

SDG Dashboard

Arunachal Pradesh



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Sustainable Development Goals (SDGs)

Background

The concept of SDG Dashboard was thought of with the adoption of Sustainable Development Goals (SDGs), also known as Global Goals, by all United Nations Member States in 2015 as a universal call for people, ecology and relations. The 17 SDGs are integrated in the sense that action in one area will affect the outcome of others, bringing in the balance among social, economic and environmental sustainability. Through the pledge to Leave No One Behind, countries have committed to fast-track progress for those furthest behind first. That is why the SDGs are designed to bring the world to several life-changing 'zeros', including zero poverty, hunger, AIDS and discrimination against women and girls.

Everyone is needed to reach these ambitious targets. The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.

United Nations Development Programme (UNDP) is the lead UN development agency to help implement the Goals in 170 countries and territories. UN has set identified 232 global indicators to achieve 169 global targets to the success of 2030 Agenda.

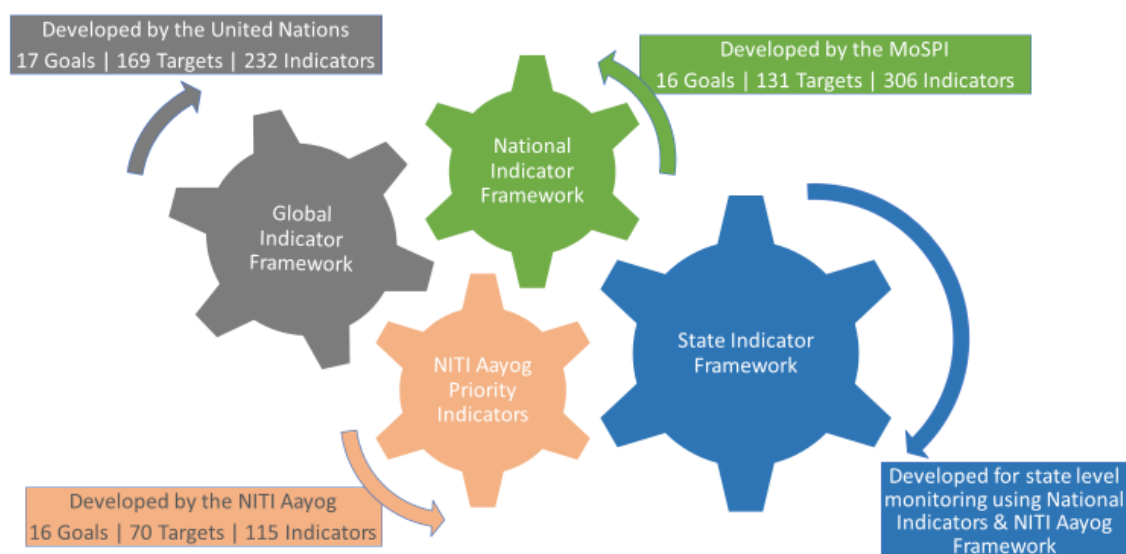
Figure 1: Sustainable Development Goals (SDGs)



India as a nation holds the key to the success of 2030 Agenda of Sustainable Development Goals. India's commitment to the SDGs is reflected in its convergence with the national development agenda as reflected in the motto of *Sabka Saath Sabka Vikaas* (Collective Efforts for Inclusive Growth). Based on the evidence from the SDG India Index, which measures progress at the subnational level, the country has developed a robust SDG localization model centered on adoption, implementation and monitoring at the State and district levels. Country is also a part of the 2020 Voluntary National Review of the High-Level Political Forum on Sustainable Development.

SDG at National and Sub-national Level

Figure 1: Formation of a base for SDGs at national and State level



At National Level

All 170 nations are required to frame a sound indicator framework under SDGs, set their targets and establish a monitoring mechanism to see the progress. National Indicator Framework (NIF) as developed by Ministry of Statistics and Programme Implementation (MoSPI) will be helpful in monitoring the progress of SDGs and associated targets for all states and UTs. The organisation is the backbone for monitoring SDGs both at the national and sub-national level as it will measure the outcomes of the policies to achieve the targets under each SDG, statistically.

NITI Aayog on the other hand is the organisation to manage and monitor the advocacy of SDGs in the nation by bringing all the stakeholders together for the realization of SDGs.

At Sub-national Level

To capture the status of SDGs in the States and UTs, “SDG India Index, Baseline Report 2018” was released by NITI Aayog along with a Dashboard in December 2018. SDG India Index 2020-21 is the third edition having wider coverage of targets and indicators. The report further emphasized on the initiatives taken by the state governments to measure the achievements under SDG. Report documented the progress of all the States and UTs and ranked them on a set of indicators identified to measure achievements under SDG. Through report, states and UTs are able to see and compare their performance on SDG with others, identify priority areas and work on those lines. For the improvement in performance on SDG and achievement of 2030 Agenda, NITI Aayog came up with the emphasis on localisation of SDGs. Localisation of SDGs is the process to implement SDG at sub-national level with the involvement of stakeholders, monitor progress and spread awareness and channelise the process of information flow.

At Regional Level

Given that North East region being one of the most diverse regions in the country in terms of demography, topography and climate conditions, Niti Aayog has taken the SDG India Index to the district level, districts of NER being the first. It has been developed for district level monitoring using National Indicators & NITI Aayog Framework & State Indicator

Frameworks of NE states in collaboration with MoDONER in partnership with the State Govts. of the eight State. The progress of the districts of all eight States of the region are tracked using this framework developed after several rounds of consultations with Govt. of eight NE States. The framework released in August 2021 has 15 goals, 84 indicators across 50 targets.

Challenges in SDG Implementation- Indian Context

This section explains the challenges being faced by States and UTs for the implementation of SDG at sub-national level.

