

# Development Positive

VOL 2  
JAN  
2022



## ILLUMINATE

Using innovation and technology  
to create sustainable impact



# Foreword

In the quest to become a USD 5 trillion economy, India is gearing up to uplift from the after-effects of the COVID-19 slowdown. According to the NIP Task Force Report 2020, having reference to the pre-COVID-19 statistics in 2018, India's GDP was hovering at USD 2.6 trillion with services, industry and agriculture sector's share split between 54%, 31% and 15%, respectively.

And as per estimations, by 2030, the share of services sector in India's Gross Domestic Product (GDP) shall jump up to 58%. Industry's share will rise to 34% while the agriculture sector share is likely to decline to 8%. Considering this data, the economy in this decade is predominantly expected to be driven by India's services and industry sectors. Further, the manufacturing sub-sector

jump within the industry sector is prominent. As per the National Statistical Office, Government of India (GoI), manufacturing as the core component of the industrial sector contributes 17% to the GDP in FY 2021, which is expected to reach 27% by 2025. Given the statistics, plethora of initiatives have been undertaken at the central and state-government level for industrial policies.





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Our Firm is driven by the motto of shaping a Vibrant Bharat. Imagination and technology, together, have been the front-runners of creating impact for our government, clients and communities. Using technology to transform the way our government functions, as well as bridging the gap between process and real impact, is what drives us.

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**Ravinder Reddy**

Partner, Public Sector Consulting

In addition to the attractive pragmatic industrial policy reforms directed for the Make in India initiatives across sectors, India's operating conditions, cost competitiveness and focus on strengthening infrastructure across industries are carving out a strong economic proposition for the world business community.

Grant Thornton Bharat, through its practise, is at the forefront of partnering with the central government ministries and departments across 15 states. This is done with the pursuit of having strategic directions in the field of industrial infrastructure, comprising of greenfield and brownfield developments of clusters/parks etc., within the country. It is noteworthy to highlight that the Firm is playing its part towards nation-building and has associated with the government in advisory capacity for development of approximately 50 industrial parks/estates/theme parks. The development projects have more than 22,000 acres of industrial land across 15 states along with an investment outlay of around INR 10,000 crore. The firm is proud to have engaged with multiple state industrial corporations in the country.

This newsletter presents one such story on our long-term association with the Government of Odisha as their strategic advisor for Odisha Industrial Infrastructure Development Corporation (IDCO). The Firm has made visible contributions to the state government industrialisation growth story. Grant Thornton Bharat is associated with IDCO for more than three years now and has led multiple initiatives, such as policy advocacy, project designing and project implementation monitoring. Our team as a strategic think tank for

