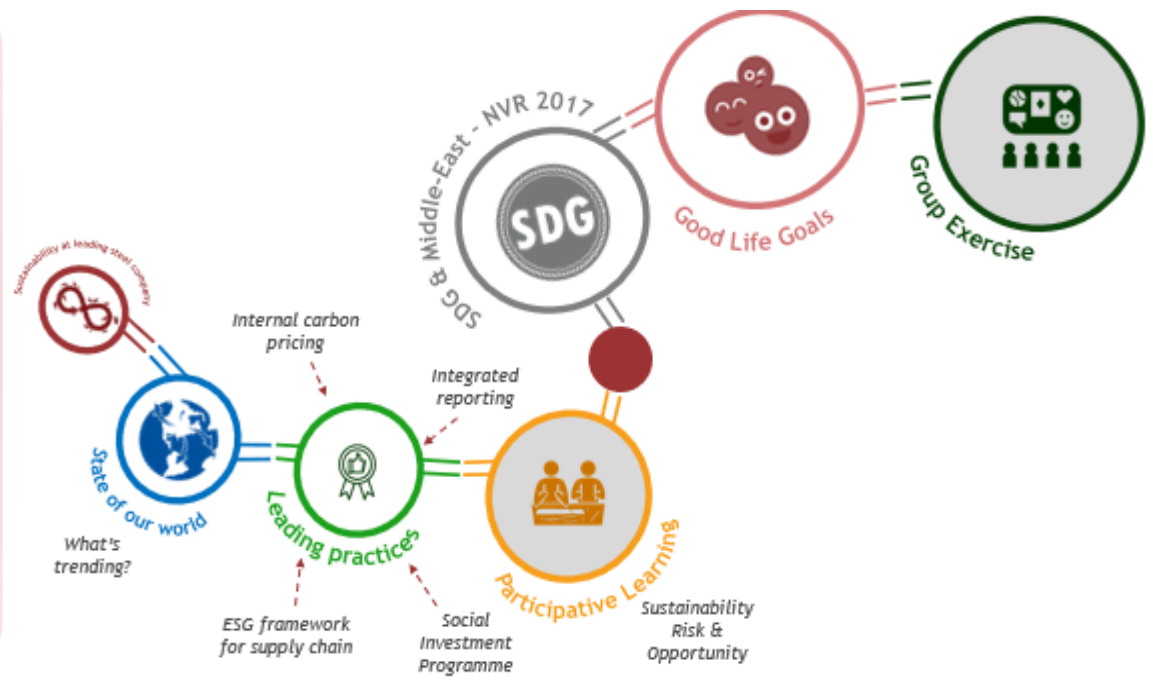


## Background

- The leading steel company in Middle-East had recently launched an integrated transformation program resulting in new Vision, Mission, Strategy and Values that called for new corporate branding.
- As the company's core is based on sustainability management framework, TTC supported in conducting a sustainability workshop to review and refresh the best practices, thereby learning from industry and best practices

### Value delivered by TTC

- Objective of the workshop**
1. Utilize learnings from leading corporates across the globe, especially from metallurgical sector to foster implementation of National Vision 2030 Agenda
  2. Workshop aimed at providing inputs to the strategies and tools to advance implementation of impactful initiatives
  3. Explore how the company strategies and systems can better support follow-up actions to Sustainability Management review processes





# Case Study 32 : Escorts Limited

## Background

TTC is extending support to Escorts Limited, an engineering company manufacturing agri-machinery, construction, and material handling equipment in developing their sustainability strategy, roadmap, and report for FY 2019-20. The report will be developed in accordance with Global Reporting Initiative Standards(2016).

### TTC's value addition

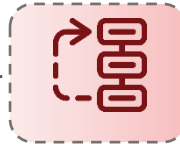
### Detailed list of activities

**a. Awareness Generation and Materiality Assessment:** This step intends to build the capacity of Escorts on sustainability & materiality topics.



**a** TTC will employ questionnaires, interviews, and workshops to understand priority topics in sustainability from Escorts

**b. Sustainability Maturity Assessment and Benchmarking:** Involves assessing the maturity of the Escorts with its future goals, peers.



**b** Maturity assessment will be conducted with customized questionnaires, coupled with site visits for validation

**c. Sustainability Strategy and Roadmap Development:** Developing sustainability strategy and phased sustainability goals to be achieved in the short, medium, and long-term.



**c** Based on maturity assessment & findings from it and consultations with the management, roadmap will be finalized.

**d. Development of Sustainability Report:** Identifying and reporting on key topics for FY 2019-2020, and developing GRI-based sustainability report for Escorts.



**d** Data collection templates will be circulated, and reporting boundaries defined to develop the final sustainability report.



# Case Study 33 : EXL Service Sustainability Report & Assurance

## Background

TTC supported EXL Service in developing and designing their sustainability report for the calendar year (CY) 2019 based on GRI Standards 2016 and sustainable development goals. TTC also assured their sustainability data in accordance with 'Type 2 Moderate' assurance as per the AA1000 Assurance Standard (2008) which will add credibility to the report.

### Value delivered by TTC

#### Materiality review

- Review of previous materiality assessments conducted by EXL
- Review of materiality matrices of peer companies
- Finalisation of material topics to be covered and GRI indicators to be reported in consultation with EXL

#### Data collection and analysis

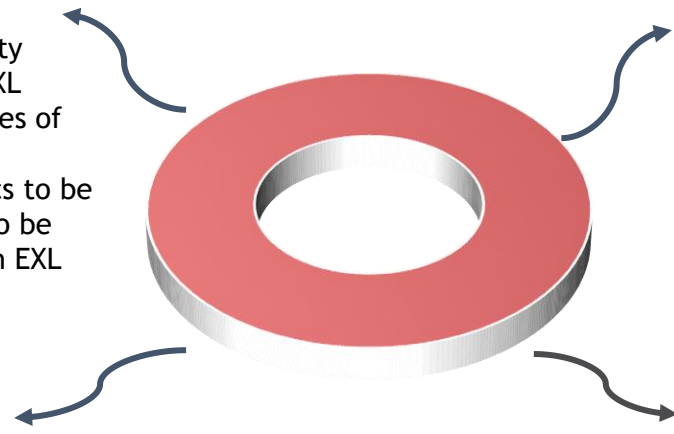
- Review and updation of data collection formats for SR
- Data analysis and infographics
- Compilation of sustainability/CSR case studies and photographs

#### Assurance support

Carry out assurance(AA1000AS based), addressal of the assurance requirements in advance

#### Sustainability report development and design

- Development of reporting themes
- Development of report content in line with GRI Standards 2016 and SDG's
- Development of design themes





# Case Study 34: JTS Optimax Sustainability Communication

## Background

JTS Optimax, an agri-waste management company based in Malaysia and Indonesia, has patented the production of Bio-char from Empty Fruit Bunches (EFBs) of oil palm. They required a robust sustainability communication document that could be shared with key external stakeholders such as government and investors.