Firstly, the process of planning, implementation and monitoring strategy is not clear through the phases of localisation as documented in NITI Aayog's report. Process of policy and budgeting also lacks clarity to the stakeholders at sub-national level as devolution of funds is still a herculean task.

Secondly, the State Planning Departments/Boards in the States have been made nodal agency to oversee the process of implementation of SDGs at the State level, where most of them are still at the preliminary stage to even initiate the work. NITI Aayog on the same lines is the nodal agency for the country to oversee the progress at country level.

Third, there are challenges for resource allocation that comes at the time of budgeting and minimal efforts have been taken to address these challenges. Further, it becomes difficult as the share of Union Budget out of GDP changes every year at the time of Budget and the reduction in mobilisation of financial resources will reduce the public spending by the government. This will have an impact on the spending pattern of socio-economic services at state and local governments. Integration of policies along with budget heads with SDGs remains a challenge.

Fourth, a clear observation of inadequate funds has been made in case of services categorised under pension scheme, nutrition, Mid-Day meal scheme, scholarships, honorarium to frontline workers, anganwadi workers, school Teachers and cooks. This ignorance of human resources who are the focal point of service delivery on ground, has led to the poor quality of implementation of flagship programmes.

Fifth, process of fund flow from national to state to local governments marks the slow progress in the implementation of any programme. Weakness of the line departments responsible for the execution of the flagship programmes present a major challenge in the proper usage of funds at ground level. Lack of human resources to execute the programmes due to vacant posts pose a negative impact on the planning process and further weakens the implementation of SDGs thus affecting a robust monitoring mechanism.

Sixthly, weak process involved in the identification of the indicators impacts the monitoring mechanism hampering the SDG outcomes. Inadequate data repository and data management at state, district and block levels further reduces the capacity of SDG implementation.

Finally, development of a weak framework for advocacy and monitoring of indicators adopted is not inclusive and ignores the marginalised section of the society, who are an integral part for the implementation of flagship programmes and to achieve 2030 Agenda. Lack of awareness among the masses is one of the major challenges that comes in the way of SDGs.

Performance of India in delivering SDGs

The paragraph focuses on the how the country has performed so far in the implementation of SDGs at national and sub-national levels since 2015. It also considers how much of documentation has been made by the nodal departments to monitor the progress of SDGs.

Figure 2 depicts a flow chart marking the channel through which the mechanism of SDG implementation has been structured in the country.

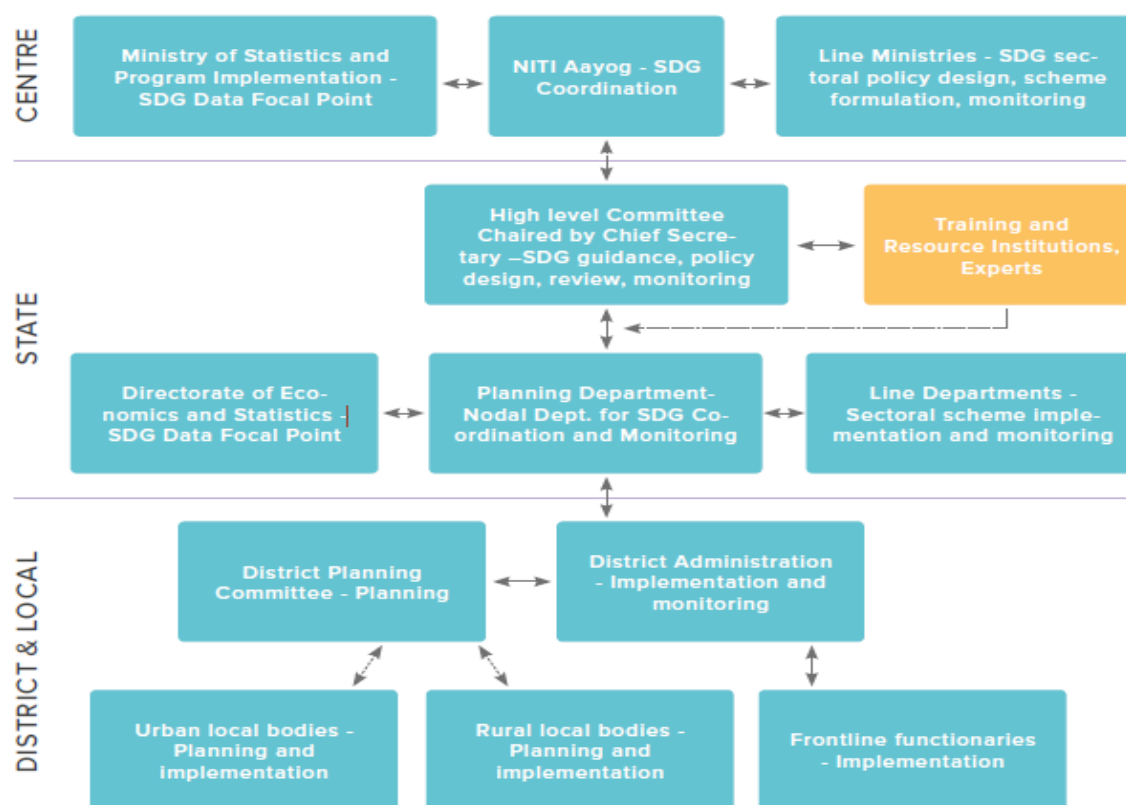


Figure 2: Implementation and Monitoring Mechanism for SDGs in India

At the centre, MoSPI is the focal point for SDG data, NITI Aayog is the focal point for advocacy and coordination for SDG, and line departments and Ministries are the focal point for policy design. At the state level, high-level committee chaired by the Chief Secretary is to be set-up for SDG guidance and policy design, ensure training and resource institutions play an important role in SDG. Directorate of Economics and Statistics have been made the focal department for SDG data followed by Department of Planning as the Nodal department for SDG implementation and monitoring. Line departments of the state/ UTs to look after the implementation of and monitoring of SDGs with the nodal department. District Planning departments, frontline functionaries, rural local bodies are the line agencies for the implementation and data management of SDGs at local government level.

