Grant Thornton

Enabling the path to UN Sustainable Development Goals

A project portfolio for Maharashtra

May 2021

Contents

Foreword

The 2030 agenda for sustainable development adopted by all the United Nations (UN) member states in 2015 is a plan of action for citizens, environment and progress in all respect.

India being a key member has devised its vision, approaches, models and tools to achieve sustainable development. 2021 marks the start of the decade of action to deliver the Sustainable Development Goals (SDGs) by 2030. Maharashtra being one of the most urbanised and developed states in the country pursues several initiatives for achieving the SDGs. However, the current pandemic has slowed the progress of achieving the goals. States are nonetheless trying to bring back the momentum in achieving the goals.

Grant Thornton Bharat has acted as the propeller of the SDGs in Maharashtra by supporting various pillars of economy including agriculture and allied activities, industry water and sanitation, infrastructure, social sector and governance, in order to create a sustainable environment leading to sustainable growth. We have been instrumental in implementation and automation of various national and state government schemes such as Smart Cities Mission, Swachh Bharat Mission (Gramin), Mahatma Jotirao Phule Shetkari Karjmukti Yojna and preparation for Jal Jeevan Mission, among others.

Grant Thornton Bharat has been able to come a long way from a single member team in Maharashtra to a 50-member team while sculpting various success stories. An inclusive growth of the government, citizens and various stakeholders is what defines GT Bharat's strategy of standing apart. We uphold the motto of people, planet and profit at the centre of our practice.

The ambit of functional areas of the public sector advisory of our Firm includes vision and strategy, process re-engineering, change enablement, project management advisory, technology and automation and monitoring and evaluation.

Our experts have helped various state departments in these functional areas by understanding and mitigating the challenges faced by clients. We focus on devising optimal solutions to create the best possible impact. The impact of the manifold projects has rightfully helped GT Bharat to set the stage for a Vibrant Bharat where no one is left behind.

Ravinder Reddy

Partner, Public Sector
Grant Thornton Bharat LLP

Executive summary

We help build efficient, transparent, and effective governments to achieve well-being and growth. We shape strategies to create governance for the future.

2020 has been a year that witnessed unprecedented events in public health, commerce, business, economic growth and globalisation. We have moved past the turmoil and entered 2021, ushering in hope and economic revival. With the Sustainable Development Goals target date of 2030 approaching, countries have manifold issues to solve while cruising through a post-pandemic world. The SDGs, also known as the Global Goals, were adopted by all UN member states in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs gather even increased importance in the wake of COVID-19.

India has been progressing consistently in moving closer to achieve SDGs. Maharashtra is a front runner in the country in achieving SDGs and Grant Thornton Bharat is supporting the state in this mission. Through our efforts in ensuring safe water and sanitation, digital access, sustainability, affordable housing and strategising smart cities, we are at the forefront in the journey towards achieving SDGs.

Our Public Sector practice enables government institutions to leverage technology and knowledge for effective decision making. While supporting the governing bodies to excel in policy formulation, project planning and implementation, we lay significant emphasis on devising citizen-centric solutions. At the centre of our advisory practice, we uphold effective governance and empowered citizens.

As the world is rapidly catching up with technology and automation across all sectors, public organisations are joining the bandwagon. However, developing countries have to abridge the divide among millions who are not digitally equipped to entirely utilise this digital revolution. Better outcomes for citizens entail not just

benefits from schemes anymore, it involves constant scheme updates, continuous user support, new age solutions, digital inclusion and ensuring that no citizen is left behind.

From mere result-oriented approaches, we are striving to achieve a comprehensive approach that encompasses effectiveness, inclusion, solutions, project impacts and development.

We are on constant mission to enhance public policy outcomes using state-of-the-art digital solutions, data analytics dashboards, technology capacity building, resource optimisation and project management.

Departments face several challenges in making governance citizen-centric and future-oriented. These include issues with data management, reduced interaction on digital platforms, limited awareness about schemes among citizens, redundancy in tasks that can be averted through digital innovations and so on. Grant Thornton Bharat offers multiple solutions, of which, few are single scheme and multi scheme dashboards (for WSSD), data management systems (for MahaIT), business process reengineering (for Housing department) and transaction advisory.

Sustainable Development Goals (SDGs) are integral to our solutions for public organizations.

Pranav Kacholia

Associate Director, Public Sector
Grant Thornton Bharat LLP

Sustainable Development Goals

Our expertise and experience across multiple sectors and regions enable us to develop strategies and solutions that prioritise social environmental and economic sustainability.

We closely partner with state and central governments, urban local bodies and other public organisations towards realising SDGs. With the 2030 target approaching, public sector requires propitious efforts. The SDG vision is aligned with the Vision 2030 of Maharashtra and we strengthen the state in this journey.

Maharashtra performs relatively well in achieving SDGs in the country, ranking 10th in the India SDG Index Score of 2019 by NITI Aayog. The state currently follows a 'localising SDGs' approach wherein the emphasis is on building a robust institutional structure for planning, budgeting, implementing and monitoring the goals.

Major laggard areas for the state are poverty alleviation, affordable housing, female workforce participation, gender equality, sustainable cities and resource management.

Nevertheless, Maharashtra has rolled out several schemes and programmes to tackle these challenging areas. Equipped with strong scheme planning, management and implementation capabilities, Grant Thornton Bharat joins the mission of the state in achieving SDGs. As India inches closer towards its goal of becoming a USD 5-Trillion economy and Maharashtra a USD 1-Trillion economy, we support the government in this mission.

With the pandemic and ensuing fiscal restrictions, governments have come increasingly under pressure to reduce expenses while citizens are expecting similar, if not higher, quality and extended reach of services.

Aligning our project goals to SDGs

We offer services to equip governments and allied bodies to enhance their efficiency and technological prowess so that development is unhindered. The post-COVID world calls for prudent and optimal solutions leveraging technology, capital, entrepreneurship and human resources.

We strive to deliver value and envision sustainable, citizen-centric and competent governance. we partners with the public sector in this voyage towards growth and well-being.

Realising economic, technological, social and innovation impact

Grant Thornton Bharat is on a constant mission to enhance the overall impact of development programmes all over the world. We emphasise on socio-economic and technological impact in our projects. We refrain from looking at issues in isolation and devising solutions in silos. We strive for inclusive and collective solutions. What sets us apart from our counterparts is the focus on holistic approaches that involves the values of people, planet and profits to deliver the best to every stakeholder involved.
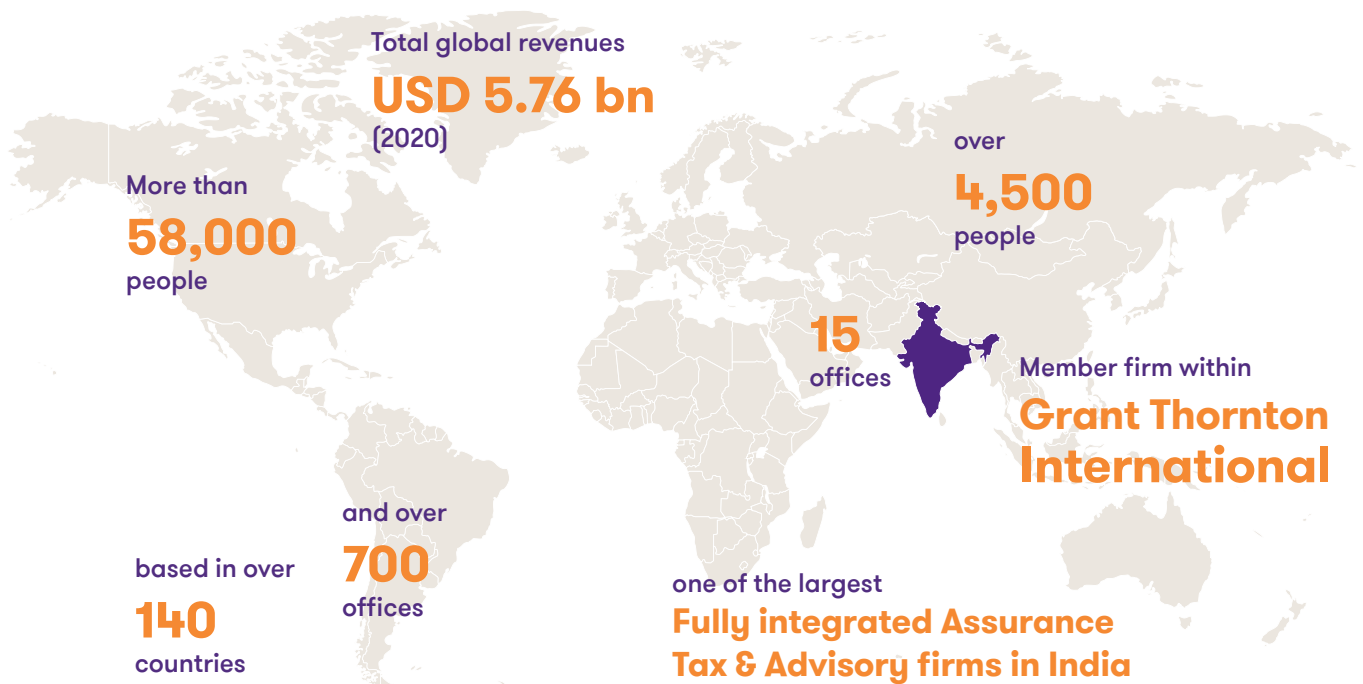
We have designed solutions in view of the vision, strength and potential growth areas for Maharashtra. Aligned with this vision for the future, we have our advisory services built on the four pillars of economic, social, technological and innovation-driven impacts.