### Value delivered by TTC

1 Mapping the current socio-economic & environmental practices of managing EFB in Malaysia & Indonesia, including the policy landscape

2 Understanding the operations and business practices of JTS Optimax and studying the value chain from EFBs to Biochar

4 Developing a Sustainability Communication Document that captures the environmental & socio-economic impacts of Biochar across its value chain

3 Mapping potential applications of Biochar & by-products, assessing their benefits, and linking to SDGs, with special focus on the use of Biochar as soil conditioner

# Case Study 35: Coca-Cola SWA - Sustainability Disclosures for Bangladesh, Sri Lanka and Nepal

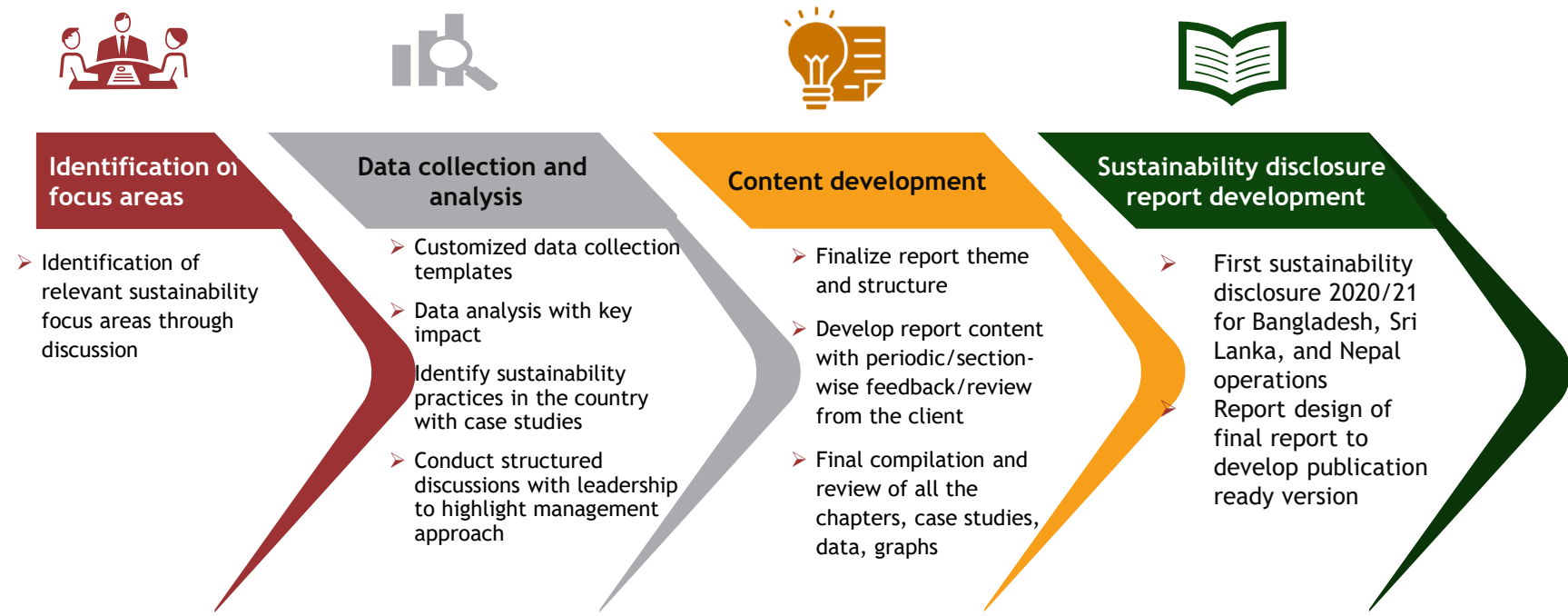


(For 2020/21)

Background

- TTC was commissioned by Coca-Cola's Bangladesh, Sri Lanka and Nepal operations to develop their sustainability communication that showcases company's key sustainability initiatives and aids in stakeholder engagement.

Value delivered by TTC





# Case Study 36 : Prism Johnson Limited *Development of Sustainability Report*

## Background

- Prism Johnson Limited (Formerly Prism Cement Limited) is one of India's leading integrated building materials company, with a wide range of products from cement, ready-mixed concrete, tiles, bath products. The company has three Divisions, viz. Cement, H & R Johnson (India) - ceramic tiles, and RMC (India) - ready-mix concrete.
- Prism Johnson plans to showcase its sustainability performance through their sustainability disclosures for FY 2019-20 in the form of GRI-based 1<sup>st</sup> Sustainability Report.

### Materiality assessment

- Engage with stakeholders & conduct materiality assessment through questionnaires & interviews (Virtually)

### Awareness sessions

- Conducting workshops on sustainability & sustainability principles at HO & selected facilities for awareness generation across 3 divisions



### Data collection and analysis

- Review and updation of data collection formats for SR
- Data analysis and infographics
- Compilation of sustainability/CSR case studies and photographs

### Sustainability report development and design

- Development of reporting themes
- Development of report content in line with GRI Standards, 2016
- Development of design themes



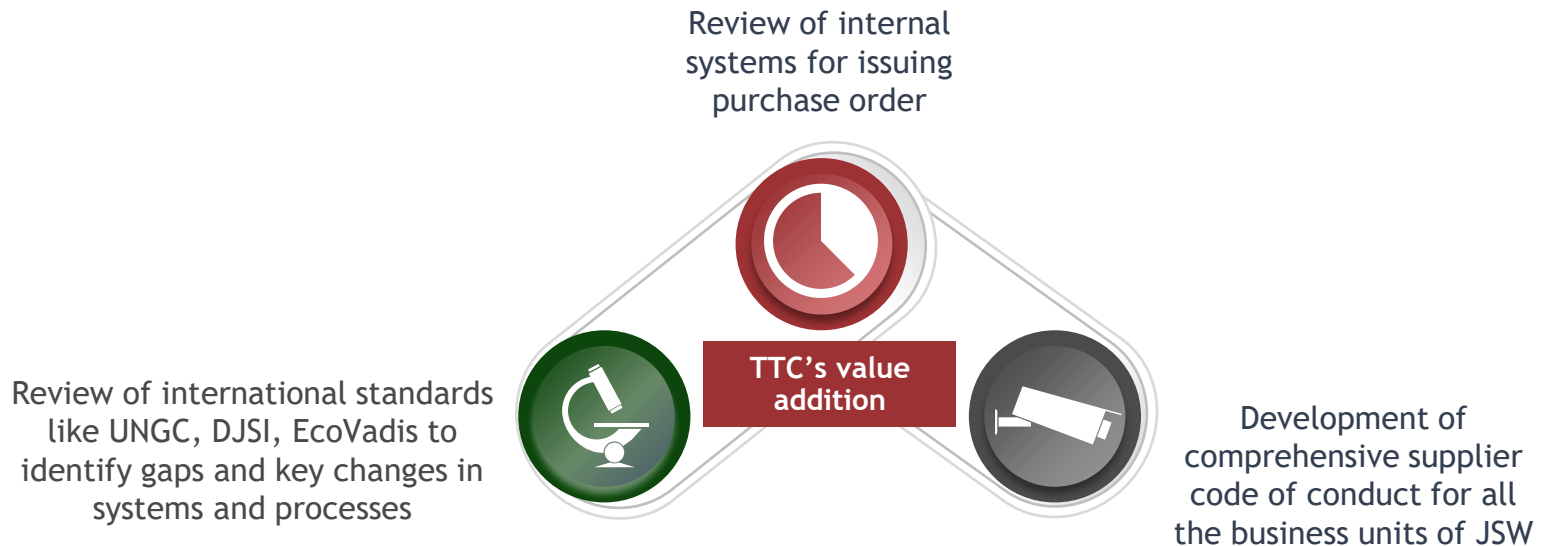
# Case Study 37: JSW Steel

## Development of Supplier Code of Conduct



### Background

- An effective supply chain management ensures uninterrupted business activity and flexibility. JSW is committed to driving sustainability across the value chain of its operations. The company believes efforts in this direction helps to build a robust and sustainable supply chain.
- In light of this, JSW plans to include sustainability clauses and code of conduct in all the purchase order for procurement goods and services for the group