India's stand on SDG

So far, India is the only country that has ranked its sub-national governments on SDGs. While the quality of implementation and monitoring is still an ongoing process but the country with the release of the report "*SDG India Index, Baseline Report 2018*" has made a valuable effort to bring the agenda of SDG. Country has made progress in number of indicators including health, water and sanitation and a lot more action is needed for the indicators related to poverty, hunger, gender and climate action.

NITI Aayog baseline report has ranked the states and UTs on a set of 62 priority indicators, measuring their progress on the outcomes of the policies designed for the states. Keeping the National Indicator Framework (NIF) developed by MoSPI, state governments have been given the mandate to frame their own State Indicator Framework (SIF) on the lines of SDG. Some

states like Andhra Pradesh and Himachal Pradesh have framed their indicators, some like Arunachal Pradesh, Assam, Gujarat and Haryana have mapped the existing schemes with the state budget in the form of outcome budget. Yet, a lot needs to be done to initiate a full-fledged plan in all states and UTs to put SDG in action. NITI Aayog is tracking and ranking the states and UTs through a developed dashboard with the help of 62 priority indicators in 2018 and 100 priority indicators in 2019.

NITI Aayog is also making conscious efforts through region-wise and zone-wise conclaves, webinars and meetings to ensure effective localisation of SDGs for better implementation and advocacy.

Status of States and UTs on SDG

Based on the composite score computed on priority indicators in the baseline report of 2018 of NITI Aayog, Himachal Pradesh, Kerala and Tamil Nadu secured the first three positions, respectively whereas Assam, Bihar and Uttar Pradesh secured the last three positions, respectively; among all states and UTs.

In the progress report released in December 2019 by NITI Aayog, Kerala and Chandigarh secured the first rank with a composite score of 70; Himachal Pradesh was second with a score of 69 and Andhra Pradesh, Tamil Nadu and Telengana secure the third position with a score of 67; among all states and UTs.

What needs to be done?

Given the mandate of SDG and involvement of India as a country in driving this agenda at a global level and being a key player in meeting the 2030 agenda of SDG, constructed steps must be taken by the concerned government and machineries to encourage action at all levels.

1. **Focus on specific goals of SDG by line Ministries:** serious and regular efforts by the line departments and ministries for the identification of indicators that align with SDGs along with fixing the targets to meet the global agenda. Nodal department must work in complete coordination with local governments mainly Panchayati Raj and Rural Development for the implementation of SDG in the form of regular data flow, to monitor the performance at state level.
2. **Formation of State Indicator and integration of Schemes:** stakeholders at state level with department officials must take interest in the development of State Indicator Framework (SIF) on the basis of National Indicator Framework (NIF) as developed by MoSPI keeping priority indicators developed by NITI Aayog in line to follow the agenda on SDGs. In addition, the officials must also take time to map the schemes relevant to each identified indicator to ensure better implementation and execution.
3. **Localisation of SDGs:** every state and UT must adopt the journey towards localisation of SDGs in three phases as released in the report by NITI Aayog in July 2019.
 - Phase I: Identifying institutions and assigning specific mandate to deliver on SDGs
 - Phase II: Raising awareness and advocating for SDG implementation
 - Phase III: Bringing on board Ministries, State governments and the UTs
4. **Adoption of appropriate approach and methodology on SDG:** appropriate approach and methodology to understand the computation involved in indicator calculation of SDG is the main area that leads to effective monitoring. So, computation approach must be dealt with sincerity for better results.
5. **Evidence-based policy making:** based on the development of indicator and scheme mapping, line departments must take efforts to analyse the scheme and move towards

evidence-based policy making to ensure allocation and optimum utilization of funds. This would be helpful in better budgeting and completion of targets set for each indicator under different goals.

6. **Implementation and Monitoring of SDGs:** regular meetings and trainings of nodal departments at state and local levels must be conducted to ensure implementation of SDGs at local government level and thus helping in generate a better score of the state. Districts may be ranked on the similar lines of composite score to encourage execution of flagship programmes at ground level and meeting agenda 2030. Nodal department at state level must identify a local agency/ department at district level for improved coordination and flow of information.
7. **Regular practice of advocacy and awareness on SDGs:** quarterly review of the progress in SDG with appointed district nodal officers/ agencies/ departments must be conducted to enforce the importance of SDG at national level and the role of state in achieving the national agenda. Awareness programmes presenting the ranking of the districts with composite score, districts' performance on each goal, performance of state on each SDG, will be helpful in improved delivery mechanism at all levels.

Sustainable Development Goals - Through Dashboard

Why is Dashboard required?

With hundreds of schemes running for lakhs of beneficiaries, data becomes overburdening and data handling and data mining becomes imperative to keep the important information in focus and discard redundant and unnecessary information.

Data has become a strategic asset in all aspects of government. When presented clearly and visually, data has enormous potential for increased transparency and improving mission critical outcomes and performance in a more operationally efficient manner.

A good data handling policy, combined with data modelling and robust presentation, increases the usability of data and helps to elevate the states capability to assess the effectiveness of the schemes/programs, pinpoint the problem areas and perform root cause analysis subsequently.

In short, a state-wise dashboard can help the state to achieve below objectives:

- ▶ **Transparency** implies that government agencies should disclose information about their operations and decisions online in publicly accessible ways.
- ▶ **Participation** implies public engagement to enhance government effectiveness, tapping on collective expertise and information distributed across the society.
- ▶ **Collaboration** implies using innovative tools, methods, and systems to cooperate among government agencies and with non-profit organizations, businesses, and individuals in the private.