| Innovation impact | Technological | Social | Economic |
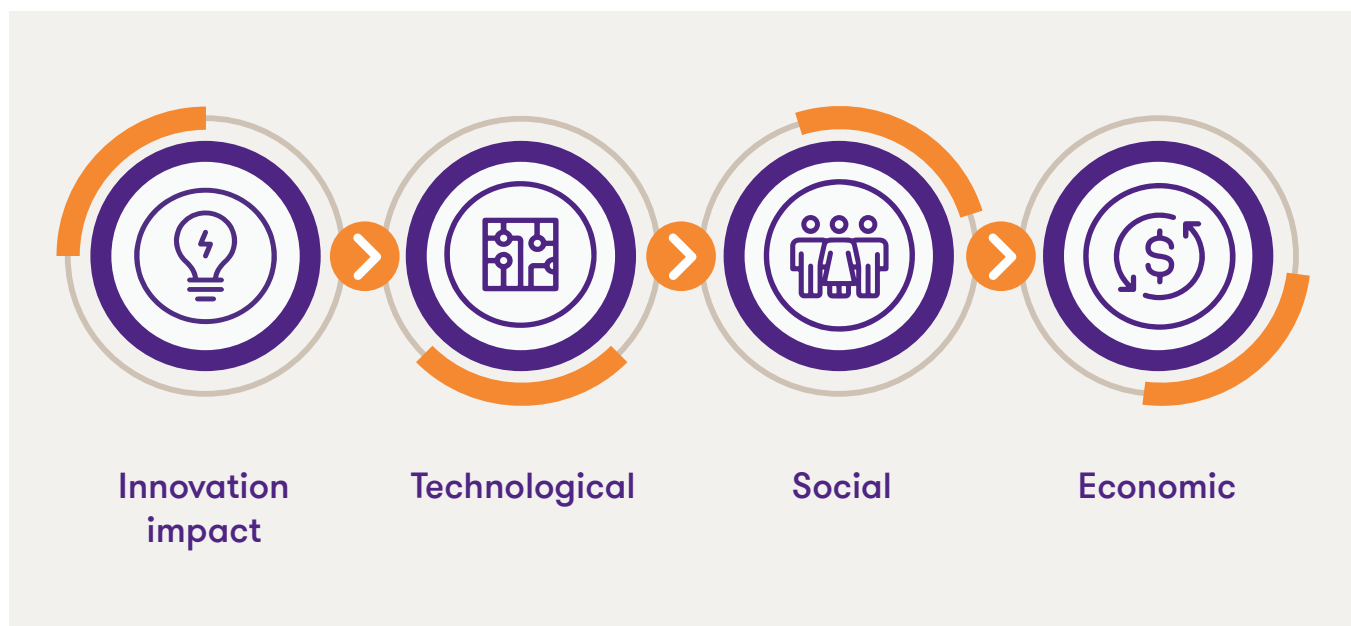
Global solutions with local perspectives

With more than 56,000 people in over 140 countries, we are a truly global organisation. However big your organisation or however international the challenges you face, we have the resources to match. We have member firms in over 140 countries worldwide. We are ranked one of the top six firms in 88 markets around the world and we are well established in all major business centres and emerging markets.

Total global revenues
USD 5.76 bn
(2020)

over
4,500
people

More than
58,000
people

15
offices

Member firm within
Grant Thornton International

and over
700
offices

based in over
140
countries

one of the largest
Fully integrated Assurance Tax & Advisory firms in India

Presence in 13 major cities of India:

Ahmedabad, Bengaluru, Chandigarh, Chennai, Delhi, Dehradun, Gurgaon, Hyderabad, Kochi, Kolkata, Mumbai, Noida and Pune

Shaping a Vibrant Bharat

We have chosen to set our reputation alongside a bold purpose. By unlocking the potential for growth in our people, clients and our communities, we believe that we can help shape a vibrant Bharat where no one is left behind. It is ambitious and we know we cannot do it alone. Collaboration is at the heart of achieving our purpose.

We are putting our purpose into action

India Knowledge & Capability Centre (IKCC), Dehradun – taking jobs to the people	Promoting agri-business and food processing infrastructure/ecosystem	Implementation partner for seven smart cities
Digital India – smart decision making by enabling dashboards	Knowledge partners for Make in India initiative	Skill India – Advisor to National Skill Development Corporation
Advisor to the National Mission for Clean Ganga	Project consultant for initiative for doubling of farmers' income	Shaping the Indian economy and bringing vibrancy by providing a world class alternative to the stakeholders

Public sector – providing services across functional areas

Vision and strategy

We ensure short-term activities are aligned with long-term aspirations, vision, and purpose. We identify key issues, opportunities and threats impacting business models.

Process re-engineering and change enablement

We help governments and organisations streamline and optimise their conventional process for transparency, sustainability and scalability

Project management advisory

We assist our clients in end-to-end management of their projects from inception to close. We provide prioritised set of recommendations to achieve measurable improvement to project performance

Monitoring and evaluation

We help monitor the processes during the implementation of programme for our clients and apply a system of key performance indicators to evaluate the efficiency of the processes

Technology and automation

With the advent of technology, we help clients with more accurate insights into many areas of business including sales, operations, supply chain etc.
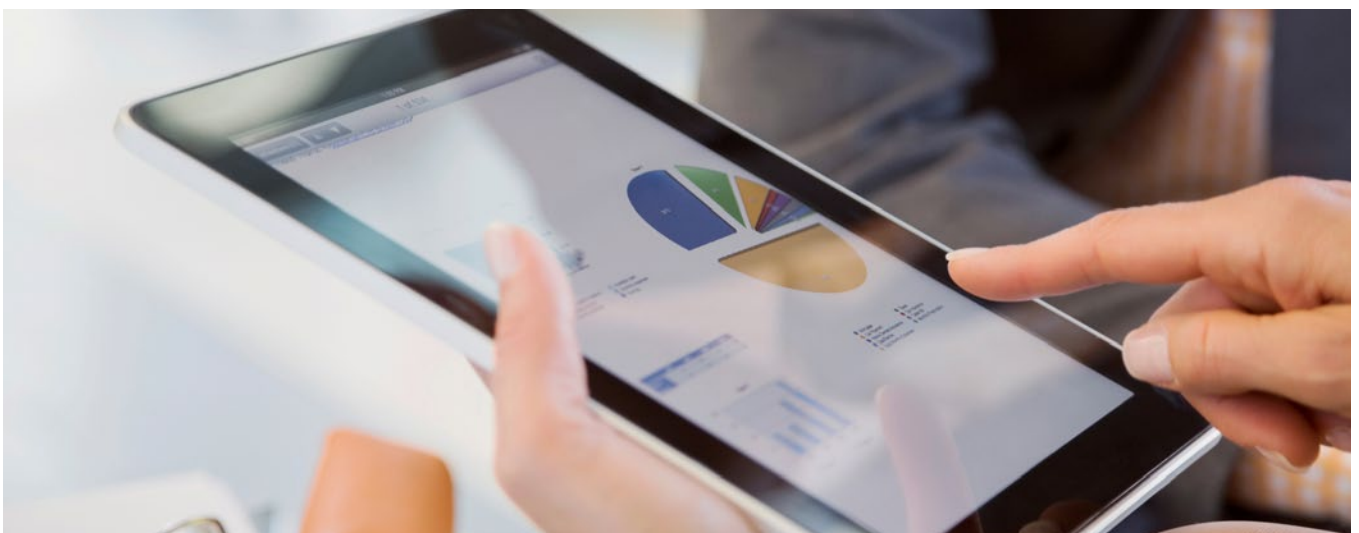
Functional areas

Vision and strategy

Our team provides end-to-end strategic support for projects by evaluating the current situation, conducting analysis, formulating action plan to designing the project plan. It involves documenting strategic objectives, analysing competition, and positioning, performing benchmarking, and developing strategic recommendations. We implement different strategic business models such as balanced scorecard, Porter's five forces, PESTLE analysis for our clients.

Process re-engineering and change enablement

We help government clients in business and government process reengineering by defining the goals, identifying the stakeholders, documenting AS-IS metrics, defining future state and new processes, implementing changes and monitoring them. We also assist our client in change management by defining change goals, designing the approach, implementing the change, benchmarking the change impact and devising a transition plan.

