Program schedule for modules on campus ESG, CSR and Sustainability

Batch 5: 30th September to 27th December 2024



About IICSR

IICSR Group is the world leader in building Responsible Business Leadership established in 2010 in India and USA. We lead the companies on ESG, CSR and Sustainability project implementation, advisory, reporting and training.

We train and advice working professionals from SAARC, EU, UAE and Asia with expert faculty

IICSR is among the first institutes in India to be affiliated with MEPSC (a sector skills council under Ministry of Skills development and Entrepreneurship) and are offering Government approved courses which are Internationally recognized.

We have trained more than 2000+ professionals, advised 100+ corporates in Public and Private sectors and implemented projects at PAN India level.

About MEPSC

Management & Entrepreneurship and Professional Skills Council (MEPSC) (A sector skills council under Ministry of Skills development and Entrepreneurship) MEPSC is a Sector Skill Council, committed to creating a technically and professionally competent workforce and industry professionals for both national and international. A huge percentage of Indian graduates are unemployable due to a lack of skills both technical and generic expected by employers. While a maximum of the applicants gets hired on the grounds of their technical skills and often get fired due to lack of generic skills.

It is the set of Generic/ Behavioural/ Soft/ Employability Skills that creates diversity to the potency of the individual.



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Integrate CSR and Sustainability in Business

Week 1

Lead Faculty: Mr Nixon Joseph, CEO CLT India, Former COO SBI Foundation

Date: 30th september to 4th October 2024

Linkedin: https://www.linkedin.com/in/nixon-joseph-53696944/

Terminal outcome

Discuss the importance of integrating the concepts of CSR and sustainability in the business

Key outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Discuss the application of the CSR and Sustainability laws, SDGs, and other frameworks in business Examine the best performance indicators and frameworks for achieving successful outcomes of the project Discuss the communication strategy and materials to be developed Elaborate the different social innovative solutions for a problem Determine the best form of legal entity for pursuing social entrepreneurship and establishing the same Determine the best form of legal entity for pursuing social entrepreneurship and establishing the same Explain the fundraising process for a particular cause. Describe the process of fundraising 	 Demonstrate the CSR and Sustainability practices to build a responsible business Demonstrate successful outcomes of the project based on the performance indicators, frameworks, benchmarking systems defined Prepare a sample communication material for the project for the respective stakeholders. Show how to do the legal registration of a social enterprise Chalk a roadmap for growth. Write sample proposals for fundraising campaigns Build a framework for donor-donee connection



Topics covered

Dates	Time	Topics
Day 1	11 am to 1 pm	History of CSR CSR Laws and compliances in India and global perspective What is the United Nations and what are the UN SDGs? Understanding key terms - NVGs, MDGs, SDGs, and others
	2 pm to 5 pm	Define and differentiate CSR, Sustainability, ESG and key terms International Practices in CSR and Sustainability How to develop strategic CSR policy for a company? Align CSR, Sustainability, ESG with Business - key indicators Giving problem statement
Day 2	11 am to 1 pm	How to implement CSR and Sustainability projects? NGOs, Government policies, Government schemes, Impact Entrepreneurs, and other modes
	2 pm to 5 pm	Apply the impact solutions in business Basics of measurement indicators of success Decision making process for grant making and taking - Budgeting
Day 3	11 am to 1 pm	Stakeholder Management - stakeholder mapping Employee engagement CSR Communication strategy and tools Case studies
	2 pm to 5 pm	Roundtable with Thought Leaders - 3 hours including QnA
Day 4	11 am to 1 pm	Introduction to the reporting standards in India and Internationally - BRR, BRSR, GRI, Materiality analysis, IR Introduction - Sustainability indices and tools - DJSI, SustainAnalytics, Morning star Performance indicators Build a roadmap to be listed
	2 pm to 5 pm	CSR Project Implementation and Life Cycle Assessment Methods to engage with the communities Crossing barriers - geographic, language, culture and other Integrating the CSR and Sustainability projects in the business - Social license to operate, Participatory rural appraisal
Day 5	11 am to 1 pm	Key performance indicators for project selection How do you benchmark with peer groups?
	2 pm to 5 pm	Group Presentations - 2 hours Expert talk - 1 hour