What Objectives are envisioned in a Dashboard?

Improved access to data analytics enables more understanding and better policy decisions. Government agencies that can harness the vast amounts of data they collect around program results and budget expenditures are better positioned to demonstrate progress towards mission critical outcomes.

- ▶ Visualize the Key Performance Indicators and other strategic data for state at a glance
- ▶ Central point of view for data coming from different departments and districts
- ▶ Showcase impact of convergent schemes
- ▶ Improving efficiency and effectiveness in service delivery
- ▶ Effective and Evidence-based policy making

Approach of creating and managing a Dashboard

A dedicated approach is required to form the structure of the Dashboard that will showcase the development of indicators (SIF in sync with SDGs). Figure 4 below describes the approach in points mentioned below:

- ▶ Prioritize State wise Enterprise Intelligence Initiatives
- ▶ Assess current capabilities and benchmark with industry leading practices
- ▶ Assessment of state-wide data maturity scale for data related to Schemes and Departments
- ▶ Design Information Exchange mechanism
- ▶ Design Dashboards and Reports

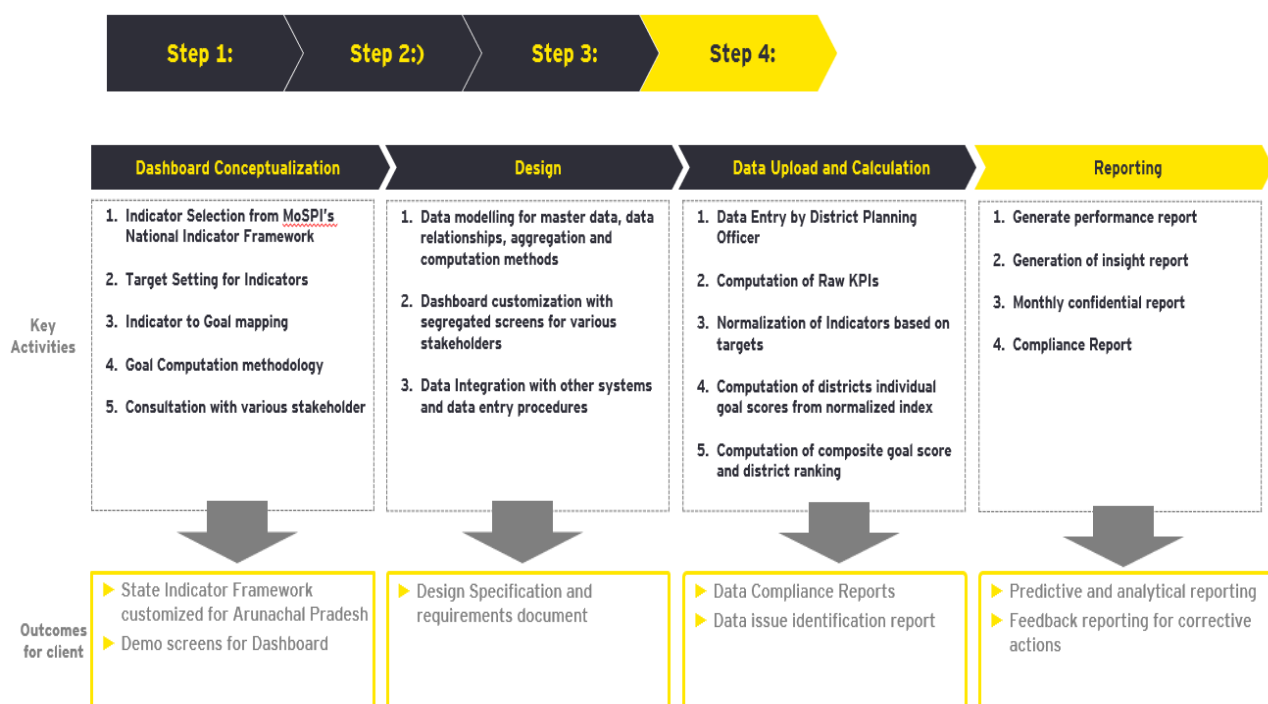


Figure 4: Creation and management of a Dashboard

Calculation used for Scoring

Indicators of SDGs broken down into datapoints to be collected from districts and line departments are calculated using standard formula.

Targets for each indicator are set in one of the five ways - adopting targets set by UN at global level or adopting targets set by the Govt. of India or adopting targets set in agreement with international benchmarks or targets accepted scientifically or set by technical standards or set by computing average of the values from the top five scores.

The indicators are normalized on a standard scale of 0 to 100 to ensure comparability. The following formula is used for this purpose:

$$\text{Positive Indicators: } x' = \frac{x - \min(x)}{T(x) - \min(x)} \times 100$$

$$\text{Negative Indicators: } x' = \left\{ 1 - \frac{x - T(x)}{\max(x) - T(x)} \right\} \times 100$$

Where,

x is the raw value, $T(x)$ is the target for the indicator, x' is the normalized value after scaling
 $\text{Min}(x)$ is the minimum value of indicator among all districts
 $\text{Max}(x)$ is the maximum value of indicator among all districts

Positive indicators are the indicators whose higher value means better performance (e.g. average yield of rice) and Negative indicators are the indicators whose higher value means lower performance (e.g. maternal mortality rate).

Thus, a value of 0 for x' (normalized value) represents lowest performance and a value of 100 indicates that the target has been achieved.