Project management advisory

We perform transaction advisory services by performing technical due diligence that involves assessment, gap analysis, monitoring and evaluation of framework, tender process which includes finalising of request for proposal, vendor finalisation and contract management and assistance for implementation which involves performance monitoring of vendor. We actively assist in all the phases of project management from planning to procurement, implementation to commissioning.

Monitoring and evaluation

We perform third-party audits, including designing the audit parameters, proposing an audit methodology, designing a questionnaire, due diligence of audit findings, data consolidation and report designing. We also assist our clients in performing market assessment wherein we gather the data by performing sample survey on key parameters, performing physical survey and having client perception analysis, in-depth analysis of the gathered data and report publication.

Technology and automation

We provide the client with latest technological advancements. Usage of latest data analytics techniques from standardising the data, analytical reporting, master data management and building insightful dashboards. We support clients in enhancing their digital knowledge management platforms through various channels such as big data management systems, knowledge depositories and real time project monitoring. Moreover, we facilitate optimal resource use, public finance management and technology capacity building thereby enabling public organisations, citizens and diverse stakeholders.

Functional areas and allied projects

Public procurement

- Maharashtra Pollution Control Board
- Water Supply and Sanitation Department

Process re-engineering and change enablement

- Slum Rehabilitation Authority
- Data Standardisation and Interoperability

Vision and strategy

- Maharashtra Pollution Control Board
- Maharashtra State Rural Livelihoods Mission
- The Maharshtra Agribusiness Network Project

Technology and automation

- Hospital Data Management
- Water Supply and Sanitation Department
- Maharashtra Pollution Control Board

Project management

- Smart Cities
- Housing Department
- Mahrashtra Agricultural Competitiveness Project

Monitoring and evaluation

- Housing Department
- Mahatma Jotirao Phule Shetkari Karjmukti Yojna Project

Manifesting progress

Empowering citizens, enhancing livelihoods and envisioning governance for the future
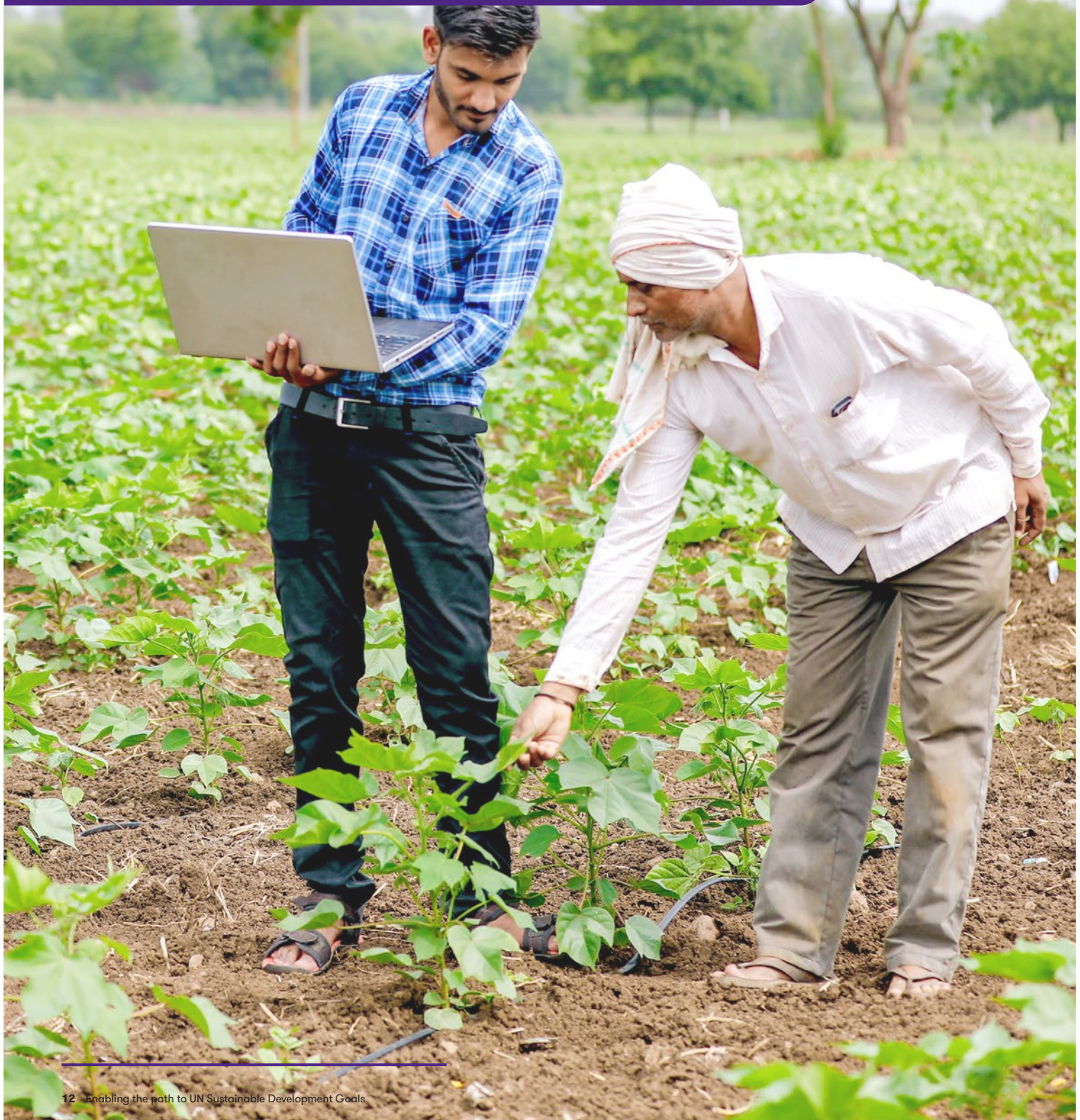
E-governance advisory for Water Supply and Sanitation Department

Services	Project	Client
Digitisation and process re-engineering and change enablement	E-governance management consultancy services	Water Supply and Sanitation Department, Government of Maharashtra

Technology can revolutionise the ways in which resources are managed. This project is an exemplary model where leveraging technological solutions ensured potable water to every citizen, while guaranteeing that it is meeting all quality and quantity standards.

We strategised governance and scheme management solutions for the department that ensure resource integration and management. We uphold the social, technological and economic impact our interventions are generating in the state water supply and sanitation.

Issues faced by the client

WSSD, Maharashtra is one of the front runners in the country in water supply reforms and implementation of large-scale schemes. The department manages two large schemes - Jal Jeevan Mission and Swachh Bharat Mission (Gramin). These two schemes together reach over eight crore beneficiaries in the state. Nevertheless, the department has been facing some challenges to leverage the benefits of data and digital platforms expecting similar, if not higher, quality and extended reach of services.

Major challenges

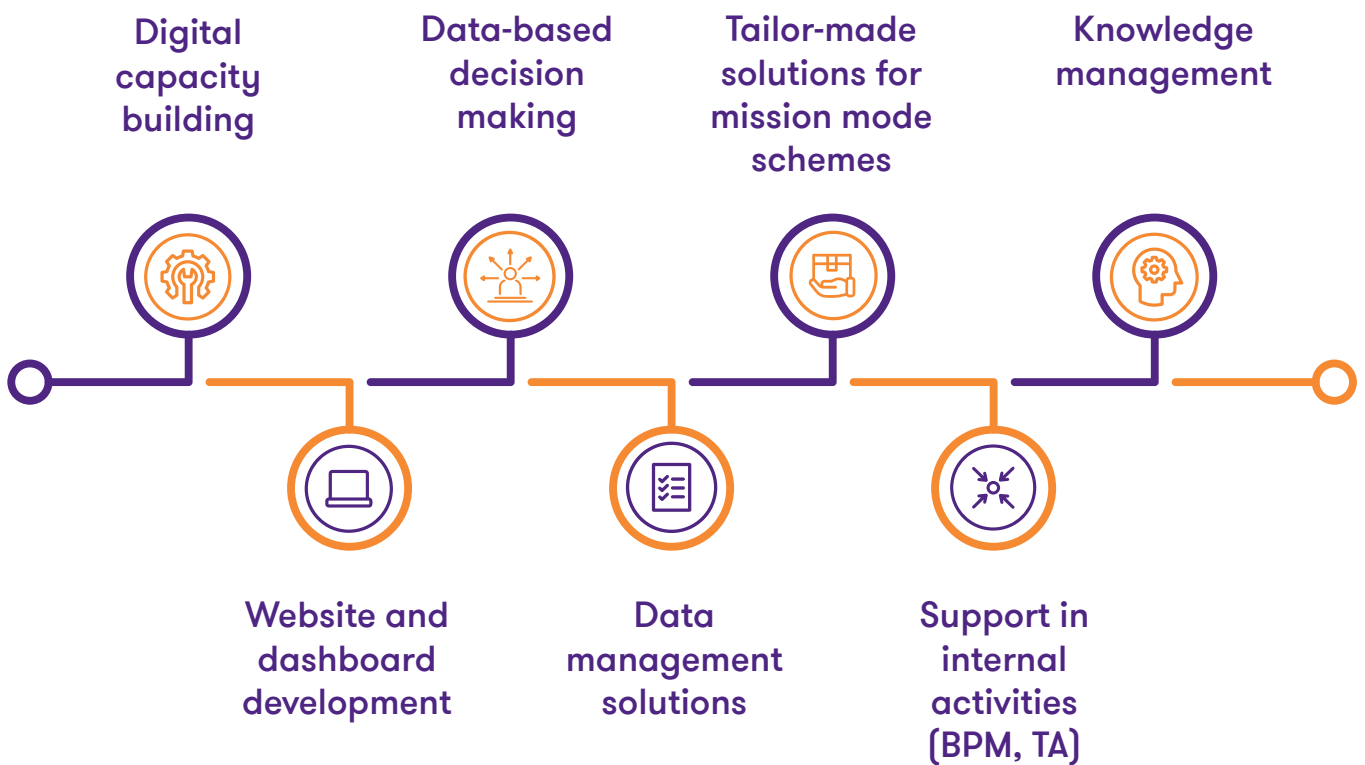|				
Limitations in online integration of activities between departments such as scheme data management	Absence of a digital platform for department and user interaction, providing information and updates	Absence of an enhanced and up to date website	Lack of training and need for change management support for portals such as PFMS and IMIS	Lack of a data analysis system for improving schemes and better decision making in the future