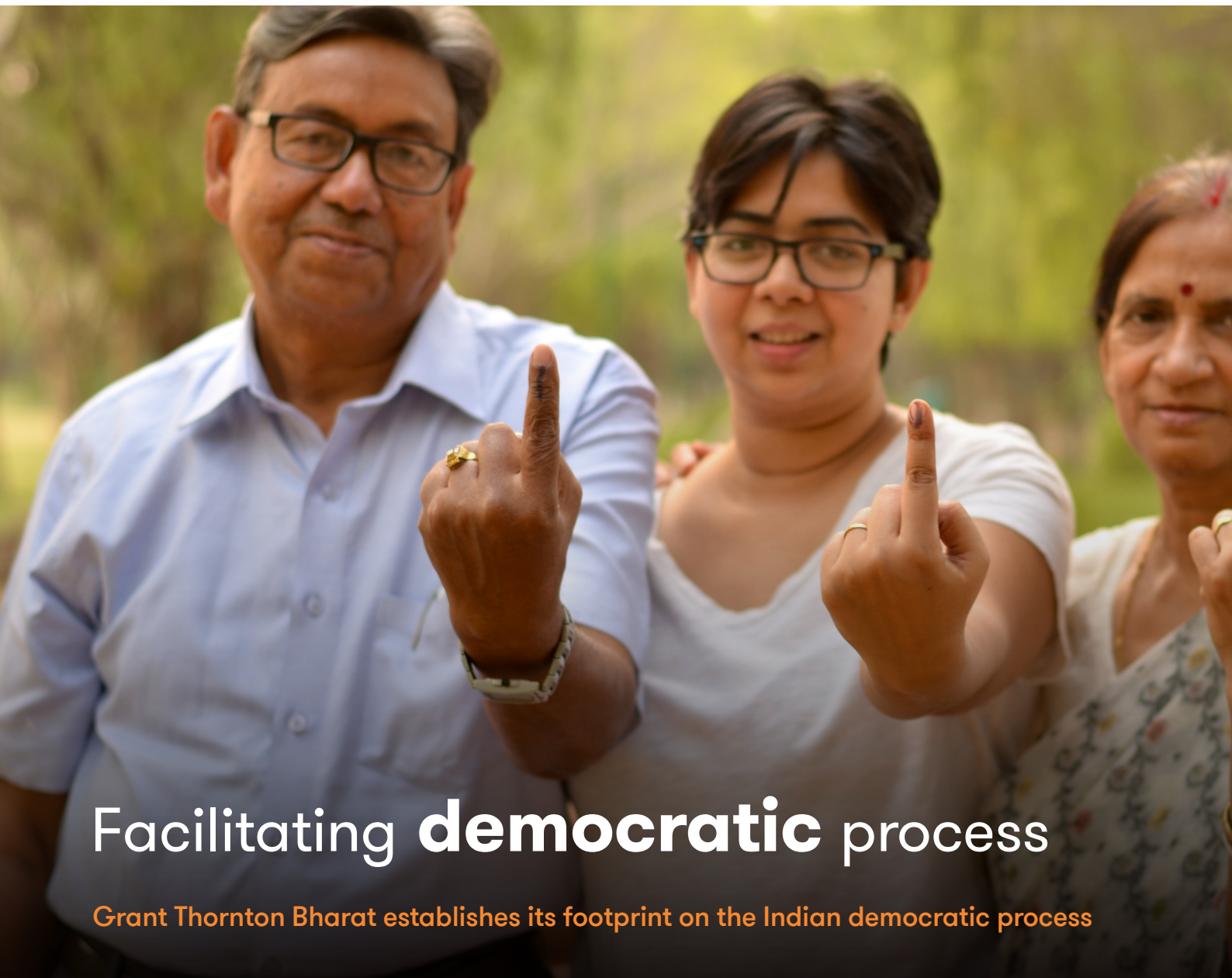
the corporation has rendered directions to the government for polymer park, mega textile park, food parks, sea food parks and aqua parks, among others. The team has also successfully leveraged the Gol scheme grants for cluster developments in the state and is playing a pivotal role in monitoring project implementations.

Odisha's growth story in the industry sector is an example of inspiration for many states. Currently, the industrial sector in the state constitutes 36% of state's Gross Value Added (GVA), which is way higher when compared to 26% at the all-India level figures, as per the 2020-21 estimates. While the significant jump is also due to the state's heavy reliance on the mining and metal sector, the state is looking to diversify its industrial portfolio offerings from other prominent sectors as well.

**Tejinder Gupta**

Executive Director,  
Public Sector Consulting





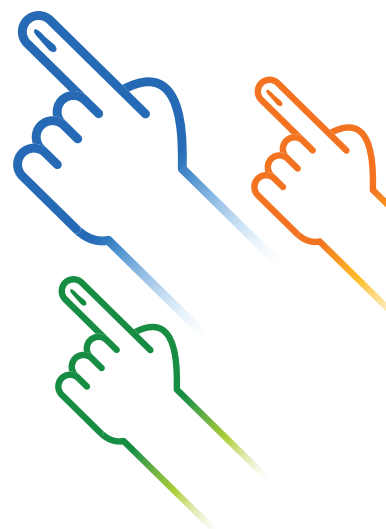
# Facilitating **democratic** process

**Grant Thornton Bharat establishes its footprint on the Indian democratic process**

Elections in India, invariably, are one of the most important events in the democratic culture. Right from filing of nominations, intense campaigning, coming up with schemes to attract voters, organisation of voting day and declaration of results to victory roadshows, elections always create an atmosphere of fervour, passion and celebration. However, it's easier said than done, as conducting and managing an election in India can be a strenuous task, which involves mobilisation of thousands of personnel (polling, security, etc.), preparation of hundreds of facilities (polling stations, counting centres, etc.) and creating awareness amongst voters, among others. The already challenging task has now become more perplexed due to the COVID-19 pandemic. It's imperative that the elections are now conducted with extra measures to ensure a safe and secure voting environment.