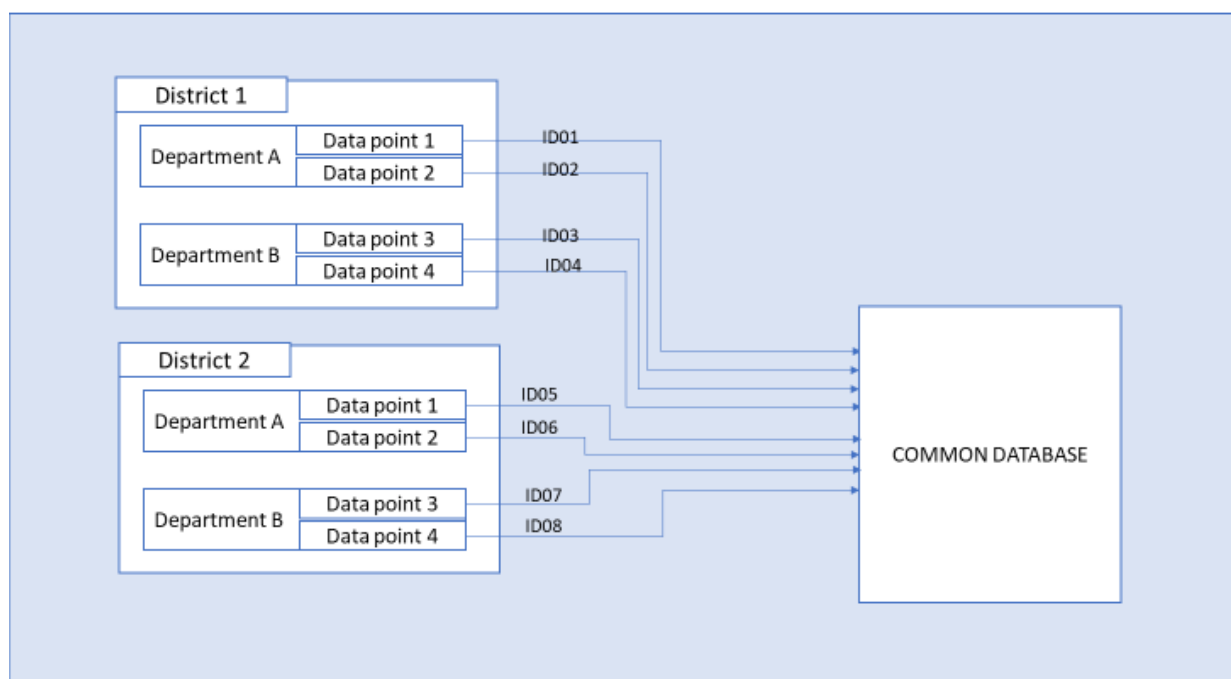
To calculate goal score, the normalized values of the indicators under each goal is averaged. Finally, the composite Score for each district is calculated by averaging the goal score for all goals where each goal has equal weights.

Arunachal Pradesh SDG Dashboard

This part of the concept note presents the work done in Arunachal Pradesh by the team EY with the Department of Planning, Arunachal Pradesh that works as the nodal agency for the implementation and monitoring of SDGs.

Data Collection Mechanism

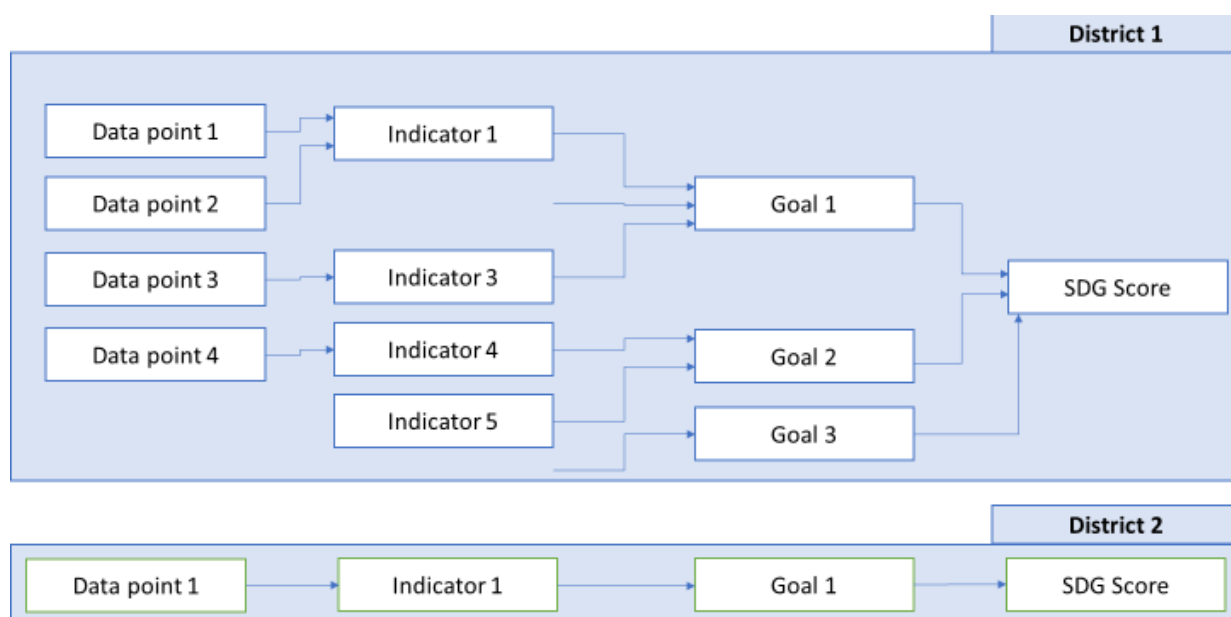
For filling data in the portal, every district has been provided with the login credentials. A nodal person from the District Administration office assigned for the task of filling data in the portal are trained, connected and followed up for compliance from the monitoring division at the state level. In MCR portal, under Socio-Economic Indicator section data points has been segregated department-wise which have been given IDs and are automatically stored in the common database.