Note:
PFMS: Public Financial Management System
IMIS: Integrated Management Information System

Digital capacity building

Data-based decision making

Tailor-made solutions for mission mode schemes

Knowledge management

Website and dashboard development

Data management solutions

Support in internal activities (BPM, TA)

Our approach

Grant Thornton Bharat adopted a holistic approach to the project that comprises several pillars. These were intended to enhance the internal efficiency of the department as well as to strengthen its digital presence and capacities. The approach was chosen in close dialogue with the department and after analysis of the gaps and needs. Rather than a blanket approach, we devised tailor-made solutions for WSSD that encompassed technology human resource, and communication.
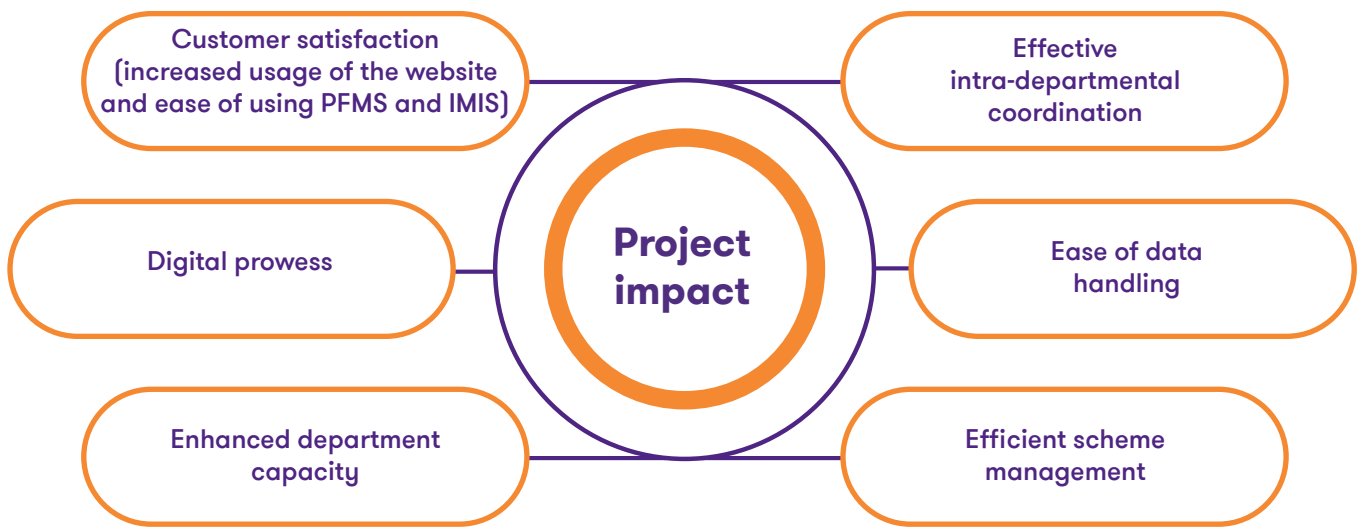
We advised the department on implementing various digital solutions including advanced website, scheme monitoring dashboard and guides for effective management of PFMS. These have so far helped about 15-30 staff of the department and over 250 stakeholders who are associated with it including users, other WSSD bodies (GSDA and MJP), district officers, PRIs, and so on. The strategic impact would span across multiple factors, including enhanced capabilities for the staff, convenience and inclusivity to beneficiaries of mission mode schemes, and a comprehensive digital platform for all WSS solutions to other users.

Note:

BPM – Business Process Management

TA- Transaction advisory

Customer satisfaction (increased usage of the website and ease of using PFMS and IMIS)

Effective intra-departmental coordination

Digital prowess

Project impact

Ease of data handling

Enhanced department capacity

Efficient scheme management

Knowledge management advisors for Maharashtra Pollution Control Board (MPCB)

Services	Project	Client
Strategy, vision and automation	Knowledge management consultancy services	Maharashtra Pollution Control Board (MPCB)

Grant Thornton Bharat adopted a multidisciplinary approach for effectively managing knowledge while meeting the MPCB requirements and delivering the best for all stakeholders. This project epitomises the emphasis we have on environmental sustainability. A sustainable and clean environment can lead to better economic performance and societal well-being. We uphold social impact coupled with sustainability in this project so as to build a cleaner and greener Maharashtra.

World is getting urbanised and industrialised at a quick pace and it is imperative to prevent, control and abate environmental pollution. India, a fast-growing trillion-dollar economy in the world and the fifth largest overall today, has a very crucial role in ensuring a safe environment. Maharashtra, the third largest state in India, has a great part to play in protecting the environment MPCB, functioning under the environment department of GoM, manages this mandate and implements various environmental legislations in the state.

Issues faced by the client

MPCB, a premier Pollution Control Board in India, has been facing some challenges to leverage the benefits of knowledge management.

Major challenges

Difficulties in data collection from ULBs, regional MPCB offices, industries, National Green Tribunal (NGT), Central Pollution Control Board (CPCB) etc.	Lack of standardisation of databases regarding water and waste water	Disintegrated information and unavailability of data across departments in a consistent manner	Repetitive assignments though there were no attempts at streamlining or building efficiency	Accretion of behind schedule activities that such as activities including action plans, report analysis, data analysis etc.

Our approach

After an organisation knowledge management assessment, we adopted a multi-pronged framework that emphasises on data management, formalisation of tasks, integration of inter-departmental knowledge, creation of a knowledge depository and stakeholder stewardship.

The team supports and encourages developments in the fields of pollution control, wastewater recycle and reuse, NGT matters, eco-friendly practices and CPCB pollution control rules. The project involves compilation and monitoring of data on quality of surface and ground water and regular updating of the same on MPCB website. The project moreover comprises developing systematic processes for weekly review of projects and conducting to annual report, action plan, environmental plans, tender preparation on biodiversity monitoring and real time water quality monitoring of rivers.
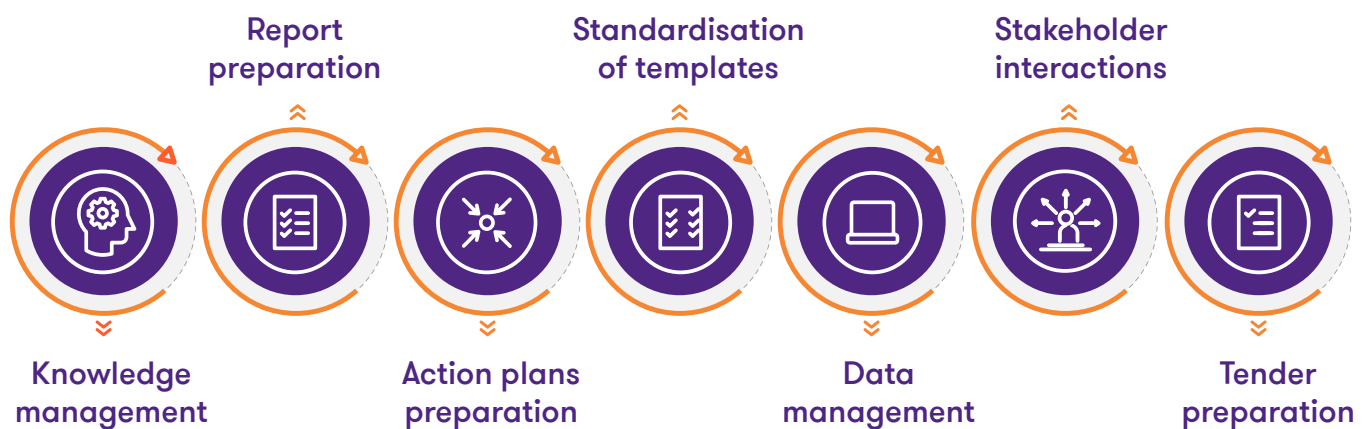
Project impact

Efficiency in handling data sets	Reduced data inconsistency and labour savings for MPCB	Completion of numerous behind schedule assignments (real time online monitoring of river water quality)	Clarity in data source details and data consistency	Streamlined MIS systems

Report preparation

Standardisation of templates

Stakeholder interactions

Knowledge management

Action plans preparation

Data management

Tender preparation

Auditing of the beneficiary list for Mahatma Jotirao Phule Shetkari Karjmukti Yojna (MJPSKY)

Services

Monitoring and evaluation

Project

Auditing of the beneficiary lists getting generated for MJPSKY

Client

Maharashtra Information Technology Corporation Ltd., Government of Maharashtra

Marching towards achieving poverty eradication in Maharashtra, the automation of the MJPSKY scheme addressed the grim issue of farmer suicides and built a robust mechanism to include the real needy beneficiary and exclude the duplicate and ineligible beneficiaries. It encompassed social and economic impacts that have been made possible with rigorous use of technological tools and strategic interventions.