In order to conduct smooth, efficient and successful general elections for Assam Legislative Assembly in January 2021, the election department had onboarded experienced consultant resources from Grant Thornton Bharat, in the field of project and technology management to provide end-to-end advisory and manage various digital initiatives. These initiatives included ENCORE (enabling communication on real time environment), cVIGIL (managing model code of conduct violations during election), EVM management system, ETPBS (electronically transmitted postal ballot system), ERONET (electoral roll officers), service voter portal, FDS (force deployment software), polling and counting party randomisation software, post-election analysis, etc.

To support the state government of Assam, the work was divided into three broad phases:





The Firm assisted Chief Election Officer for election schedule and trained department personnels and district election officers.



Implementation of AMF in polling stations and ECI-managed application- ENCORE.



Support for complete result analysis process and creation of the statistical reports for ECI.

pre-election phase, election phase and post-election phase. Under the pre-election phase, the Firm initially assisted the election department in designing, development and monitoring of the projects undertaken by the department. Assistance to the Chief Election Officer (CEO) was provided in preparation of the complete process and plan to conduct the Assam Election 2021. The plan, where the Firm mapped state/elector profile, analysed VTR while following COVID-19 precautionary measures, etc. was presented to the Election Commission of India (ECI) before announcing the election schedule. We prepared various documents in response to pre-bid queries, technical/financial evaluation of bids and management of the process.

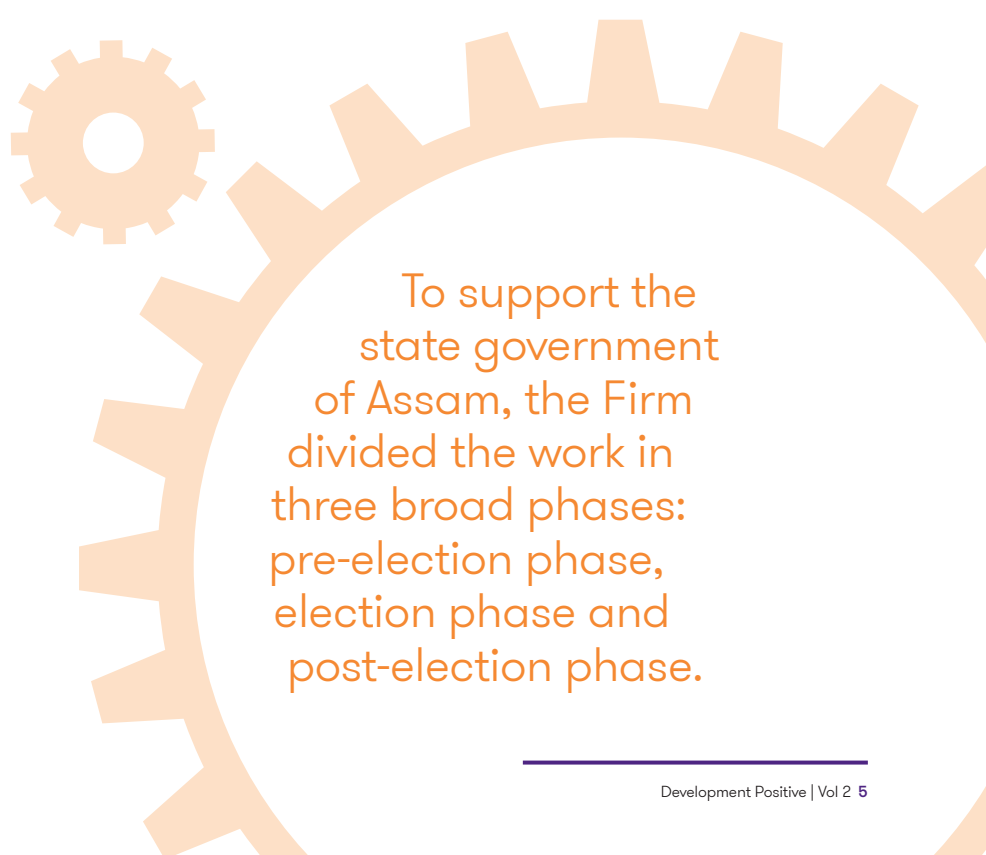
After assessing and identifying practices followed in various states in India, the team from Grant Thornton Bharat mapped the requirements of the department. Necessary inputs for designing the ECI digital applications were also provided. The Firm also suggested and coordinated capacity building needs and managed the training programmes for the departmental personnel along with district election officers and their staffs for conducting elections.