Calculation Mechanism

Data collected are mapped for calculating the indicators within each goal. Indicators are calculated using standard computation approach and the data unit involved for eg:

percentage or per 10000, etc. Averaging normalized values of each indicators in each goal, goal score is calculated. All goal scores are averaged to calculate the SDG Score for a District.



Calculation Example

To illustrate the process for calculating District Scores, below is a set of indicators under a certain Goal for three districts. After raw values of the indicators are calculated, the values are normalized. For normalization, other than the data values, other values required are target 2030 value of the indicator, the minimum and maximum values of the indicator among all districts. Depending on the indicator interpretation viz, positive or negative, set formula is used for normalization. Normalized values are capped to 100, where 100 indicates the target has been achieved.

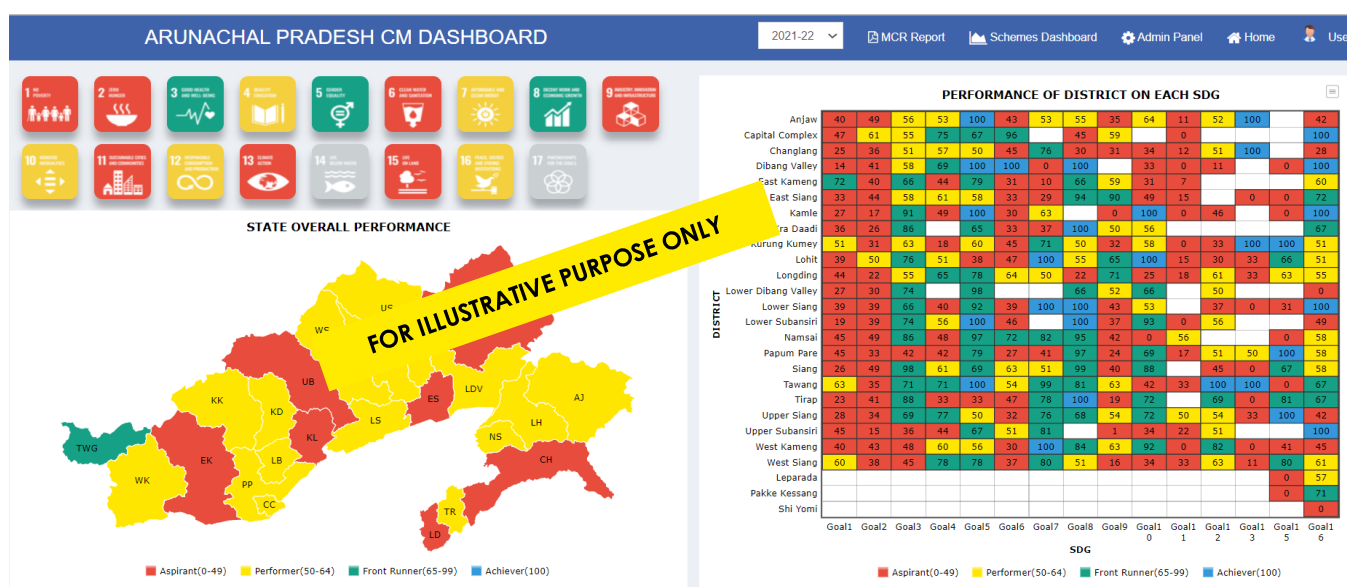
			Raw Values			Normalized Values			Normalized Values Capped						
State Indicator	Indicator Interpretation	Sample 2030 target	Lower Subansiri	West Kameng	Tawang	Lower Subansiri	West Kameng	Tawang	Lower Subansiri	West Kameng	Tawang				
Cases registered under law & order per 10,000 population	negative	2.9	1.15	3.21	4.00	259.09	71.97	0.00	100.00	71.97	0.00				
Number of courts per 10,000 persons	positive	0.1	0.05	0.13	0.00	50.00	125.00	0.00	50.00	100.00	0.00				
Number of Judges (all levels) per 10,000 population	positive	0.3	0.20	0.33	0.20	0.00	133.33	0.00	0.00	100.00	0.00				
Cases registered under Arms Act per 10,000 population	negative	2	1.55	2.75	3.20	137.50	37.50	0.00	100.00	37.50	0.00				
Cases registered under PCA and corruption per 10000 population	negative	3	3.85	1.50	2.30	0.00	276.47	182.35	0.00	100.00	100.00				
Percentage of births registered	positive	100	88.89	78.79	85.56	47.62	0.00	31.90	47.62	0.00	31.90				
Proportion of population covered under Aadhaar	positive	100	61.61	86.43	75.00	0.00	64.66	34.88	0.00	64.66	34.88				
FOR ILLUSTRATIVE PURPOSE									42.52	67.73	23.83				
									positive			$(x-\min(x))/(T(x)-\min(x))*100$	Average of all indicator values in a district		
									negative			$(1-(x-T(x)))/(\max(x)-T(x))*100$			