In order to address the humanitarian crisis of farmer suicides, Maharashtra government has introduced farmer loan waiver scheme. Grant Thornton Bharat conducted the due diligence of beneficiary lists generated for MJPSKY. The scheme enlists farmers who can receive a loan waiver from the banks they have taken loans.

However, the project had to exclude duplicate beneficiaries, while not leaving behind any legitimate beneficiaries. Moreover, there was a thrust on ensuring that the beneficiaries should not face any hurdles while availing the scheme.

The project being a large-scale due diligence exercise, had several scopes fitted into the larger objective of ensuring a correct beneficiary list.

Exclusion of wrong accounts on the basis of exclusion criteria

Grievances redressal facility for mismatch in Aadhaar and incorrect loan amount

Rule engine applies the scheme rules and processes the calculations and gives the allotment to the farmers

Generation of Vishistha Kramank (Unique ID) list generation mapped to each loan account and list forwarded to department for approval

Nodal bank integration for disbursement through the centrally integrated system with nodal bank APIs as per the specified format

Through integration of CSCs and FPS POS device, facility for Aadhaar eKYC authentication by OTP or biometric in each of the farmer's loan data

Note:
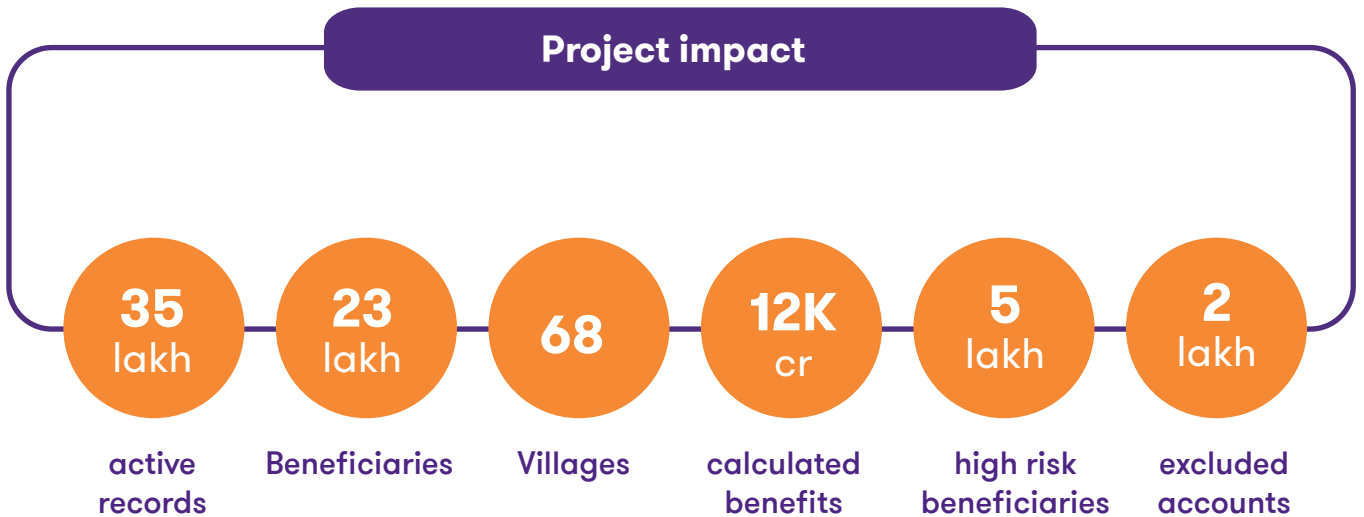CSC: Common Services Centres
FPS: Fair Price Shop
PoS: Point of Sale

Our approach

Our team facilitated the testing of beneficiary data from February' 2020 till April' 2020. All data before sharing with the department was tested by the team as per the use cases or scenarios mutually agreed upon by all the three stakeholders i.e. Department, Maha IT and our team. Based on which, the testing was done and the findings were shared with Maha IT and the department.
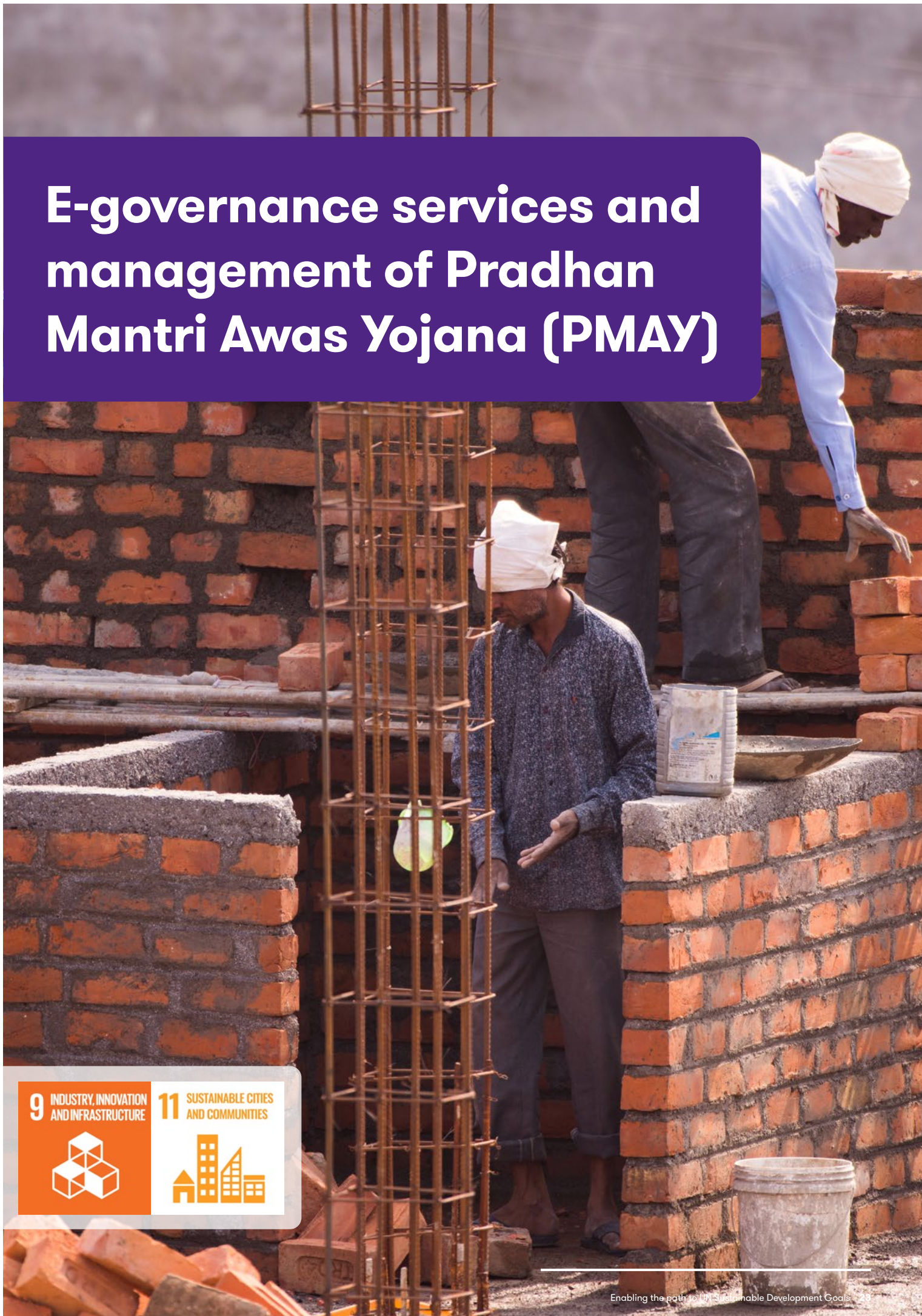
Also, we contributed to the functional testing of various applications built by Maha IT before releasing it to the department and shared findings. UAT for Portals such as bank upload, eKYC, grievance portal, department user workflow portal for DLC Grievances was conducted by our team. There were around 66 use cases defined for bank upload data and 75 defined for VK list data testing, 44 use cases for payout testing and 25 for grievance testing. The robust testing resulted in the following as compared with last year.