Under the election phase, the team at the Firm engaged in the major activities, such as supporting the Chief Election Officer's (CEO) office in overall coordination for the Assured Minimum

Facilities (AMF) implementation in the polling stations during the election process and cVIGIL applications, implementation of ECI managed application - ENCORE for the entire poll processes, providing necessary inputs, managing proper documentation and coordinating with different state level agencies (NIC, NIELIT, etc.) and more. The team established necessary mechanism for effective coordination with all election districts and its officials to create/daily/weekly/monthly reports to the department with the key progress and related issues as per advice of the election department.

After the elections, in the third phase, the Firm lent its support for complete result analysis process and created the statistical reports to be shared with ECI. The reports contained LAC-wise voter turnout, candidate-wise voting percentage, alliance-wise vote share and seats, male-female voting percentage, service voter and postal ballot voting percentage and EVM vs PB voting percentage, etc. Further, the team also assisted the returning officers to prepare the LAC-wise index card and ensured that all election expenditure details were properly managed and documented.

Once all phases were concluded, Grant Thornton Bharat also received a letter of appreciation from the election department of the Government of Assam, acknowledging the team's technical/managerial knowledge and support.



To support the state government of Assam, the Firm divided the work in three broad phases: pre-election phase, election phase and post-election phase.



# Driving a **sustainable and strategic** academia-industry partnership

Strengthening the industry-academia interface for improved employment outcomes for ITI graduates

While the industrial growth scenario looks bright, there are challenges when it comes to relevant employment opportunities for the people of the state. The heavy migration from the hills to the plains and further towards Delhi-NCR continues at an alarming rate. As per the UNDP report published in 2017, the unemployment rate in the state has doubled from 2.1% in 2004-05 to 4.2% in 2017. The numbers are even higher when we consider the youth in the age bracket of 15-29 years.

The development of the skills and training sector in terms of access, quality and relevance is one of the country's top priorities and the Government of Uttarakhand (GoUK) is also committed to these goals. The GoUK considers industrial training institutes (ITIs) and short-term training programmes

as the main drivers for the advancement of skill development. To address the present challenges in the skill development ecosystem of the state, Uttarakhand Workforce Development Project (UKWDP) was launched. The three components of the project include improving the quality and relevance of ITI training, increasing the number of skilled workers through short-term training and policy and institutional development. The UKWDP aims to improve the overall quality and relevance of the ITI ecosystem in the state. One of the key factors to achieve the objective is to enable and strengthen strong industry linkages. These industry linkages are aimed at facilitating better on-the-job trainings to the ITI trainees, facilitate guest lectures through industry representatives, provide industry relevant learning and development opportunities to the ITI staff.





The three components of the UKWDP include improving the quality and relevance of ITI training, increasing the number of skilled workers through short-term training and policy and institutional development.



Developed strategic and result-oriented partnership framework with industry and private sector bodies.



Help the ITIs, directorates and the department achieve sustainable and robust relationship with the industries.



Focused on the coverage of trades benefiting from industry engagement in the 24 priority government ITIs.

Considering these aspects, it is evident to bridge the gap through concerted efforts in a more structured and concise manner. Subsequently, the state desires to work towards improving the ITI ecosystem, creating a workforce that will address the manpower needs of the industries. The state is keen to develop a partnership which will provide a systematic tool to form result-oriented partnerships with industry for the ITIs. The efforts to strengthen the industry-academia interface shall result in improved employment outcomes for the ITI graduates. To help achieve the desired objectives, State Project Implementation Unit (SPIU) has appointed Grant Thornton Bharat as a consulting firm to undertake variety of interventions to strengthen industry linkages for 24 priority government ITIs.

The Firm has helped in developing a strategic result-oriented partnership framework with industry and private sector bodies. The framework roadmap is aimed to help increase the number of memorandum of understanding (MoUs) with industries and ITI, as well as the coverage of trades benefiting from industry engagement in the 24 priority government ITIs. The framework covers activities such as exposure visits for ITI instructors and trainees, guest lectures by industry experts, learning and development activities for instructors, internship, apprenticeship and placement drives, apart from mega job fairs, technology-enabled initiatives, entrepreneurship development and revenue generation activities (in ITI premises). It will also help the ITIs, directorates and the department achieve a sustainable and a robust

relationship with the industries across Uttarakhand, neighboring states, Delhi NCR belt or elsewhere in this sequence of priority. To achieve this, the Firm plans to undertake industry consultations (field visits) with minimum 280 industries over the course of two years.