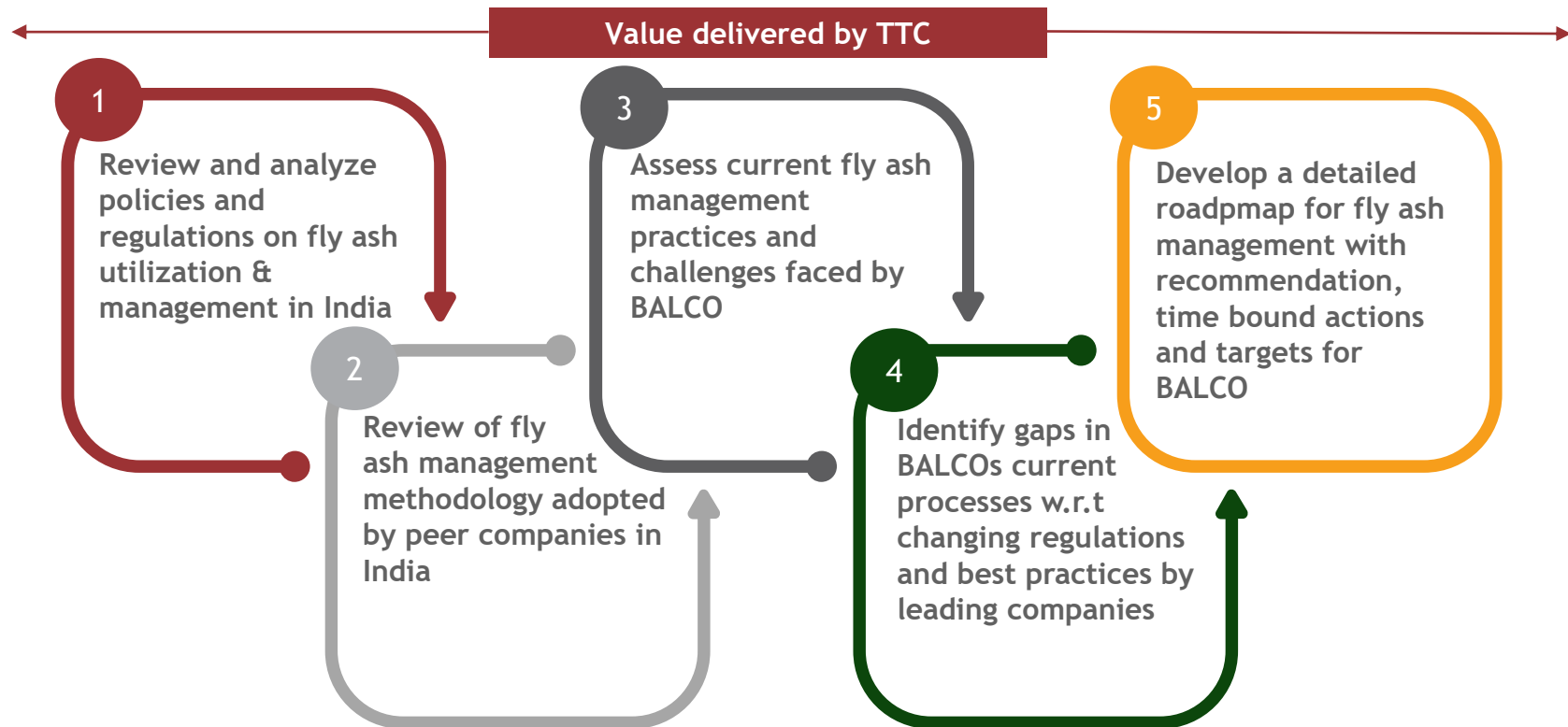


# Case Study 38: BALCO

## Fly Ash Management Plan

### Background

- Bharat Aluminum Company Ltd. (BALCO) is an Indian aluminum company incorporated in the year 1965 and taken over by Vedanta in 2001.
- BALCO was facing challenges in utilizing fly ash from its power plants and intended to develop a comprehensive ash management plan. TTC supported BALCO in developing a detailed roadmap for efficiently managing fly ash.



# Case Study 39: ITC Ltd

## SOPs for public disclosure of social KPIs of ITCs social programmes



### Background

- ITC Ltd. is looking at improving the robustness of disclosing its sustainability data of its business operations in its reports, which it currently manages through Integrated Sustainability Data Management. Systems.
- TTC has been empanelled to work on developing Standard Operating Procedures (SOPs) for public disclosure of ITC's Social KPIs

### TTC's value delivered



Collect existing SOPs & social indicators (KPIs) along with review of ITCs Sustainability, Annual, Integrated & BRR reports



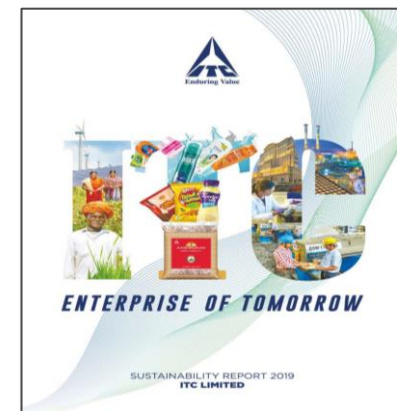
Review of KPIs & existing SOPs along with review of best practices and SOP guidelines of leading companies.



Identify and assess gaps based on the findings of the reviewed KPIs and SOPs



Update existing SOPs based on the gaps and formulate new SOPs for KPIs without SOPs