Project impact

35 lakh	23 lakh	68	12K cr	5 lakh	2 lakh
active records	Beneficiaries	Villages	calculated benefits	high risk beneficiaries	excluded accounts

Note:
UAT- User Acceptance Test

E-governance services and management of Pradhan Mantri Awas Yojana (PMAY)

Services

Project management, process reengineering and change enablement

Project

E-governance consultancy services & assistance in policy formulation for housing department

Client

Housing department, Government of Maharashtra

With the intention to provide housing for all, the scheme of **PMAY** was launched in 2015 and provides major assistance to the Economically Weaker Section (EWS) and Lower Income Group (LIG) of the society in the form of subsidies. We facilitated disbursement of **INR 395 crores** of PMAY funds for beneficiary-linked construction projects and affordable housing projects. We used technology to monitor the progress of sanctioned projects at the state and central level from grounding till completion of the project through a mobile application. An effective tracker also ensures the funds are allocated to the rightful beneficiaries and there is no misappropriation. **The project highlights the integration of technology to improve living standards and create a better society.**

Housing department, Government of Maharashtra is committed to build affordable and sustainable houses across Maharashtra. It has various authorities and sub departments such as Maharashtra Housing and Area Development Authority (MHADA), Slum Rehabilitation Authority (SRA), Maharashtra Real Estate Regulation Authority (Maha RERA), Shivshahi Punarvasan Prakalp (SPPL), Maharashtra Housing Development Corporation (MahaHousing) and Competent Authority, Rent Control Act. Under PMAY (Urban), Maharashtra has a target of building **19.4 lakh houses by 2022**. The total demand registered on the PMAY (U) portal is **more than 27 lakh**.

Issues and challenges faced by the client

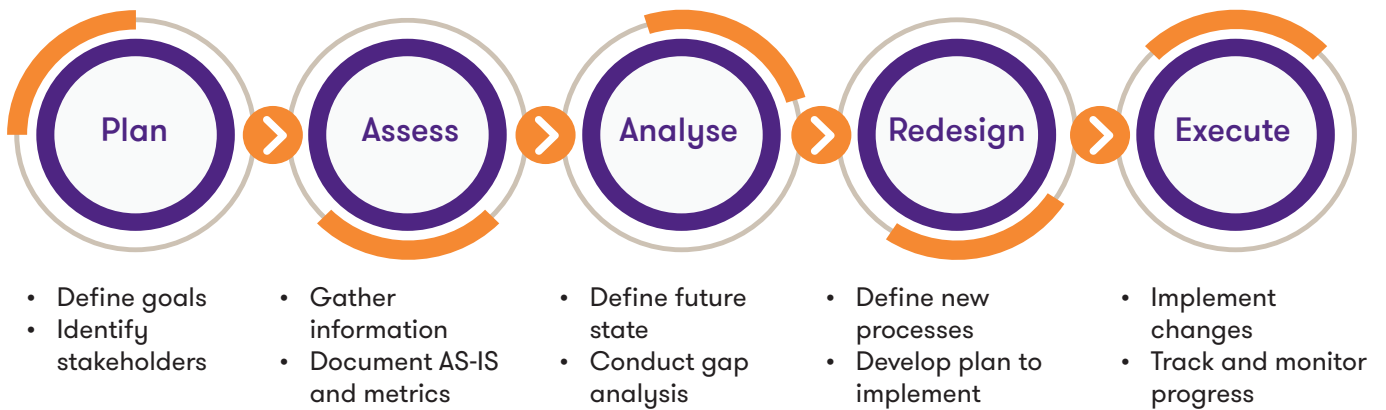| Gap between the houses sanctioned under the scheme and the work initiated in them | Issues in effective project management | Lack of end-to-end support for Urban Local Bodies (ULBs) and Public Private Partnership (PPP) developers | Formulation and implementation of policies such as rental policy, green building policy | Gaps in communication channel leading to the absence of tracker for the progress of the projects approved by the central committee |

Our approach

The project is currently under progress and we have provided strategic insights ensuring smooth execution of projects, suggestions and implementation of new policies.

We followed a curated approach of business process re-engineering by defining the goals, assessing the current situation, conducting gap analysis, defining new process by implementing and suggesting new policies and consecutively tracking and monitoring changes.

Plan	Assess	Analyse	Redesign	Execute
• Define goals • Identify stakeholders	• Gather information • Document AS-IS and metrics	• Define future state • Conduct gap analysis	• Define new processes • Develop plan to implement	• Implement changes • Track and monitor progress

About the project

A total of 1,008 projects have been approved by Central Sanctioning and Monitoring committee (CSMC) under PMAY(U) covering 14.88 lakh houses spanning across four verticals: ISSR, AHP, BLC & CLSS.

Verticals of PMAY(U)			
In-Situ Slum Redevelopment (ISSR)	Beneficiary Linked Construction (BLC)	Affordable Housing Project (AHP)	Credit Linked Subsidy Scheme (CLSS)

Post our enrollment, the **data compliance** has improved significantly and the same has been acknowledged by Ministry of Housing & Urban Affairs, Delhi:

- Annexure compliance of approved projects in CSMC has gone up from 70% to 90%

- Utilisation certificate status submitted to the Government of India against the fund released was **mere 28%** since the implementation of the PMAY(U) scheme (over 5 years), which has improved significantly to **82%** in a year's time

9.88 lakh houses for EWS would be constructed under this scheme for the state of Maharashtra. More than **4 lakh houses** have already been grounded and more than **3.5 lakh houses** have been completed till January 2021.

Driving execution of the sanctioned projects

Ensuring grounding, construction, tracking and completion of the sanctioned projects through:

- Capacity building: Training of more than 390 ULBs staff for Geo-Tagging of houses

- End-to-end support for ULBs for MIS related issues

- Support to private developers and beneficiaries

- Monitoring through dashboard for PMAY (U) projects

Driving implementation of new policy initiatives

Assisting the housing department in implementing **Affordable Rental Housing Complex (ARHC)** Policy across the state considering:

- Migrant population

- Millennial population (Urbanisation in the real estate sector: Transition from owning to pay per use)

- Prevention of growth of slums

Also assisting the department in moving towards sustainable development by framing the **Green Housing Policy** for the state:

- Green and sustainable living

- Encouraging green affordable housing in Maharashtra for reducing emissions and enhancing sustainable environment

Project management consultancy for hospital management information system

3 GOOD HEALTH AND WELL-BEING

Services	Project	Client
Technology and Automation	Project Management Consultancy for Hospital Management Information System	Maharashtra Information Technology Corporation Ltd.

The intrinsic value of the good health and wellbeing was rightfully matched when the system of HMIS was designed with multiple modules thereby helping the state to tackle the clinical data management issues at at various levels. The project envisaged a robust health data management system which can help patients, medical practitioners, hospital administrations, policy makers and all other stakeholders, thus creating a strong social impact.

Maharashtra being the second most populous state of the country, has a population of around 12 crores. With a high population, the state also has great pressure on its healthcare system. The state-run hospitals majorly cater to the demand. However, these hospitals were facing multiple issues to maintain all the hospital related data. This project intended to tackle those data management perils and developed a state-of-the-art data management solution for public hospitals.