Strategic CSR Communications

Week 2

Lead Faculty: Mr Arun Arora, Director Communications Chetak Foundation (Mavyn Group)

Date: 7th October to 11th October 2024

LinkedIn: <u>https://www.linkedin.com/in/arun-arora-3485b94/?originalSubdomain=in</u>

Key Outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
• Discuss the need for communications for CSR and Sustainability	• Write a sample CSR communications report for various stakeholders
Describe data-based approach for communications	• Demonstrate how to use a communication tool
• Discuss and research the best tools for communications	• Prepare a sample communication report for the compliance purposes
• Elaborate the various platforms available for communications with the pros and cons	
• Explain the reporting compliance for CSR and Sustainability	
• Discuss the best reporting format to be used .	



Date	Time	Topics
Day 1	11am to 1pm	What is CSR communication? How to develop strategy for CSR and sustainability communication? Key points to consider while building CSR communication strategy
	2pm to 5pm	Modes of communication Digital, Written, orals Advertisements, Blogs, Points to consider for effective communication Giving problem statement
Day 2	11am to 1pm	Stakeholder Stakeholder identification Stakeholder mapping Levels of stakeholder communication
	2pm to 5pm	Report writing Types of reports - Sustainability report, GRI, Materiality analysis
Day 3	11am to 1pm	Nuances of communication Boardroom, vendors, clients, employees, community, investors and other stakeholders Soft skills and Negotiation techniques
	2pm to 5pm	Roundtable with Thought Leaders
Day 4	11am to 1pm	Case studies - Good and bad in CSR Communications
	2pm to 5pm	Individual group exercise Build CSR communication strategy and report for respective stakeholders
Day 5	11am to 1pm	Group discussions
	2pm to 5pm	Expert talk Group presentations



Project Management

Week 3

Lead Faculty: Col. Prakash Tewari, Board of Directors Grameen Foundation

Date: 14th October to 18th October 2024

LinkedIn: https://www.linkedin.com/in/prakash-tewari-33502b27/

Key outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Discuss the building of CSR and Sustainability policy and strategy 	 Write a sample CSR and Sustainability policy Write a sample strategy document for Responsible Business leadership
 Elaborate the integration of the principles of Responsible business leadership in the 	 Demonstrate successful project designing for
existing business	CSR and Sustainability
• Explain the budget and the expenses for sustainable business transformation	 Write a sample roadmap for planning and implementation of the project designed
 Discuss the outcomes to be achieved for each project 	• Chalk the sample success indicator for the projects benchmarked.
• Describe the benchmarks with the peer group	 Prepare a sample project integration budgeting document
• Determine the modes of communication and	
material	 Prepare sample communication materials for the project for the respective.



Date	Time	Торіс
Day 1	11am to 1pm	CSR and Sustainability policy making Build CSR and Sustainability strategy Policy making for the business in sustainable development Align with the business goals
	2pm to 5pm	Business integration Align business goals with sustainable development Define key point indicators to align with management verticals Build roadmap for implementation Giving problem statement
Day 2	11am to 1pm	Project Budgeting Cost versus benefits of implementing the CSR project Cost of integration and transformation to sustainable business solutions
	2pm to 5pm	CSR and Sustainability project selection and design CSR and Sustainability project selection criterias Project aligning with business or focus areas Define expected KPIs and outcomes
Day 3	11am to 1pm	Life cycle assessment (LCA) Steps for project LCA Process to measure and assess the key developments Automate impact assessment
	2pm to 5pm	Roundtable with thought leader
Day 4	11am to 1pm	Roadmap Build implementation strategy Define stakeholder mapping and engagements at different stages Identify stakeholders to scale up
	2pm to 5pm	Benchmark Build benchmarks across industry Comparative analysis to improvise the project
Day 5	11am to 1pm	Technology tools Discuss on the latest technology tools available for project management In Web3
	2pm to 5pm	Expert talk Group Presentations



Social Entrepreneurship

Week 4

Lead Faculty: Sourabh Kumar, Founder Eco-Path, Bangalore

Date: 21st October to 25th October 2024

Linkedin: https://www.linkedin.com/in/sourabhkumar07/

Key outcomes:

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Explain social entrepreneurship and the outcomes expected from the same Discuss the need for social enterprise and new product/service Elaborate the financial projections, goals of the company Deliberate on business growth and fundraising strategy 	 Write process flow of business registration and compliances Prepare sample business plan, pitch deck, fundraising strategy, projections and roadmap of the business Prepare sample fundraising report for the venture



Date	Time	Topics
Day 1	11am to 1pm	What is CSR communication? How to develop strategy for CSR and sustainability communication? Key points to consider while building CSR communication strategy
	2pm to 5pm	Modes of communication Digital, Written, orals Advertisements, Blogs, Points to consider for effective communication Giving problem statement
Day 2	11am to 1pm	Stakeholder Stakeholder identification Stakeholder mapping Levels of stakeholder communication
	2pm to 5pm	Report writing Types of reports - Sustainability report, GRI, Materiality analysis
Day 3	11am to 1pm	Nuances of communication Boardroom, vendors, clients, employees, community, investors and other stakeholders Soft skills and Negotiation techniques
	2pm to 5pm	Roundtable with Thought Leaders
Day 4	11am to 1pm	Case studies - Good and bad in CSR Communications
	2pm to 5pm	Individual group exercise Build CSR communication strategy and report for respective stakeholders
Day 5	11am to 1pm	Group discussions
	2pm to 5pm	Expert talk Group presentations



Measurement and Assessment

Week 5

Lead Faculty: Vidyadhar Prabhudesai, Leadcap ventures

Date: 28th October to 1st November 2024

Know more: https://www.linkedin.com/in/vidyadhar/

Key outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
• Discuss the process of impact assessment	 Prepare sample report based on the Create a sample process flow of Participatory rural
Elaborate process of social audit	approach method (PRA)
 Deliberate on the digital tools to be used in automating CSR and Sustainability process 	• Prepare a sample report of impact assessment
	Demonstrate a monitoring mechanism
 Evaluate the best measuring techniques 	
	• Demonstrate how to use the tools for
 Research on the monitoring tools 	digitization

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Discuss tools available for measuring outcomes 	 Develop a sample process for measuring and monitoring of the projects
 Elaborate the process for monitoring project development 	Write a sample SDG report
 Elaborate the measuring techniques for knowing the outcomes 	
• Deliberate on the key performance indicators (KPIs) of the project to be successful	
 Discuss the communication format for the stakeholders involved 	



Date	Time	Торіс
Day 1	11am to 1pm	Introduction to Impact assessment What is Impact assessment and the need for the same? Stage to conduct impact assessment studies
	2pm to 5pm	Types of Impact assessment studies Execution of assessment studies Report writing
Day 2	11am to 1pm	Research methodologies Participatory rural analysis approach, Group discussions, Primary and secondary data collection
	2pm to 5pm	Data management Data analysis, data evaluation, statistical analysis
Day 3	11am to 1pm	Impact reports - Qualitative, Quantitative, Social return on investment (SROI) studies
	2pm to 5pm	Identifying key success indicators for measurement Building a roadmap to bridge the expected outcomes
Day 4	11am to 1pm	Case studies - Digitization methods/Modern tools for measurement and monitoring of project
	2pm to 5pm	Individual exercise
Day 5	11am to 1pm	Group discussion
	2pm to 5pm	Expert talk Group Presentation



Sustainable Finance

Week 6

Lead Faculty: Mehjabeen Poonawala

Date: 4th November to 8th November 2024

LinkedIn: https://www.linkedin.com/in/mpoonawala/

Key Outcomes:

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
Significance of Sustainable Finance:	Understanding of Sustainable Finance Principles
Understanding the relevance and importance of	and how these impact financial decisions.
sustainable finance in today's economic	Risk Assessment and Management:
landscape.	Tools and methodologies to assess and manage
Fundamentals of Sustainable Finance:	ESG risks within financial contexts.
Exploring the key principles and ideas that	Regulatory Insights and Compliance:
underpin sustainable finance practices.	Role of regulations and industry initiatives in
	shaping sustainable finance.
Learning to effectively assess and manage	
Environmental, Social, and Governance risks	Financial Product Knowledge:
within financial contexts.	Exploration of various financial products
	designed to align with sustainability objectives.
Influence of Regulation and Industry Initiatives:	
Understanding how regulations and industry-led	Practical Application and Implementation:
initiatives contribute to shaping the landscape of	Participants will be better equipped to integrate
sustainable finance.	sustainable finance principles into real-world
Products in Sustainable Finance:	financial decision-making processes, including
	investing in Sustainable Companies
Exploring the array of financial products	
designed to align with sustainability objectives	
and principles.	
Sustainable Finance in India:	
Insights into the India sustainable finance	
initiatives, progress and challenges.	