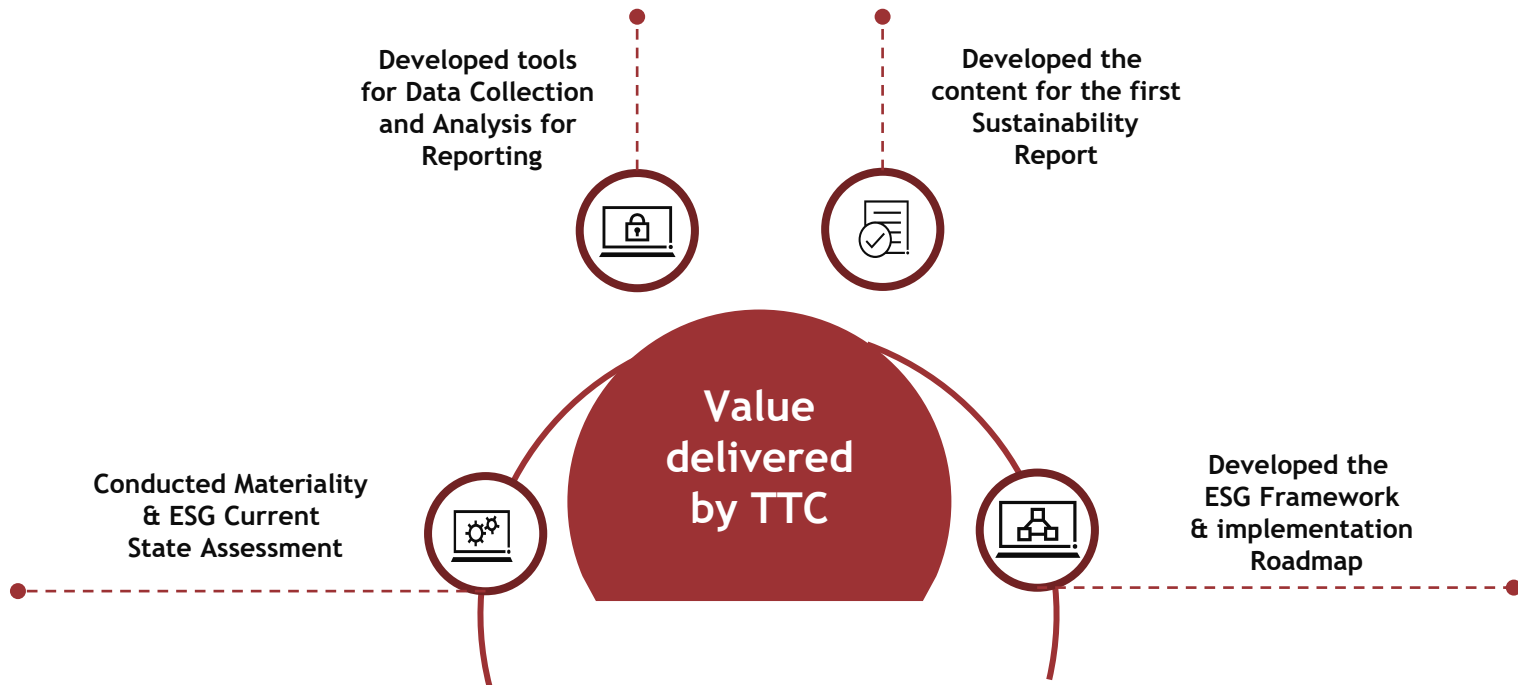


# Case Study 40: A leading commercial bank in Kuwait ESG Framework and Roadmap



## Background

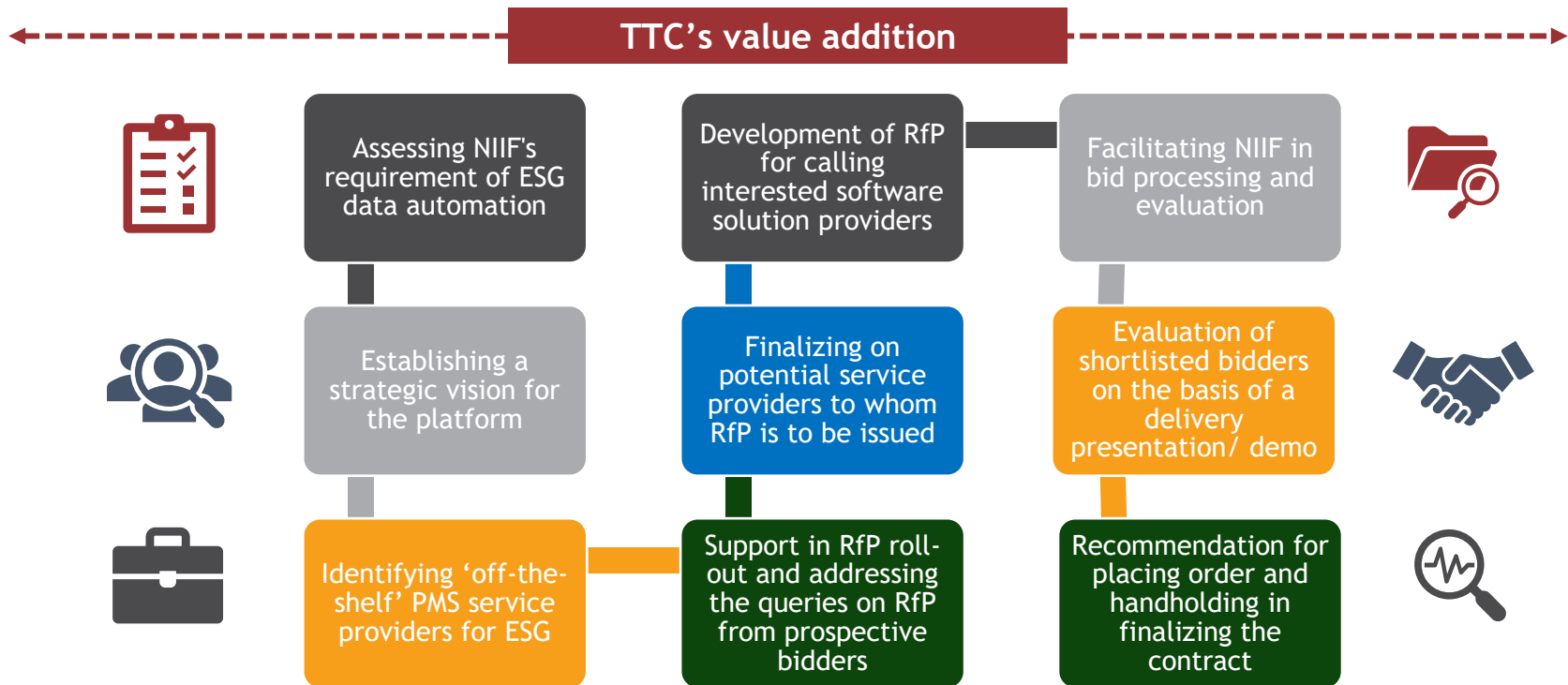
- A leading commercial bank based in Kuwait and operational in multiple international markets wanted to develop Environmental, Social and Governance framework to guide the investments at the bank
- The Bank also wanted to publish its first sustainability report using GRI, SASB and guidelines issued by the Central Bank of Kuwait, and to highlight the social initiatives undertaken by the bank



# Case Study 41: National Infrastructure Investment Fund (NIIF) Bid Advisory for ESG Data Management



**Background** → NIIF is looking for an ‘off-the-shelf’ PMS (Portfolio Management System) service provider for automation of ESG (Environmental, Social and Governance) data management, effective monitoring and internal and external reporting. TTC is providing end-to-end bid advisory support for development of RfP (Request for Proposal) and bid process management for the software solution.



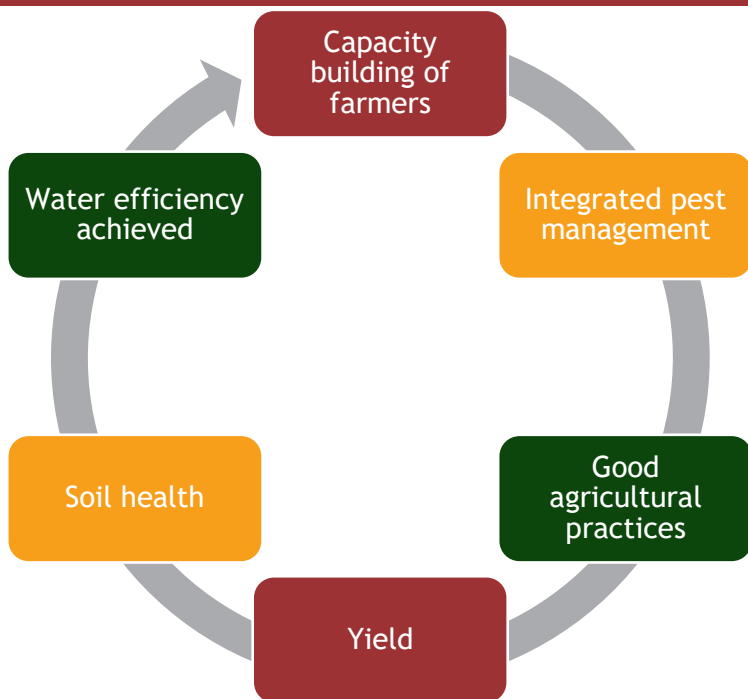
# Case Study 42: Solidaridad - Assurance of “Meetha Sona Unnati”