According to the roadmap created by the Firm's team, industry linkage cells have been created across 24 priority ITIs for institutional-industry interface strengthening. The Firm will also look after the monitoring and implementation of the activities at the ITI level. The ITIs are spread across Kumaon and Garhwal regions with 10 in the Kumaon region and 14 ITIs in the Garhwal region. These cells shall undertake regular engagements with the industry following the pre-defined standards/processes.

# Supporting state government's industrial infrastructure development initiatives

Our mandate from IDCO to strengthen industrial infrastructure has been extended.

The Firm has recently been awarded an extended mandate to expedite and monitor procurement processes and leverage GoI grants for uplifting industrial infrastructure in Odisha. The initial mandate was won by the Firm in 2018, which has now been extended. The Odisha Industrial Infrastructure Development Corporation (IDCO) is a nodal agency for developing industrial infrastructure in the state. The corporation manages a huge portfolio of around INR 11,500 crore across various locations with multiple sectors. While the state showcased ambitious plans for enhancing industrial infrastructure, for which a dedicated project management unit (PMU) is required to execute the plans in a structured approach, there was an extensive delay in kick starting the infrastructure project. This resulted in high opportunity costs along with poor monitoring of contractual obligations. Another roadblock that surfaced was

inadequate and cursory applications for leveraging central government grants on various schemes.

With Grant Thornton Bharat's rich experience in industrial infrastructure, which always has an edge over the others in terms of providing strategic direction and project monitoring support to the client, the Firm was given the opportunity to manage and provide consultations for infrastructure project in the state.

Our scope included conceptualising greenfield and brownfield projects, providing management support in project monitoring, mapping projects that can be positioned under different schemes of the government of India and designing bid documents along with evaluation. For this, the Firm drafted a detailed action plan approved by all stakeholders along with the development of a comprehensive Excel-based tool

to indicate project status and key bottlenecks. Further, the focus was on institutionalising the practice of regular project monitoring and reporting.

For applications for central government funding on industrial infrastructure, the Firm also developed a strategic framework. As a direct impact, till date, 700 acres of industrial infrastructure is being developed and around INR 60 crore worth grants have been received by IDCO for various ongoing projects. So far, 20 detailed project reports (DPRs) under the Micro & Small Enterprises - Cluster Development Programme (MSE CDP) scheme have been developed and submitted for grant-in-aid of INR 93 crore where IDCO has accorded final approval for INR 25 crore.

Apart from this, the Firm also institutionalised the procurement process that led to reduction of turnaround time



Conceptualised the greenfield and brownfield projects.



Institutionalising the practice of regular project monitoring and reporting.



Developed and submitted 20 DPRs under MSE CDP scheme for grant-in-aid of INR 93 crore.



# Going beyond professional engagement

- Grant Thornton Bharat LLP mobilized donation of **100** high quality hospital beds for Government of Odisha from one of our clients in **Australia**
- The beds have arrived in Bhubaneswar & have been installed by **SCB** Medical College & Hospital



## Received feedback

"The beds in this ward are very comfortable and significantly better than most hospitals in the region"

from as high as nine months to roughly three odd months. Other tasks by the Firm included conceptualisation of multiple projects under Gol schemes, such as electronics manufacturing cluster, machine tool park, steel hub, bulk drug park and medical devices park, which has been prepared and submitted

Other than the aforementioned services provided, the contribution went beyond professional engagement as the Firm mobilised the donation of 100 high quality hospital beds for the Government of Odisha from one of the clients in Australia. The beds arrived in Bhubaneswar and were installed by SCB Medical College and Hospital. Also, the Firm supported the state when Cyclone Fani wreaked havoc in 2019 and also assisted the Disaster Management team for food packet distribution.

700 acres of industrial infrastructure is being developed and grants worth INR 60 crore have been received by IDCO for various ongoing projects.



# Supporting Ministry of Jal Shakti

## Development of an advanced analytics-based decision support system for the Ministry of Jal Shakti

India is a water-stressed country with an endowment of approximately 1,500 cubic meter of water per person a year. A large extent of the country is subject to floods and droughts. Rainfall is highly seasonal with 50% of precipitation falling in just 15 days and over 75% of river flowing in just four months. As India develops, it will need more water for agriculture, energy, industry, as well as its burgeoning cities. However, water balances are precarious in most basins and the National Commission for Integrated Water Resource Development

predicted that under a business-as-usual scenario, water demands would exceed all available sources of supply by 2050. Climate change is expected to make things worse with more erratic and unpredictable rainfall.