FOR ILLUSTRATIVE PURPOSE

Dashboard Demonstration

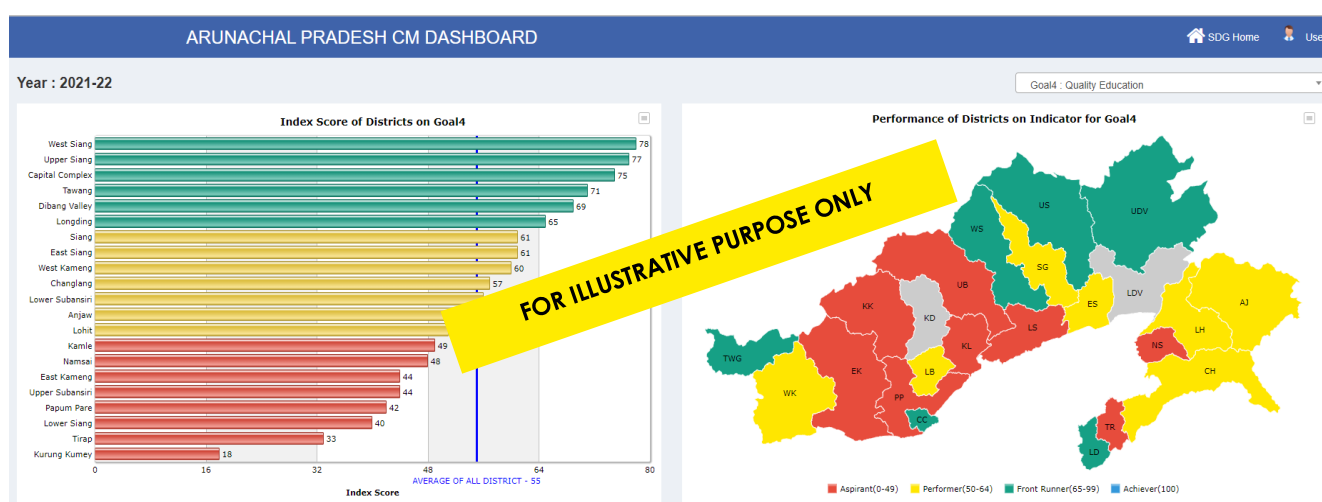
Development of indicators with appropriate computation approach and identification of a set of indicators under District Indicator Framework (DIF) has been depicted with the help of screens given below.

Screen 1 is the first screen that appears once log-in credentials are entered and depicts the performance of districts with the help of composite score as shown through the 'Heat-map'. Color coding of the goals has been done to identify the category of performance each district falls into.



Screen 1: Performance of districts through composite score on heat map

Screen 2 further explains the performance of all districts on each goal. The average of all district is also shown for the given goal score.



Screen 2: Performance of districts on each goal

Screen 3 depicts the format in which data is being captured on the dashboard that has been developed for SDG monitoring. Table depicts both the index score and raw data computed

through data that was entered for each financial year. The colour coding of scores as shown in the heat map has been maintained in the table as well, to make it easier for viewers/ stakeholders to monitor the performance of the district on each goal or performance of one goal in each district.

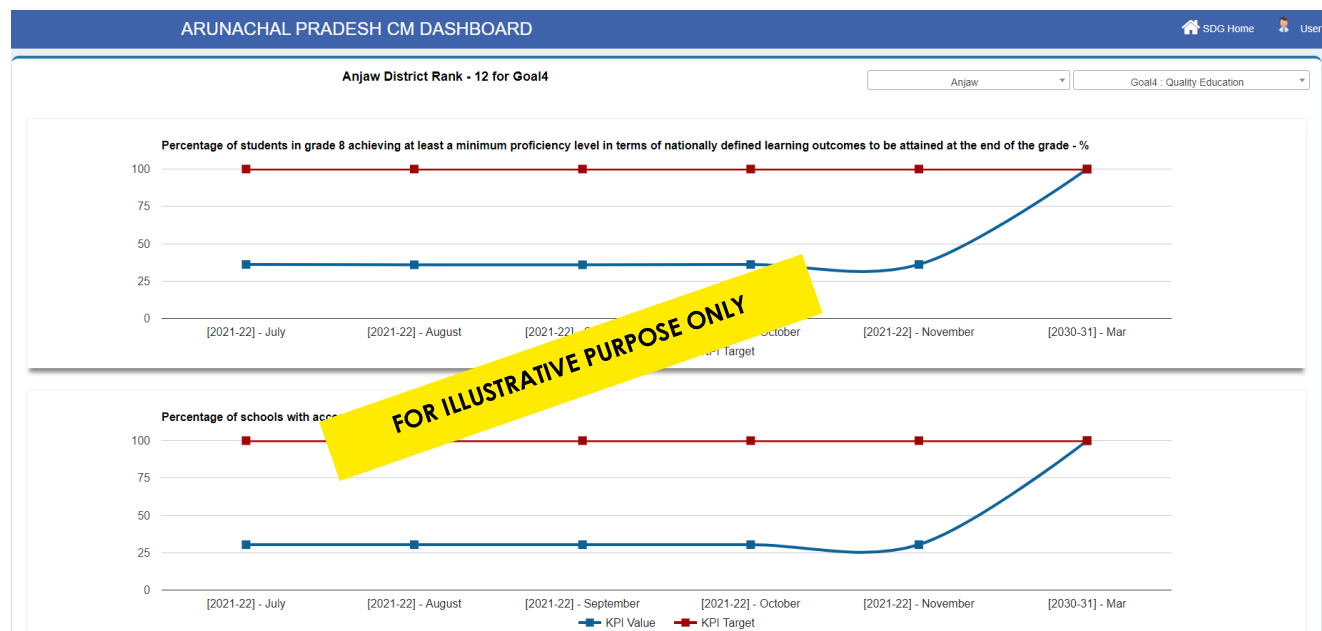
Performance of Districts on Indicator for Goal4