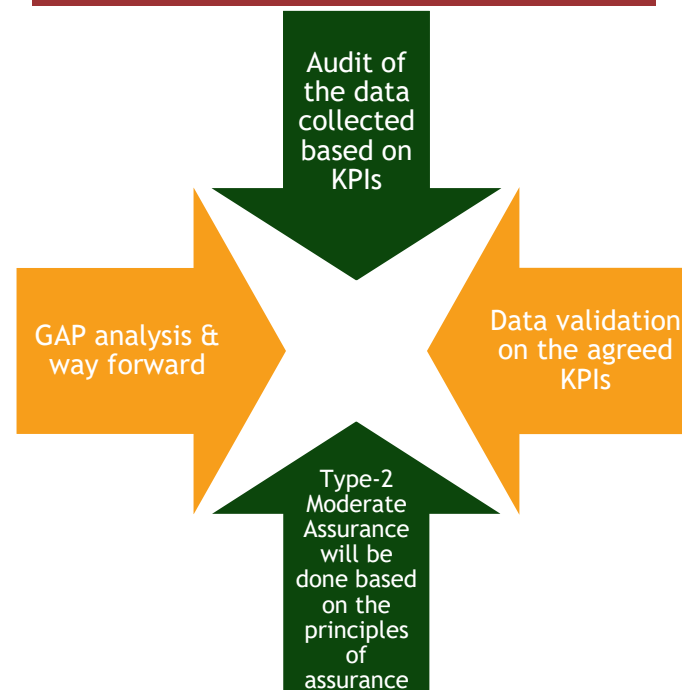
## Background

- “Meetha Sona Unnati” is a three-year multi-stakeholder project on sustainable sugarcane. It addresses the challenges of deteriorating soil health, low yields and increasing cost of cultivation faced by sugarcane farmers in the state of Uttar Pradesh
- Interventions undertaken in the project include autumn planning methods, water efficiency techniques, mechanization, and farmer training
- TTC has been assigned the role to validate the data findings on the mutually agreed KPIs and provide assurance on the results of the program from January 2016 to December 2018

### Data validation on the KPIs



### Value delivered by TTC



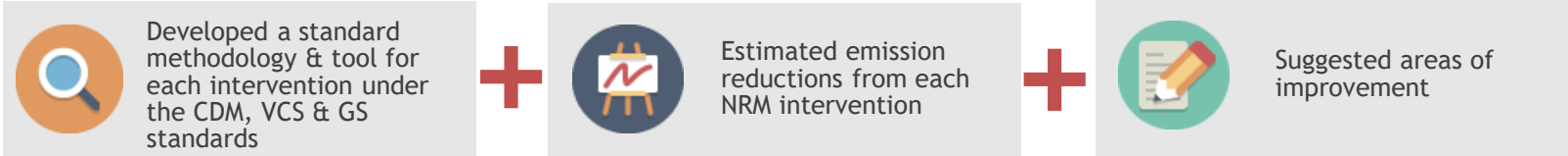
# Case Study 43: ITC - Estimating GHG emissions from Natural Resource Management (NRM) Initiatives



## Background

- ITC initiated its NRM programme in 2000-01 to support farmers facing a host of challenges like climate change, groundwater depletion, soil erosion and etc.
- In order to make their assessments more rigorous, TTC supported ITC by developing a standard mechanism and tool to measure the impact of its major initiatives on reduction of carbon and other GHG emissions.

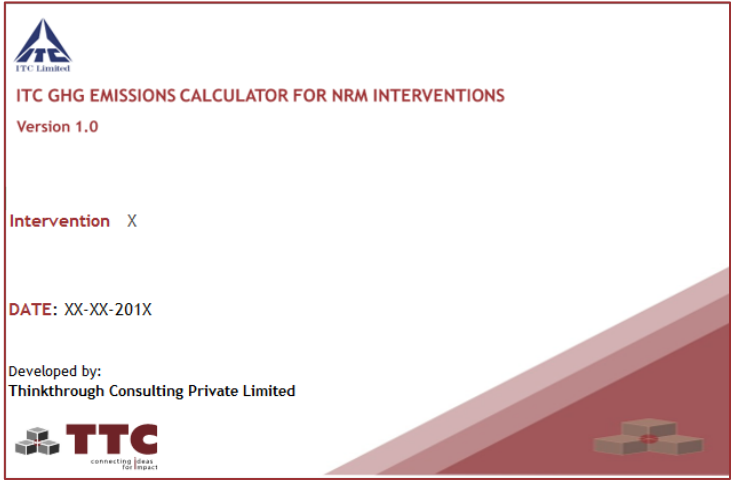
### Value delivered by TTC



### NRM Interventions

|   |                         |
|---|-------------------------|
| Water harvesting                            | Watershed management    |
| Broad bed furrow method of sowing soya bean | Pastureland restoration |
| Zero tillage method of sowing wheat         | Tank silt application   |
| Drip and sprinkler irrigation               | Compost production      |