Challenges faced by the client

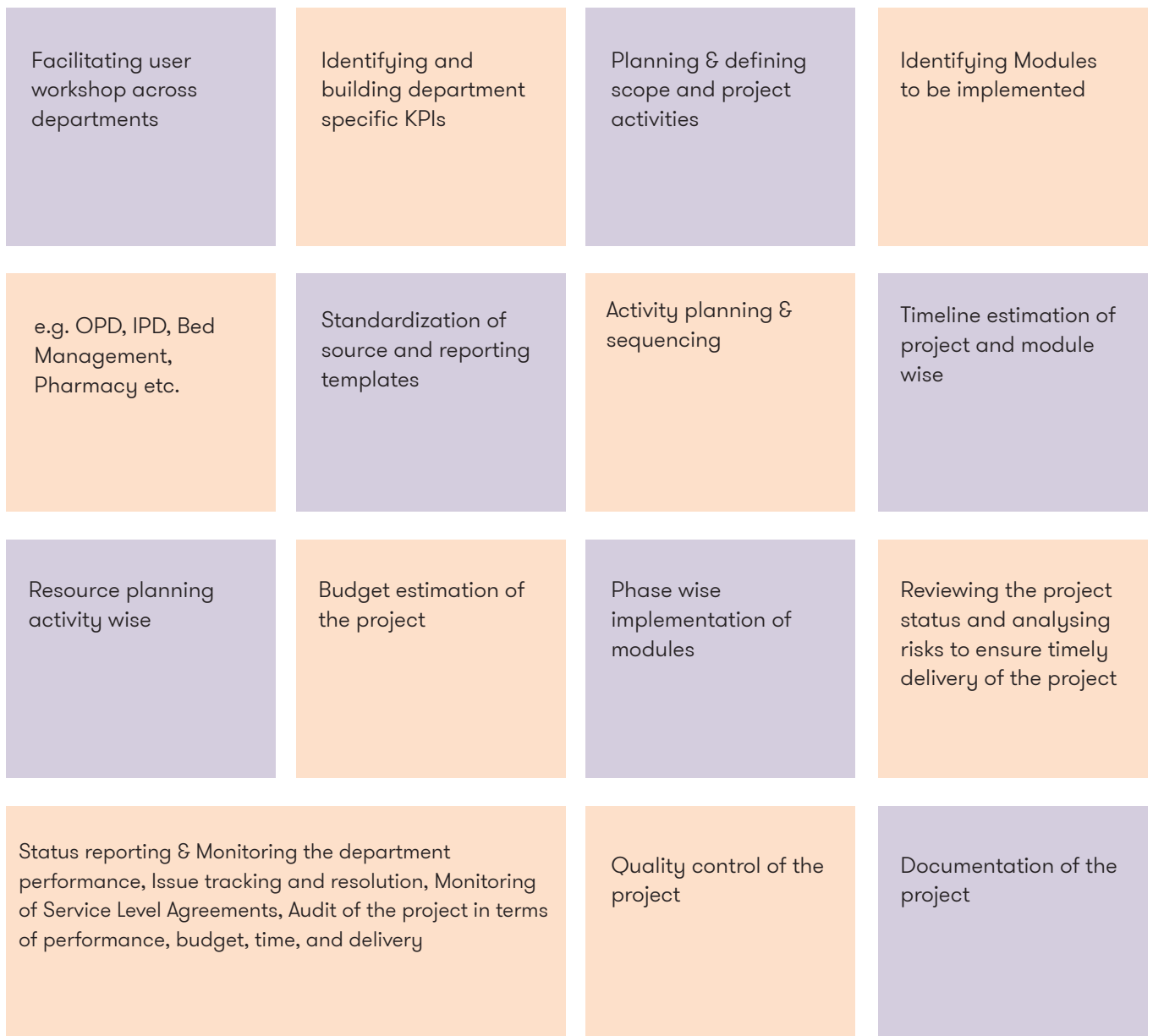|		
Difficulty in managing patient data	Leakage in process operations	Difficulty in tracking patient history during investigation
No centralized view of patient data across departments	Reduce operational costs and claim turnaround time (TAT)	Unmonitored bed turnaround, delayed visibility of empty beds and unseen bed capacity

Solutions from GT Bharat

GT Bharat helped in end to end management of the project. The three broad categories of GT's support were mainly for technical due diligence of the entire scope of the project, tender processing & transaction implementation, and implementation assistance.

Facilitating user workshop across departments	Identifying and building department specific KPIs	Planning & defining scope and project activities	Identifying Modules to be implemented
e.g. OPD, IPD, Bed Management, Pharmacy etc.	Standardization of source and reporting templates	Activity planning & sequencing	Timeline estimation of project and module wise
Resource planning activity wise	Budget estimation of the project	Phase wise implementation of modules	Reviewing the project status and analysing risks to ensure timely delivery of the project
Status reporting & Monitoring the department performance, Issue tracking and resolution, Monitoring of Service Level Agreements, Audit of the project in terms of performance, budget, time, and delivery		Quality control of the project	Documentation of the project

Project impact

| Generated EMR and EHR across 21 MEDD healthcare facilities | Integration of the 3 levels of DMER on a single cloud-based server system | Integration with UID Aadhar, UID Authentication, e-sign, Digi Locker |
| SMS based services to all citizens/patients/doctors/health workers | Payment gateway integration to facilitate billing components | Online/offline facility for seamless functioning of the system |

Additional benefits include:

- Patient data across departments
- Seamless operations
- Enhanced efficiency and targets achieved
- Improvement in bed turnaround time
- Measuring and monitoring
- Analysis and display of information
- Interactive, real-time, and enterprise-wide dashboard

Process audit management consultancy services for Maha IT

Services

Monitoring and evaluation

Project

Process audit management consultancy services for data standardisation and interoperability

Client

Maharashtra Information Technology Corporation Ltd.

The project heralds the power of data in decision making. Data is the new oil, and it can lead to economic gains for individuals and societies when rightly used. This project has immense technological impact for the organization as well as in allied areas where they could utilize their data effectively.

Effective data management today, can additionally help in setting governance policies for the future.

Public Sector Data is a public asset held in trust for citizens. Public Administrations have the obligation to ensure that data retained by public sector is accurate, integral, protected, accessible and up to date at all times.

Data should be managed effectively so as to maximise its relevance to good public administration and the creation of public value applying 'once-only' strategies where appropriate.

However, there are many avenues in data governance that can be improved and integrated with state-of-the-art technologies and solutions. In view of this objective, Grant Thornton Bharat (GTB) supported Maha IT as part of this assignment.

The tremendous amount of data generated and stored by various departments and the lack of an integrated platform for the same has been a matter of concern for achieving the data governance goals of Maharashtra. This had led to multiple challenges ranging from delays in decision making to even missing information.

Challenges faced by the client

No standardised data across departments in Maharashtra

Challenges in exchanging information across departments

Need for improving performance & providing information visibility to stakeholders

Need to interlink databases on geographical and business rationale to perform regional and cross-departmental analysis

Scope of the project

The project involved Defining, Enforcing and Compliance of Data Management & Governance Framework for the state. It further aimed at defining and implementing Data Interoperability and Standardization Framework. Creation and implementation of data depositories framework were also included in the scope.

Solutions by Grant Thornton Bharat

| A DPR covering 30+ state departments addressing the gaps and how the data can be standardized and become interoperable | SQL native capabilities to create a Geographical Master Data of District, Tehsil, Block & Gram Panchayat | A Data Lake which will consist of common masters like Citizen, Geography etc. which can be used for any new applications going ahead | Analytical reporting using this data lake for taking quick decisions | Developing Data Standards and Guidelines |

Project impact

Department wise standardised master data	Data standardisation and interoperability of data across departments	Master data management could be achieved easily
Single source of truth within system	Less reconciliation and manual data massaging	Cleaned and centralised data can be used for any purpose as central repository

Data collection

Data aggregation

Data distribution

Data matching

Data consolidation

Data quality

Data persistence

Employees

Customers

Management

Suppliers

Stakeholder

Enable technologies

Regulator

Technical support services to skill development scheme - Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)

Services

Project management,
technology and
strategy

Project

Technical Support Services
to Umed- Maharashtra
State Rural Livelihoods
Mission (MSRLM) for
Deen Dayal Upadhyaya
Grameen Kaushalya
Yojana (DDU-GKY)

Client

Maharashtra State
Rural Livelihoods Mission
(MSRLM)

Skill development can enhance employment potential of the participants while ensuring better livelihoods or economic betterment for many directly and indirectly. This project showcases the social and economic impact that GT envisages through its projects particularly in rural development. With our tailor-made solutions for skill development, we attempt to create positive technological, social, and economic impact in our society.

Maharashtra is a significant contributor to India's demographic dividend. To strengthen our Honourable Prime Minister's vision of making India the human resource capital of the world, Government of Maharashtra has set up a target of generating 4.5 crore skilled manpower. In order to achieve this target, 45 lakhs skilled manpower shall need to be produced every year in the state, for 10 years. To complement the vision, Maharashtra contributes toward Ministry of Rural Development's ambitious project - DDU-GKY, which is uniquely focused on training & placement of rural youth between the ages of 15 and 35 years from poor families.

The Project has its own standard operating procedure and requires rigorous involvement of state in its implementation process. State's objective is to work in alignment to the Programme's vision i.e. to transform rural poor youth into an economically independent

and globally relevant workforce. Grant Thornton India supports MSRLM via its expertise in managing skill development programmes and enhancing the internal efficiency of the projects allotted under the Yojana.

MSRLM has set high benchmarks in its outreach to rural poor families and to provide livelihood support through SHG members. Nevertheless, the mission has its limitations working on PPP model and engaging with the youth.

Major challenges in this regard were:

Scope of the project

The assignment entails setting up of systems and procedures for concurrent implementation and monitoring of the Programme. As DDU-GKY is based on PPP model, we bridge the gap between a private implementing agency and MSRLM for smoothening the process.

Our approach

We have adopted a holistic approach to the project covering all the parameters. Right from identification of the project implementing agency till the closure of the project, Grant Thornton Bharat provided end to end support to MSRLM. Based on the project life cycle, customised recommendations, and subject matter expertise is provided to MSRLM as well as PIAs.