Date	Time	Topics	
Day 1	11am to 1pm	 Significance of Sustainable Finance: The Sustainability Challenge What is Sustainable Finance? The need for Sustainable Finance 	
	2pm to 5pm	 Significance of Sustainable Finance contd. Dealing with Sustainability Challenges (Internalising Externalities) Analyse how finance plays a role in the sustainability transition Recognize the three stages of (sustainable) finance Financing International Agreements on Climate Change and Sustainable Development 	
Day 2	11am to 1pm	 Fundamentals of Sustainable Finance: Sustainable Finance: The Case for Action Sustainable Finance: Key Actors 	
	2pm to 5pm	 Fundamentals of Sustainable Finance contd. Sustainable Asset Management ESG Integration into Investment Decisions Financial and Sustainability (impact) Reporting and Communication In Focus: The Task Force on Climate-related Financial Disclosures (TCFD) 	
Day 3	11am to 1pm	Fundamentals of Sustainable Finance contd. Case Study: Portfolio Simulation	
	2pm to 5pm	 Influence of Regulation and Industry Initiatives: Sustainable Finance: Policy and Regulation Responsible Banking and Insurance Responsible Investment 	



Date	Time	Topics
Day 4	11am to 1pm	 Sustainable Finance Strategies and Products: The Five Pillars of Sustainable Finance Greenwashing
Day 4	2pm to 5pm	 Sustainable Finance Strategies and Products contd. Financial Instruments in Sustainable Finance Climate Risk & Insurance
Day 5	11am to 1pm	Sustainable finance in India
	2pm to 5pm	Group Presentation



Corporate Governance

Week 7

Lead Faculty: Ms Smruti Sweta Samantray

Date: 11th November to 15th November 2024

LinkedIn: https://www.linkedin.com/in/smruti-sweta-samantray-5a2533186/

Key Outcomes

Date	Time	Topics
Day 1	11am to 1pm	 Significance of Sustainable Finance: The Sustainability Challenge What is Sustainable Finance? The need for Sustainable Finance
	2pm to 5pm	 Significance of Sustainable Finance contd. Dealing with Sustainability Challenges (Internalising Externalities) Analyse how finance plays a role in the sustainability transition Recognize the three stages of (sustainable) finance Financing International Agreements on Climate Change and Sustainable Development
Day 2	11am to 1pm	 Fundamentals of Sustainable Finance: Sustainable Finance: The Case for Action Sustainable Finance: Key Actors
	2pm to 5pm	 Fundamentals of Sustainable Finance contd. Sustainable Asset Management ESG Integration into Investment Decisions Financial and Sustainability (impact) Reporting and Communication In Focus: The Task Force on Climate-related Financial Disclosures (TCFD)



Date	Time	Topics	
Day 3	11am to 1pm	Fundamentals of Sustainable Finance contd.	
		Case Study: Portfolio Simulation	
	2pm to 5pm	Influence of Regulation and Industry Initiatives:	
		Sustainable Finance: Policy and Regulation	
		Responsible Banking and Insurance	
		Responsible Investment	
Day 4	11am to 1pm	Sustainable Finance Strategies and Products:	
		The Five Pillars of Sustainable Finance	
		Greenwashing	
Day 4	2pm to 5pm	Sustainable Finance Strategies and Products contd.	
		Financial Instruments in Sustainable Finance	
		Climate Risk & Insurance	
Day 5	11am to 1pm	Sustainable finance in India	
	2pm to 5pm	Group Presentation	