### GHG Emission Calculator

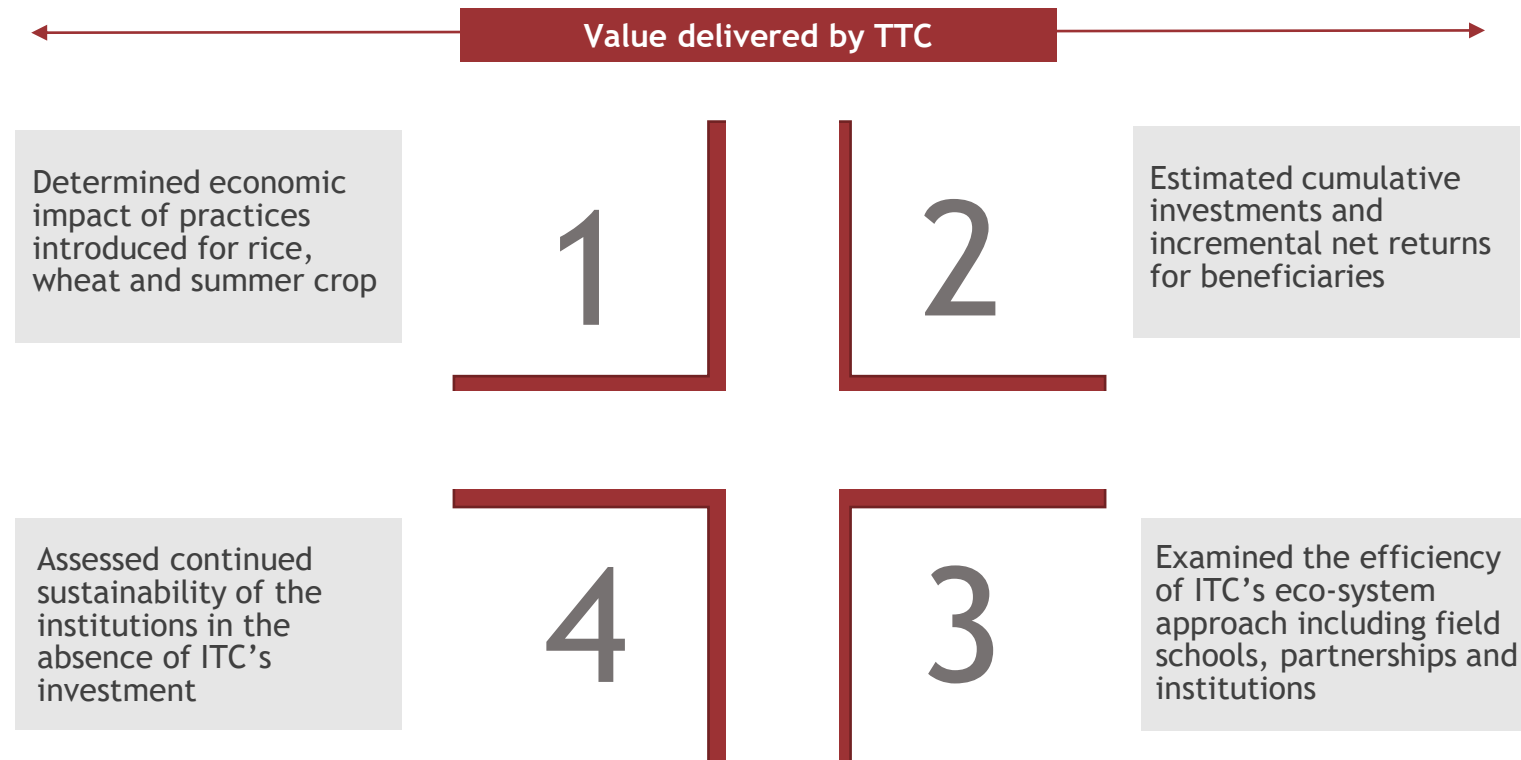


# Case Study 44: ITC - Impact of ITC's Sustainable Agricultural Practices in Bihar and Eastern UP

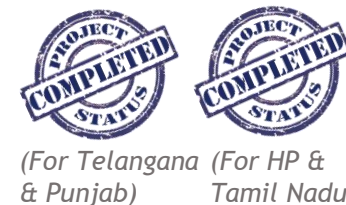


## Background

TTC supported ITC in conducting an impact study to understand the economic impacts (tangible and intangible) of ITC's sustainable agriculture practices that will improve the livelihood of farmers across the agriculture value-chain.



# Case Study 45: GIZ - Developing Investment Plans for SAPCCs



## Background

- TTC in consortium with The Celestial Earth (TCE) worked on GIZ funded project on State Action Plan for Climate Change (SAPCC) prioritisation and investment plans for states such as Punjab, Telangana, Himachal Pradesh and Tamil Nadu.
- The work involved analysis of the SAPCC for the states, assessing financing gaps, scenario building, need assessment and developing investment case studies.

### SAPCC-SDG-NDC Tool

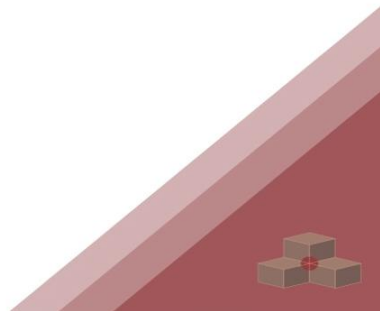
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Investment Plans for SAPCC

SAPCC-NDC and SAPCC-SDG Linkage Document

DATE: XX-XX-201X

Submitted by:  
Thinkthrough Consulting Private Limited  
In Consortium with:  
The Celestial Earth



### Sectors covered in the tool

|             |                  |                       |                     |
|-------------|------------------|-----------------------|---------------------|
| Agriculture | Renewable energy | Forest & Biodiversity | Sustainable habitat |
| Transport   | Health           | Water                 | Strategic knowledge |

### Value delivered by TTC

- Pioneered a unique financial gap assessment methodology based on the effectiveness of state's expenditure
- Prioritization of SAPCC activities in terms of financial, technological and economic feasibility
- Developed comprehensive financial models through case studies showcasing the feasibility associated with them
- Developed matrix mapping key activities mentioned in the SAPCCs with the potential funding sources
- Built an interactive sectoral tool linking SDG-SAPCC-NDC activities



# Case Study 46: GIZ - Developing Innovative Climate Financing Instruments for Adaptation



## Background

TTC is carrying out a GIZ funded project on climate finance for adaptation activities. The project involves analysing innovative climate financing mechanisms and assessing the potential of private sector in financing adaptation interventions.

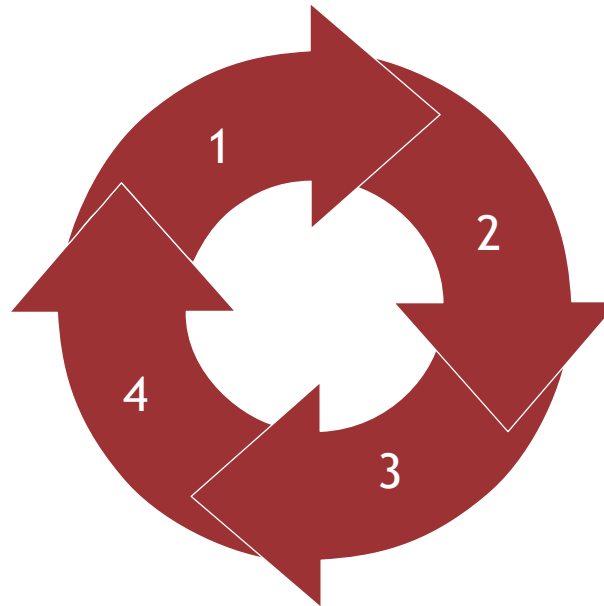
### Value delivered by TTC

Identification of existing adaptation activities across India

Assessment of adaptation activities through marginal abatement cost (MAC) and vulnerability reduction potential

Developing innovative pilot-ready financing instruments for private sector intervention