Work Stream 1: PMU

- Establishment of project management procedures
- Project Proposal Appraisals
- Recruitment of District/Block Coordinators
- Performance monitoring & reporting
- Quality Control & Performance Monitoring
- Management Information System
- Knowledge Management
- Annual & Quarterly Operation Plans
- Other Support Activities
- Setting-up of DDU-GKY State Call Centre

Challenges faced by the client

Limited reach to Industry partners for better placement linkages

Absence of a digital platform for collection of data

Shortage of manpower for continuous monitoring

Absence of coordination between all the stakeholders in the ecosystem

Note:

PIA: Project Implementing Agency

Work Stream 2: Skills training development

- Perform sectoral assessment and setup skill database creation and updation process
- Develop policy guidelines for functional requirements
- Design strategies for encouraging PIAs, employers and training centres for DDU-GKY
- Plan & manage skill Development initiatives
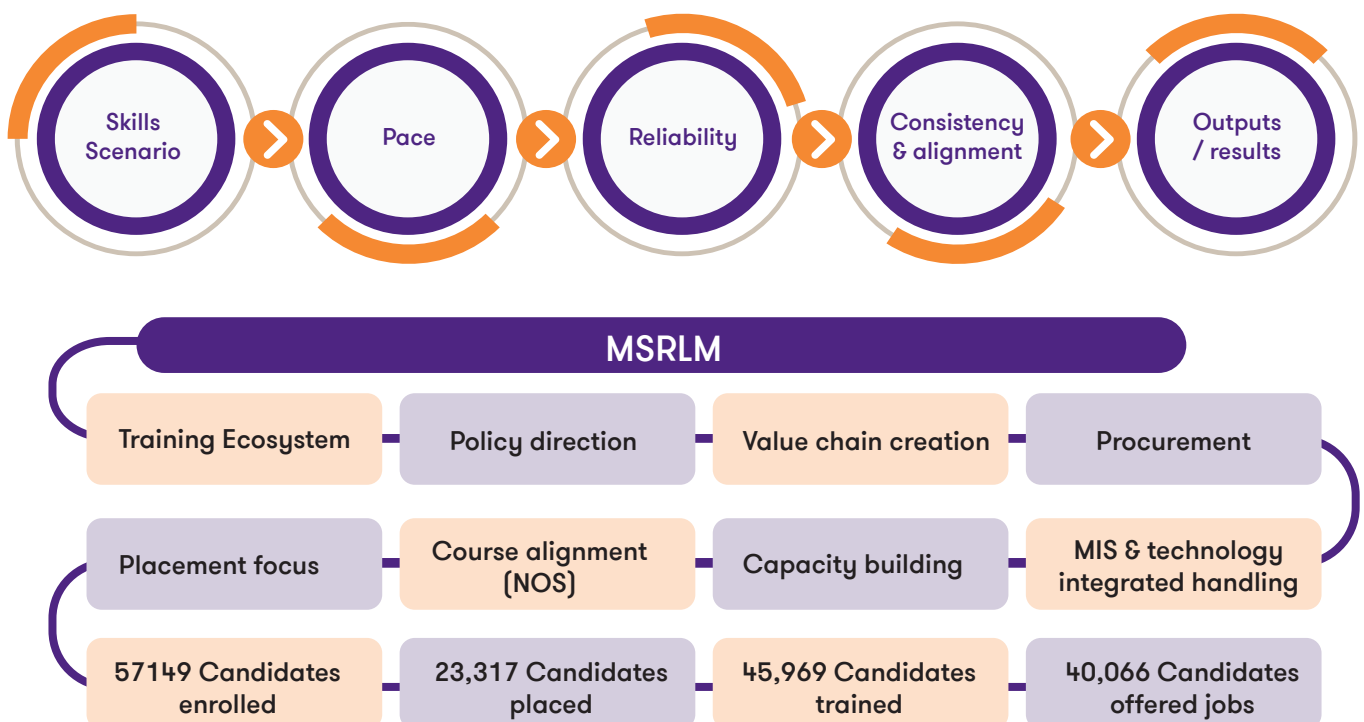- Support placements and employment

Work Stream 3: Empanelment & industry linkage

- Assist the mission in empanelment of PIAs
- Assist in industry connects/advocacy programs
- Sector/cluster development using the skill gap reports
- Facilitate in engaging with donors, social venture funds, social enterprises and industries
- Support for placement and retention of the trained youth with career progression

Project impact

The project is currently under progress and has witnessed tremendous growth since GT's interventions. The number of candidates enrolled under the program reached 57,000 from 10,000 in Dec 2017. GT has created a data base of best performing project implementing agencies who are assisting MSRLM as PIAs to implement DDU-GKY. There also, have been great linkages created with the industries, creating job opportunities for more than 20,000 candidates trained under various courses.

Skills Scenario > Pace > Reliability > Consistency & alignment > Outputs / results

MSRLM

| Training Ecosystem | Policy direction | Value chain creation | Procurement |

| Placement focus | Course alignment (NOS) | Capacity building | MIS & technology integrated handling |

| 57149 Candidates enrolled | 23,317 Candidates placed | 45,969 Candidates trained | 40,066 Candidates offered jobs |

Technical agency for readymade garment cluster

Services	Project	Client
Project management, strategy and vision	Readymade Garment Cluster under Scheme of Fund for Regeneration of Traditional Industries (SFURTI)	Khadi Village and Industries Commission (KVIC)

Textile sector, one of the major contributors to Indian economy, gets a new breath through the SFURTI scheme. We carry this mission forward and engage all stakeholders for building comprehensive and inclusive solutions. This project highlights social, technological, economic, and innovation-based impacts which GT strives for. We help to leverage the technological and social innovations in the textile sector realizing a strong positive economic impact for the state.

The textile industry occupies a unique position in the Indian economy. Its predominant presence is manifested by its significant contribution to the industrial production, employment, and foreign exchange earnings. It has immense potential for employment generation particularly in the rural and remote areas of the country on account of its close linkage with agriculture. Furthermore, the textile industry is the second largest provider of employment after agriculture. With a view to make traditional industries more productive and competitive, the Government of India introduced the Scheme of Fund for Regeneration of Traditional Industries (SFURTI) in 2005-06 for re-generation of traditional industries in Khadi, village industries and coir sector. SFURTI is being implemented through experienced and reputed institutions including Government and Non-Governmental Organizations. The SFURTI Scheme takes a holistic approach for cluster development and includes infrastructure development, skill development,

technology up gradation of the enterprises, marketing, product development and setting up of common facility centres.

Challenges faced by the client

The Khadi and Village Industries Commission (KVIC) is an apex organization under the Ministry of Micro, Small and Medium Enterprises, regarding khadi and village industries within India, which seeks to - "plan, promote, facilitate, organize and assist in the establishment and development of khadi and village industries in the rural areas in coordination with other agencies engaged in rural development wherever necessary." Nevertheless, the department has been facing some challenges to leverage the benefits of knowledge management.

Challenges faced by the client

Identification of a potential Implementing Agency	Turnaround time to complete the cluster	Lack of standardization of databases of artisans
Lack of quality standardization	Existing market channels	Poor marketing of traditional 'Hand Embroidery'

Lack of proper infrastructure and poor workplace condition of artisans

Scope of the poject

The cluster comprises of more than 500 female artisans who are involved in most-fine art of hand embroidery and garment making. Currently the average income of the artisans in the cluster varies from Rs. 100.00 to Rs. 300.00 per day depending up on their involvement, production, and marketing. Most artisans pursue very small orders from clients in same locality of their workshop/home. The scope of project involves

Creation of clusters of the existing traditional enterprises to increase competitiveness	Identification of the stress points that leads to delay in development of the cluster	Analysis of demand of the cluster in the market
SWOT Analysis and Action Plan	Technical and development programmes	Sustainable employment, market access, and equipment that assist the production and enhancement of the industry

Promotion of e-commerce for marketing and sustained investment in the sector

Our approach

The diagnostic study of the readymade garment cluster of Nagpur was undertaken based on the interaction and deliberations with the SME actors in the cluster, the entrepreneurs with which the artisans do business, related associations, Institutes, Govt. agencies, etc. Secondary information was collected, and informal interviews were conducted with enlightened and experienced artisans, entrepreneurs, machinery repair workshops, owners, contractors, agents etc.

A suitable business plan detailing the revenue model

Assist the IA/ SPV inengagement of a Design House/Designer and Business Development Services (BDS)

Project results and potential impact

The proposed interventions will help in increasing employment opportunities in the cluster apart from manufacturing of value-added products, increase in turnover and improved quality and productivity. Furthermore, it can result in:

Enabling artisans to access skill-upgradation; enhancing product quality and value-add to the product and therefore increased margins realized by cluster firms	Direct linkage with handloom artisans of the region will lead to inter-cluster synergy and a mutually beneficial relationship	Increase in related artisan units by at least 40-50 %	Scope of convergence with other schemes (cluster or individual unit based) to benefit cluster participants
Direct Marketing and reduction in reliability on middlemen or intermediary based business leading to better margins resulting in sustainable income to artisans.	Use of advanced technologies will not only lead to higher productivity but also quality standardization	Common procurement of raw materials and consumables will enable the cluster participants to reduce cost of production also owing to economies of scale	SHGs format will help in organising the cluster and help artisans financially. New networks will evolve for procurement and marketing; increase of product-market mix

Acknowledgements

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