NGO Management

Week 8

Lead Faculty: Mr Nixon Joseph, CEO CLT India, Former COO SBI Foundation

Date: 18th November to 22nd November 2024

Linkedin: https://www.linkedin.com/in/nixon-joseph-53696944/

Key Outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
Discuss the NGO Governance system	• Prepare a model to build a sustainable NGO
• Elaborate the donor management system	 Develop a process for NGO registration and compliance
 Explain the relationship of the cause with the global need 	Develop a Donor management process
Evaluate different donors	 Create a sample report for fundraising and for the donors
 Discuss the different communications and reporting tools 	



Date	Time	Торіс
Day 1	11am to 1pm	NGO Management Legal compliances in India, structure of NGOs Governance system
	2pm to 5pm	Corporatisation of NGOs Building verticals relevant to the causes Stakeholder management and engagement Giving problem statement
Day 2	11am to 1pm	Building communication strategy for respective stakeholders
	2pm to 5pm	Donor Management Types of donors, aligning with their needs, communicating with donors
Day 3	11am to 1pm	Monitoring and measurement Build auto-monitoring system Build KPIs to measure the development in the project
	2pm to 5pm	Reporting Types of reports, nuances of report writing
Day 4	11am to 1pm	Managing end-beneficiaries and communities
	2pm to 5pm	Individual exercise Build a case study to manage a grassroot NGO and managing funds from an International Aid agency
Day 5	11am to 1pm	Group Discussion
	2pm to 5pm	Expert talk Group Presentations



Fundraising and fund allocation

Week 9

Lead Faculty: Mr Dhimant Chovatia, Founder Dhriti Communications

Date: 25th November to 29th November 2024

LinkedIn: https://www.linkedin.com/in/dhimantchovatia/

Key outcomes

Date	Time	Торіс
Day 1	11am to 1pm	Introduction What is fundraising? Why do we need to raise funds and at what stage? Who can raise funds and who should lead? - NGOs, Start-ups, Impact ventures
	2pm to 5pm	Causes and trends in donor giving 17 SDGs and largest donors - corporates, HNIs, International Aids and others Giving problem statement for group presentation
Day 2	11am to 1pm	Government schemes How to write grant proposals to implement Government schemes?
	2pm to 5pm	International Aid agencies and Corporate Foundations
Day 3	11am to 1pm	Approaching HNIs
	2pm to 5pm	Communicating with Donors - Report writing, Social media, Newspapers
Day 4	11am to 1pm	Donor Management Creating donor pipeline, reporting donors and managing donors
	2pm to 5pm	Individual exercise
Day 5	11am to 1pm	Group Discussion
	2pm to 5pm	Expert talks Group presentation



GHG Accounting and Carbon Markets

Week 10

Lead Faculty: R Vidyanath, ESG Expert with 13 years experience

Date: 2nd December to 6th December 2024

LinkedIn: https://www.linkedin.com/in/rvidyanath/

Key Outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
Introduction to GHG	GHG Scope 1,2&3 calculations as per WRI-GHG protocol
Scopes of Emission	Team project work – calculation, research & presentation
Carbon Footprint Standards & Protocols	
Requirements for calculation of GHG emissions	
Carbon Market & its' importance	
Indian Carbon Market – importance and challenges	
Carbon Credit and strategies to utilise this	



Date	Time	Торіс
Day 1	11am to 1pm 2pm to 5pm	Introduction to GHG Accounting -Constituents of Scope 1,2&3 emissions -Standards & Protocols for GHG calculation -Quiz on basic understanding of GHG accounting Basic mathematical requirement & Units for GHG calculation -Terms & terminologies -Formulae
		-Practical exercise on requirement of GHG calculation
Day 2	11am to 1pm	Scope 1 emissions -calculation method -practical exercise on different scenarios
	2pm to 5pm	Scope 1 emissions continued
Day 3	11am to 1pm	Scope 2 emissions -calculation method -practical exercise on different scenarios
	2pm to 5pm	Scope 3 emissions -calculation method -practical exercise on different scenarios
Day 4	11am to 1pm	Introduction to carbon market - Importance & examples - Carbon offset strategies - Practical exercise to identify various carbon markets in the world
	2pm to 5pm	Challenges in the carbon market -Examples and Case studies Leaders in the carbon market -Examples & case Studies Indian Carbon Market -What is carbon credit? -Importance of carbon credit -Benefits of carbon credit
Day 5	11am to 1pm	Team Project -Data of companies to be shared -Teams must calculate the Scope 1,2 &3 emissions from the data -Teams must identify how the companies can utilize carbon market to mitigate their carbon footprint
	2pm to 5pm	Team to present their projects to faculty. Expert talk Group Presentations