Identification of bottlenecks and measures in adaptation financing in India

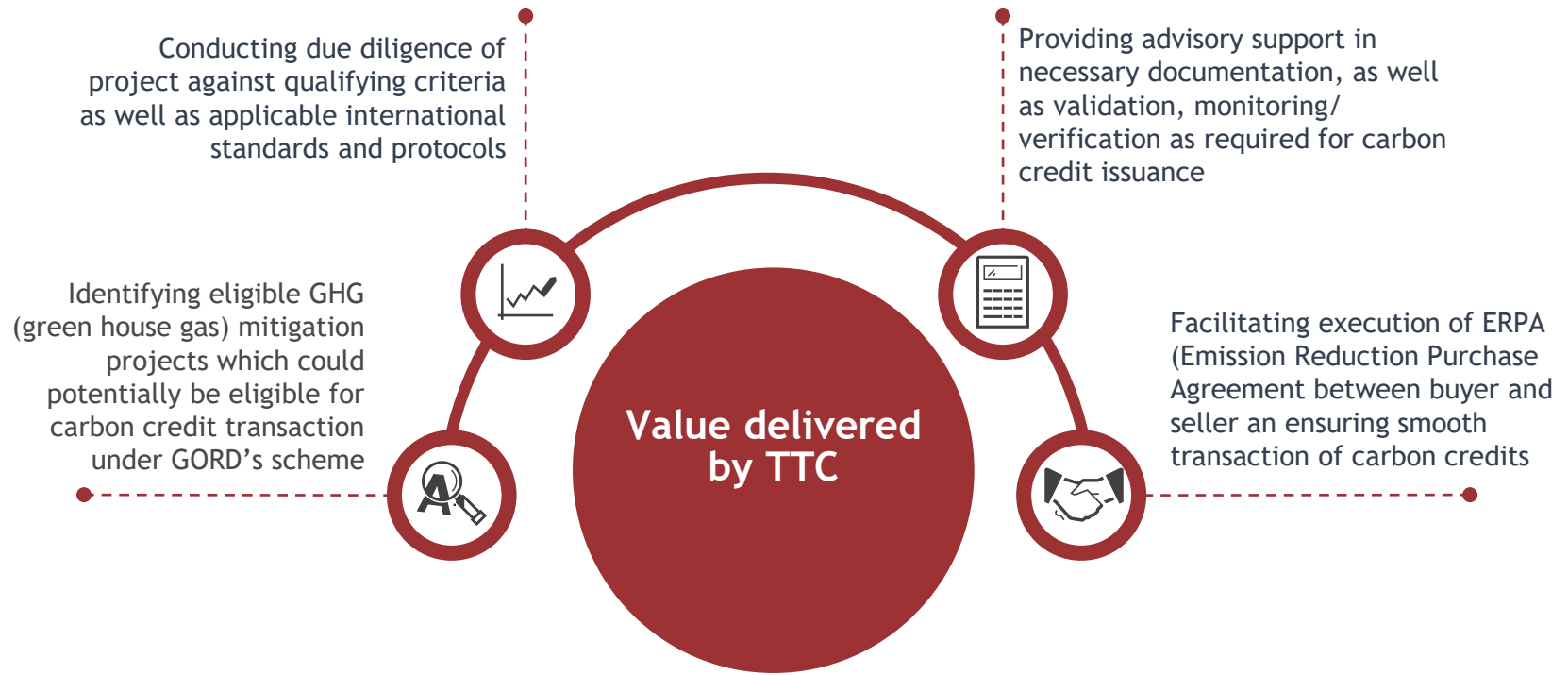


# Case Study 47: Government Organisation for Research & Development (GORD), Qatar



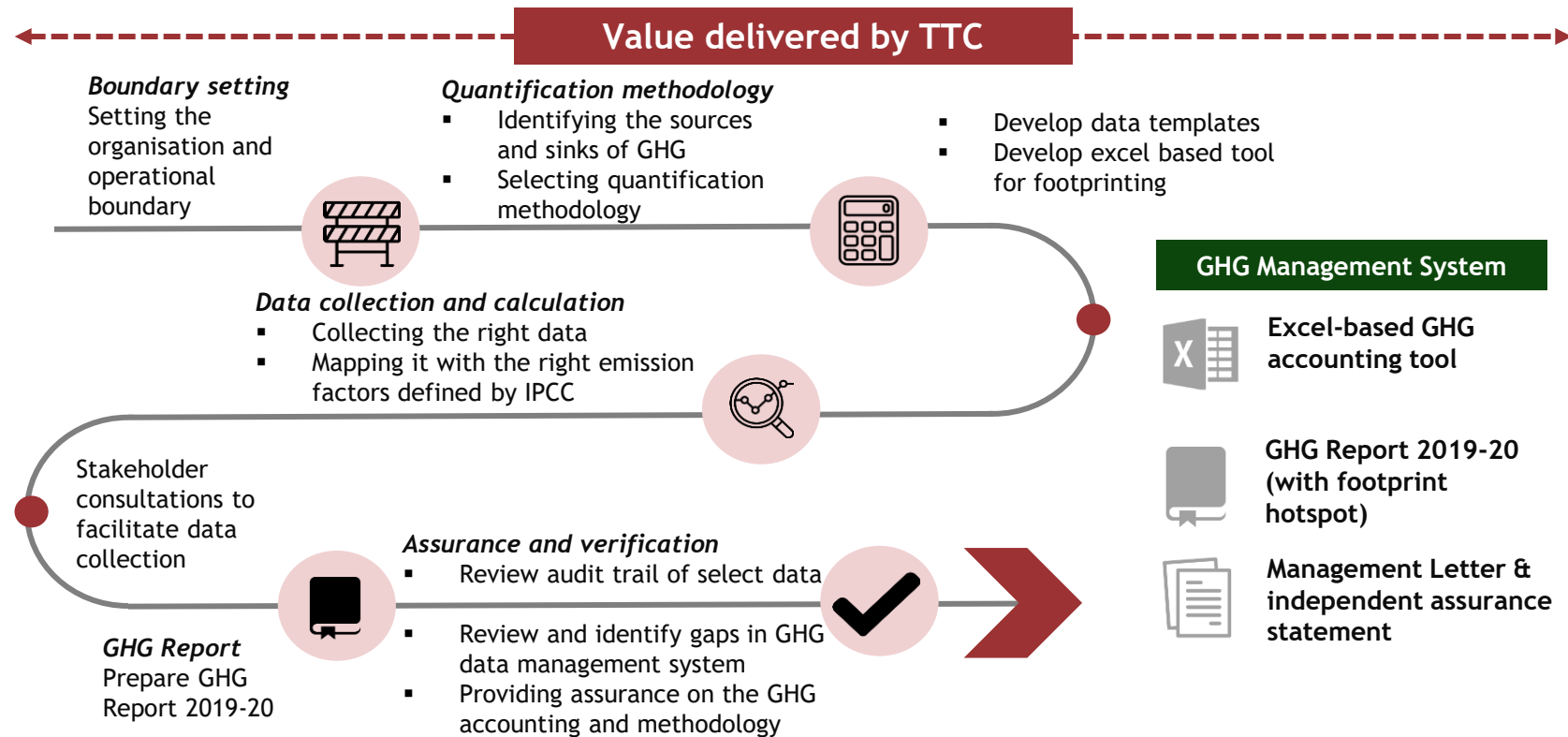
## Background

- GORD is a non-profit organization established at Qatar Science and Technology Park., that joins the global effort to meet the present needs without compromising the rights of the future generations, committed to contribute to the sustainable development of the MENA region. Global Carbon Council (GCC) of GORD is dedicated to facilitate the climate actions and carbon management in Qatar and the region for a greener, cleaner and safer world.
- GORD wishes to buy the carbon credits from past and future upstream Greenhouse Gas (GHG) emission reduction projects of oil & gas industries.



# Case Study 48: Flipkart GHG Inventorization

**Background** → Flipkart, one of the largest e-commerce company in India wanted to conduct a thorough GHG foot-printing of their operations as per GHG Protocol including Scope 1, Scope 2 and selected categories of Scope 3 emissions. TTC’s scope included performing the GHG inventorization for FY 2019-20, developing a GHG report and providing assurance.





# Case Studies - BANGLADESH

# Case Study: UNICEF-Conducting a Market Survey of Bangladesh to identify, evaluate potential, new and existing suppliers



## Background

Bangladesh is growing rapidly both economically and in opportunities. UNICEF Bangladesh depends upon local suppliers for a providing goods and services as it is essential for successful implementation of programs. A dynamic business environment warrants periodic revision of list of suppliers and criteria to identify such suppliers. TTC was engaged to provide an updated database on reliable suppliers and service providers through goods and services market survey.

### Value delivered by TTC

#### 1. Research

Conducted comprehensive desk review of various local vendors under each category provided

#### 2. Identify

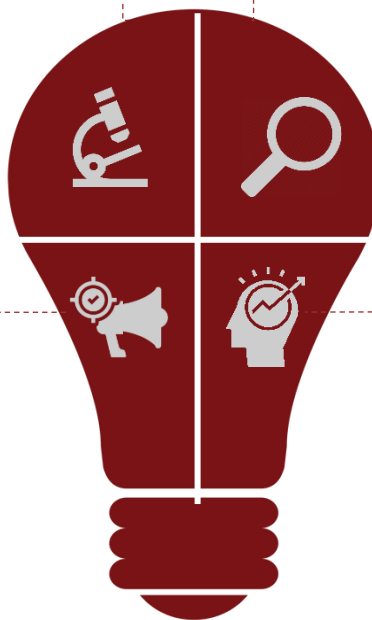
Identified and set criteria for supplier shortlisting

#### 4. Disseminate

Archived shortlisted suppliers i.e. prepared user-friendly database of suppliers with required information and registration of pre-qualified suppliers into MIS of UNICEF.