Currently, there are more than 40 water administration bodies that work in silos with little coordination and no coherent strategy. The integrated decision support system is the need of the hour to optimise water utilisation and decision making.



The Ministry of Jal Shakti, the apex body for the management and development of regulation of the water resources in India, has sought support from Grant Thornton Bharat to help achieve the desired objectives. Notably, the objective of Decision Support System (DSS) is to develop an integrated database, models and scenario manager for hydrological flood forecasting, integrated reservoir operations, water resources accounting for improved operations, planning and management of both surface water and ground water, based on the basin approach.

This decision support system will analyse water resources and crop data to provide results to the planners and decision makers. Further, it will allow decision makers to take information-based decision to foster the growth of water resources, agriculture and output through an integrated approach.

For this, the Firm has evaluated the current systems and stakeholders, which have been built incrementally over time and in different technologies. To have the entire data in one place, it was important to study the architecture, DbSchema and present the technologies used to propose suitable changes (if required). The detailed assessment has been submitted to the client for evaluation.

The objective of this component is to reap significant benefits from the data collected from the growing number of sensors and other resources. The designing phase is in the advance stage and a draft has already been shared with the client for discussion. Post designing, implementation support and maintenance will be undertaken by the consultant team for upcoming years.

The decision support system will analyse water resources and crop data to provide information-based results to the planners and decision makers.



**Evaluated the current systems and stakeholders, and submitted detailed assessment.**



**Identify benefits from the data collected from the growing number of sensors and other resources.**



**Post designing, implementation support and maintenance to be undertaken by the consultant team.**

# About Grant Thornton Bharat

Grant Thornton Bharat is a member of Grant Thornton International Ltd. The firm is at the forefront of helping reshape the values in our profession. We are helping shape various industry ecosystems through our work across Assurance, Tax, Risk, Transactions, Technology and Consulting, and are going beyond to shape a more Vibrant Bharat



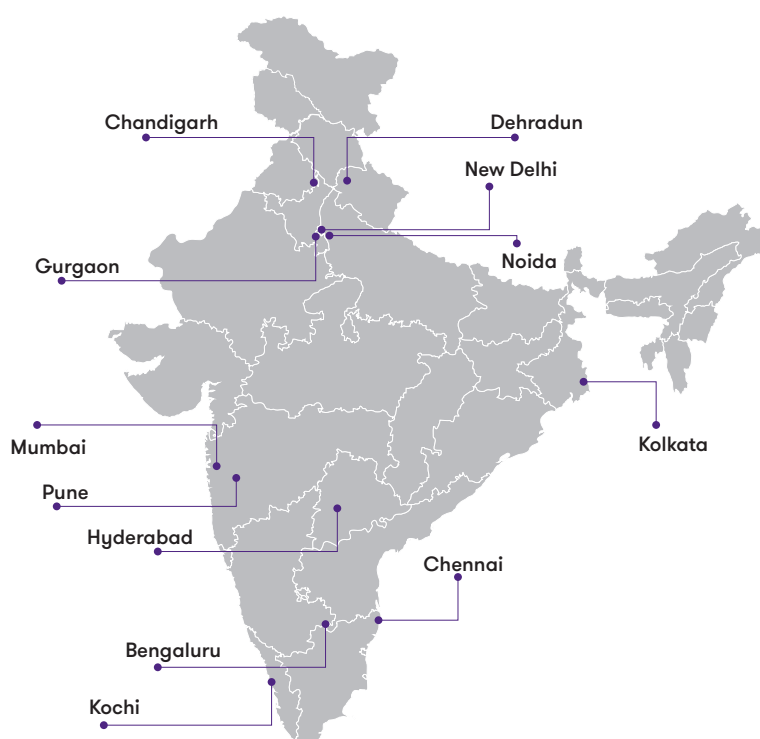
5,600+  
people



14 offices in  
12 locations



One of the largest  
fully integrated  
Assurance, Tax,  
Risk, Transactions,  
Technology and  
Consulting firms  
in India



To know more about how we can make a **Development Positive** impact, connect with us at [GTBharat@in.gt.com](mailto:GTBharat@in.gt.com)





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