Sustainability reporting indices tools and ESG Reporting and Rating Framework

Week 11

Lead Faculty: R Vidyanath, ESG Expert with 13 years experience

Date: 9th to 13th December 2024

LinkedIn: https://www.linkedin.com/in/rvidyanath/

Key Outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Discuss the sustainability reporting standards in India and Internationally available 	 Write a sample sustainability report - BRSR and GRI or IR
 Elaborate the pros and cons of existing reporting standards 	 Demonstrate materiality analysis for a company
 Discuss the existing standards such as GRI, IR, BRR, BRSR and Materiality analysis 	
 Deliberate on evolving trends in reporting standards 	



Theory – Key Learning Outcomes	Practical – Key Learning Outcomes	
• Discuss the success and failure indicators for sustainable business	 Prepare sample report based on the guidelines/framework selected 	
• Elaborate the guidelines to be followed sustainable business practices	• Demonstrate how to fulfill the criterias for investing in sustainable business	
• Explain the measurement standards for knowing the outcomes	 Develop benchmarking mechanism for sustainable business 	
• Explain the importance of sustainable stock exchanges	• Prepare a sample communication report	
 Discuss the benchmarks for sustainable business 		
• Evaluate the benchmarks with the existing international models		
Discuss the best reporting format to be used		

Date	Time	Topics
Day 1	11am to 1pm	What is sustainability reporting? Stakeholders involved Formats of sustainability reporting
	2pm to 5pm	Indepth study on reporting formats and comparative analysis -BRSR, GRI, IR, Materiality analysis, ISO2600 and other industry standards Giving problem statement for group presentation - GRI, IR, TCFD
Day 2	11am to 1pm	Introduction to Sustainability indexes and tools DJSI, Morning star, RepuTex; Tools - StainAnalytics, GovEva and contemporary tools/indexes
	2pm to 5pm	Deliberate on indicators of sustainability indexes with comparative analysis
Day 3	11am to 1pm	Benchmarking with the peer group on indicators How to build a roadmap to improve ratings
	2pm to 5pm	Integration of ESG in business Key point indicators for ESG in management verticals
Day 4	11am to 1pm	Report writing and communication
	2pm to 5pm	Individual exercise - Materiality analysis



Day 5	11am to 1pm	Group Discussion on Carbon disclosure project and carbon exchange
	2pm to 5pm	Expert talk Group Presentation

Climate Change

Week 12

Lead Faculty: Sapna Narula, TERI

Date: 16th to 20th December 2024

Linkedin :<u>https://www.linkedin.com/in/sapna-a-narula-3a36017/?originalSubdomain=in</u>

Key outcomes

Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
 Discuss solutions to tackle climate change and others regarding roadmap Elaborate about developing frameworks on ESG and SDG Explain the types of pollution Discuss the ways to mitigate pollution Describe the circular economy Determine the tools for measurement and control 	 SDG Prepare a roadmap to achieve Net Zero for a company Chalk a monitoring and measuring system to map the climate change



Date	Time	Торіс
Day 1	11am to 1pm	Introduction to Impact assessment What is Impact assessment and the need for the same? Stage to conduct impact assessment studies
	2pm to 5pm	Types of Impact assessment studies Execution of assessment studies Report writing
Day 2	11am to 1pm	Research methodologies Participatory rural analysis approach, Group discussions, Primary and secondary data collection
	2pm to 5pm	Data management Data analysis, data evaluation, statistical analysis
Day 3	11am to 1pm	Impact reports - Qualitative, Quantitative, Social return on investment (SROI) studies
	2pm to 5pm	Identifying key success indicators for measurement Building a roadmap to bridge the expected outcomes
Day 4	11am to 1pm	Case studies - Digitization methods/Modern tools for measurement and monitoring of project
	2pm to 5pm	Individual exercise
Day 5	11am to 1pm	Group discussion
	2pm to 5pm	Expert talk Group Presentation