#### 3. Develop

Verified and shortlisted suppliers by conducting document review, review of certification and accreditation, physical visit to supplier's premises and inspection of goods for quality





# Case Study: NI- Supply Chain Assessment For Maternal And Child Health Commodities In Bangladesh









## Background

- To assess the key components of the supply chain with the aim of understanding the barriers and facilitating factors in the availability of IFA, Vitamin A supplements, Micronutrient powder, and Zn/ORS in Thakurgaon District of Bangladesh
- To inform formulation of innovative solutions to the supply chain challenges to ensure uninterrupted and sustained availability

## Value delivered by TTC

Many recent studies have identified numerous issues with the supply chain management system of MOHFW, Government of Bangladesh, which result in issues like inadequate supply, stock out of important maternal and children nutrition commodities, and delayed distribution. In this backdrop, Nutrition International (NI) commissioned this particular assessment of the health and nutrition commodity supply chains in Bangladesh, to highlight bottlenecks and facilitators in the supply chain of the specified commodities.

-  Extensive secondary literature review to understand existing determinants of nutrition supply chain in Bangladesh
-  Primary qualitative research by KIs of policy makers and experts at all levels
-  Stakeholder engagement and qualitative and quantitative survey at all levels
-  Visit to health facilities and drug stores
-  Data analysis for identification of bottlenecks, risks and opportunities
-  Formulation of strategy document with respect to supply chain management for effective and efficient implementation of health and nutrition programmes

# Case Study: Nutrition International (NI) - Review of Nutrition Policy and Programs



## Background

- Enhancing Nutrition Services to Improve Maternal and Child Health in Africa and Asia (ENRICH) funded by Global Affairs Canada that aims to improve the health and nutrition status of mothers, new-born, and children in select regions. There was a need to review existing policies, programs, and interventions to identify challenges in implementation and potential for integration of various programs to have multiplier-effect.
- NI has engaged TTC to study existing national policies and programs focused on addressing maternal, infant, and young child nutrition.

## Value to be delivered by TTC

### Conceptual Framework



National and District Level Consultation and Advocacy Workshops

- 1 POLICY REVIEW:** Review and analysis of exhaustive list of all policies, programmes, and legislations concerning nutrition
- 2 KEY STAKEHOLDER CONSULTATION:** Interaction with high level officials, practitioners, and academicians
- 3 DISSEMINATION & VALIDATION:** Conducting validation & dissemination workshops
- 4 CONSULTATION:** Conducting consultations at national and district levels on priority areas of nutrition advocacy plan
- 5 DEVELOPMENT OF FINAL REVIEW REPORT AND ADVOCACY PLAN:** Consolidation of findings of evaluation, consultations, and workshops, and final advocacy plan; and dissemination of final review report

# Case Study: NI - Strengthening the Government's Health Management Information System for Nutrition



## Background

- Enhancing Nutrition Services to improve Maternal and Child Health in Africa and Asia (ENRICH) funded by Global Affairs Canada aims to improve the health and nutrition status of mothers, new-born, and children. Timely and reliable data is crucial for determining the factors contributing to poor nutrition and health status. Moreover, quality health and nutrition data is essential to advocate for any change in policies, strategies and programs.
- TTC was engaged to work closely with the Government of Bangladesh to strengthen the function of both the DGHS-MIS and DGFP-MIS.

## Value delivered by TTC

### 1. Review and Stakeholder Consultations

Through development of detailed work plan, desk review and interviews

### 2. Developing Synchronized set of Indicators

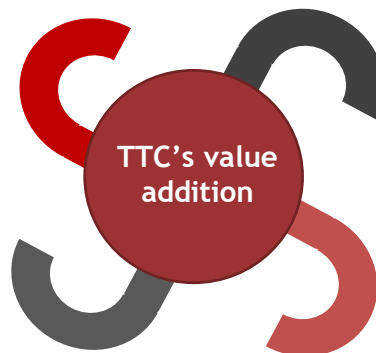
Through key stakeholder consultations, review of best practices and literature

### 3. Development of Reporting Tool

TTC developed a comprehensive reporting tool for capturing data and trends

### 4. Report Writing and Training

TTC compiled a final review report, modified training package and conducted training of master trainer



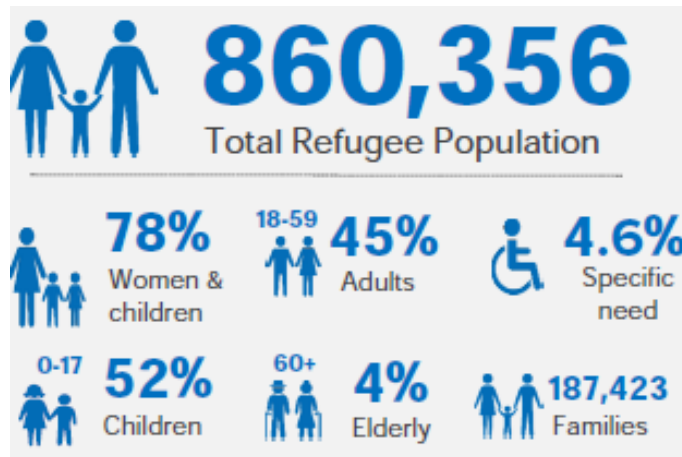


# Case Study: UN-Joint Project to address cooking fuel needs, environmental degradation and food security for Rohingya and affected host communities in Cox's Bazar, Bangladesh



## Background

- The primary aim of the SAFEPlus project is to contribute to the overall food and nutrition security, empowerment and resilience of 125,000 Rohingya and host community households in Cox's Bazar, Bangladesh. The objectives address short, medium and long-term challenges with activities benefiting both the Rohingya and host community populations, and therefore contributing to social cohesion.
- TTC was taken on board to evaluate the program's performance against the desired results as articulated in the project's result framework.

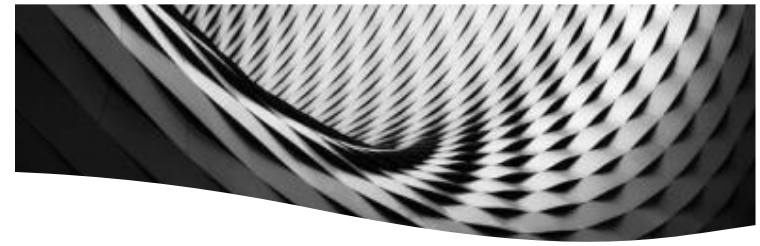


With a total budget of USD 117,500,000 from donors including DFID, GAC, Norway, EKN, SIDA, PRM, Japan, Australia, ECHO, KOICA and JTS, this 36 month project is jointly implemented by the consortium partners; Food and Agriculture Organization of the United Nations (FAO), International Organization for Migration (IOM- UN Migration), & United Nations World Food Programme (WFP). This project aims to prevent further environmental degradation and to promote food security for host communities affected by the refugee crisis. A total of 125,000 households from refugees and host communities have been targeted by the project.

## Value Addition

- 1 Assessing adequacy of project response to short-, medium- and long-term challenges
- 2 Assessing the overall project's performance and making necessary recommendations
- 3 Documentation of vital lessons learned, innovations/best practices for future strategies
- 4 Understanding project achievement in relation to gender and disability mainstreaming

# Thank you



## Contact us :

**Parul Soni**  
Global Managing Partner  
E: [parul.soni@ttcglocal.com](mailto:parul.soni@ttcglocal.com)  
M: +91 98111 15280

Offices: India      Bangladesh      UAE      Singapore

### Thinkthrough Consulting (TTC)

Building no. 30, 2<sup>nd</sup> & 3<sup>rd</sup> floor,  
Basant Lok Community Centre,  
Vasant Vihar  
New Delhi 110057, India



[www.ttcglocal.com](http://www.ttcglocal.com)

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