District	Anjaw	Capital Complex	Changlang	Dibang Valley	East Kameng	East Siang	Kamle	Kra Dadi	Kurung Kumey	Laparada	Lohit	Longding	Lower Dibang Valley	Lower Siang	Lower Subansiri	Namail	Pakke Kessang	Papum Pare	Shi Yomi	Siang	Tawang	Tirap	Upper Siang	Upper Subansiri	West Kameng	West Siang
Goal4 Index score	53	75	57	61	44	61	49	--	16	--	51	65	--	40	56	45	--	42	--	61	71	33	77	44	60	78
Percentage of students in grade 8 achieving at least a minimum proficiency level in terms of nationally defined learning outcomes to be attained at the end of the grade	36.03	100	--	--	--	39.26	--	--	--	--	0	100	--	--	42.73	100	--	--	52.42	83.12	--	--	--	15.92	--	--
Percentage of schools with access to electricity	17.25	73.41	73.32	66.04	13.16	61.11	46.23	--	28.46	--	44.15	10.02	--	--	67	31.08	--	18.61	--	38.31	31.56	49.99	98.84	0	27.65	86.88
Percentage of schools with computers available	10.63	25	8.75	9.52	18.65	4.32	7.14	--	7.77	--	10.84	--	--	--	--	7.45	--	8.11	--	13.92	42.42	0	9.8	6.35	10.87	25.23
Pupil:trained teacher ratio at Secondary level (Class 9-10)	100	--	100	100	--	100	100	--	--	--	--	--	--	100	100	--	--	--	100	100	0	100	100	100	100	100
Proportion of trained teachers at Secondary level (Class 9-10)	100	100	44.56	100	100	100	42.21	--	--	--	--	--	--	100	100	0	--	100	--	100	100	82.8	100	100	100	100
Percentage of students in grade 8 achieving at least a minimum proficiency level in terms of nationally defined learning outcomes to be attained at the end of the grade	36.03	100	--	--	--	--	--	--	--	--	0	100	--	--	42.73	100	--	--	52.42	83.12	--	--	--	15.92	--	--
Percentage of schools with access to electricity	30.38	77	--	--	--	97.26	54.76	--	39.81	--	53.01	24.3	--	26.76	35.78	42.02	--	31.53	--	48.1	42.42	57.93	99.02	15.87	39.13	88.79
Percentage of schools with computers available	10.63	25	--	9.52	18.65	4.32	7.14	--	7.77	--	10.84	14.02	--	8.45	12.84	7.45	--	8.11	--	13.92	42.42	0	9.8	6.35	10.87	25.23
Pupil:trained teacher ratio at Secondary level (Class 9-10)	10.5	--	25.89	7.41	--	13.73	13.88	--	--	--	24.91	12.01	--	--	3.19	14.52	--	--	--	9.1	20.19	52.51	13.21	23.17	5.67	0
Proportion of trained teachers at Secondary level (Class 9-10)	100	100	82.56	100	100	743.85	81.82	--	--	--	100	100	--	100	100	68.54	--	785.07	--	321.62	118.52	94.59	112.79	100	100	534.38

Legend: Aspirants (0-49) Performers (50-64) Front Runners (65-99) Achiever (> 99)

Screen 3: Data format for Performance of Districts on Indicators under each Goal

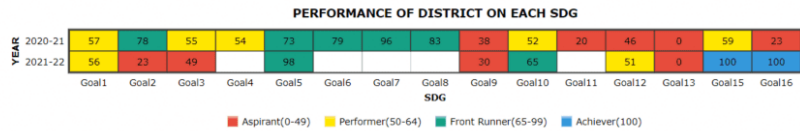
Screen 4 depicts the format in which the performance of indicators under each goal for a district. It also displays the rank of the district in that Goal. The graph shows the time series analysis of the indicator against the target value. It shows how the indicator is approaching the target value set for 2030.



Screen 4: Data format for Performance of indicators under each goal for a district

Screen 5 below depicts format to show the performance of the district on each goal, each indicator. It also shows the status of the district in the state in terms of ranking and score. Starting from the base year 2020-21, district performance can be compared over the years.

→ District : Papum Pare
 → Year : 2021-22
 → District Rank: 9
 → District Score : 57/100
 → Best District Score : 68/100



+ Goal1 : No Poverty

KPI Name	2020-21	2021-22 [November]	Target
Percentage of beneficiaries covered under NFSA	100	--	100.0(%)
Head count ratio as per the Multi-Dimensional Poverty Index	0	--	13.95(%)
Persons provided employment as a percentage of persons who demanded employment	95	--	100.0(%)
Percentage of Self-Help Groups (SHGs) provided credit linkage	31	18	100.0(%)
Percentage of women receiving benefits under PMAY and related State schemes against target	91	100	100.0(%)
Percentage of affordable houses completed against sanctioned rural under PMAY and related State schemes	43	--	100.0(%)
Percentage of affordable houses completed against sanctioned urban under PMAY and related State schemes	39	8	100.0(%)
Percentage of households with any usual member covered by a health scheme or health insurance.	--	--	100.0(%)
Hospital beds empanelled under PMJAY or related State schemes per 10000 eligible population	--	100	1.0(per 10,000 population)

+ Goal2 : Zero Hunger

+ Goal3 : Good Health and Well-being

+ Goal5 : Gender Equality

+ Goal9 : Industry, Innovation and Infrastructure

+ Goal10 : Reduced Inequality

+ Goal12 : Sustainable Consumption and Production

+ Goal13 : Climate Action

+ Goal15 : Life on Land

+ Goal16 : Peace, Justice and Strong Institutions

Screen 5: Data format for Performance of District over all Goals and indicators

Strengths of a Dashboard

1. Assisting in Government reforms, policy and planning

- ▶ Identification of new reform opportunities
- ▶ Periodic report on reforms undertaken by various State and Central governments
- ▶ Evaluation of reforms undertaken

2. Planning

- ▶ Baseline review reports
- ▶ Gap analysis
- ▶ Periodic review reports
- ▶ Assisting in data collation and analysis for planning
- ▶ Development planning
- ▶ Integrated planning

3. Decision Making

- ▶ Performance evaluation of the existing/new schemes based on past and current data
- ▶ Benchmarking the scheme data against best states
- ▶ Identify the problem areas and perform root cause analysis
- ▶ Improve agility and decision-making time by providing handy and centralized view
- ▶ Provide preventive information of under-performing/stressed areas to avoid time and budget slippage
- ▶ Conduct workshops and Training for wider acceptability



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