

Preparing a Case Study for Sustainability Initiatives

A 'How To' Guide



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INTRODUCTION: THE POWER OF A CASE STUDY

A case study can be a powerful way to inform and inspire others. It can tell a compelling story in how a challenge was overcome, how it brought benefits to various stakeholders and how the audience can gain better results by following (or avoiding) the precepts of the case study. As such, a case study can help its intended audience understand the complexities of a situation more so than just bare facts and figures alone. By telling a story, it engages both hearts and minds. Case studies which capture the successful implementation of sustainability initiatives on infrastructure projects can help to:

- promote businesses through demonstrating their success and learnings,
- support projects in attaining a sustainability rating,
- improve the industry through sharing knowledge and encouraging continuous improvement, and
- increase the adoption of sustainable practices for the greater benefit of the industry and community.

There are many challenges in producing a case study – it takes time to write them, they are often compiled only after the project is complete and can often be written by those who were not directly involved and do not have all the information available. Whilst some sustainability initiatives are well planned and documented, some can be spontaneous and evolve with time. Being able to capture valuable information in such a dynamic workplace is key in being able to prepare an effective case study.

This guide recognises three broad types of Case Studies that are common across the infrastructure industry:

Promotional – for marketing and recognition

Long / Informative – for knowledge sharing

Technical / Academic – for education and research

This recognition will allow prospective writers to prioritise and capture the appropriate key data in real time by those directly involved and to allow for the preparation of a well written case study suited to its purpose at a later date.

This guide follows the release of [the ISCA Developing a Business Case for Sustainability Initiatives in Infrastructure - A 'How to' Guide](#) in 2016. It is envisaged that these guides can be used to overcome perceived barriers to sustainability endemic in the construction industry, create a culture of knowledge sharing and perpetuate the implementation of sustainable practices across the industry. This guideline is also consistent with benchmarks in the IS version 2.0 Lea-3 Knowledge Sharing credit.

Purpose

The purpose of this guide is to assist case study authors optimise their preparation of case studies to maximise impact for the type of case study they seek to produce. This could include:

- demonstrating the successful implementation of the Infrastructure Sustainability (IS) Rating scheme on their project,
- demonstrating the success and learnings from specific sustainability initiatives, and
- summarising the sustainability outcomes achieved on a project.

Who Should Use the Guide?

This guideline is designed to assist professionals involved in any stage of the infrastructure lifecycle – planning, design, procurement, construction, operation, maintenance and ownership. It is designed to cater for those with no or little prior experience in the development of case studies, or professionals with an evolving ability to write concise and succinct case studies to effectively facilitate communication and knowledge sharing around outstanding sustainability accomplishments and their various benefits.

IS Rating Version 2.0

IS Rating version 2.0 includes the 'Lea-3 Knowledge Sharing' Credit, which requires assessors to demonstrate that knowledge sharing initiatives have been completed during Design and As Built project phases.

The IS Rating nominates criteria for this process in the *ISv2.0 Knowledge Sharing Initiatives Appendix*. The initiatives are listed as:

- KSI-1: Sustainability Knowledge Sharing Internally and Externally
- KSI-2: Ecological Data and Knowledge Sharing
- KSI-3: Resource Recovery Data and Knowledge Sharing
- KSI-4: Sharing Costs and Benefits of undertaking an IS Rating
- KSI-5: ISv2.0 Case Studies Shared with the Industry

KSI-5 requires a specific number of Case Studies to be developed consistent with ISCA's Case Study Template (refer to copy included below), and in alignment with the following credit Levels:

Level 1: At least two (2) case studies **must** be developed for two ISv2.0 credits using ISCA's case study template.

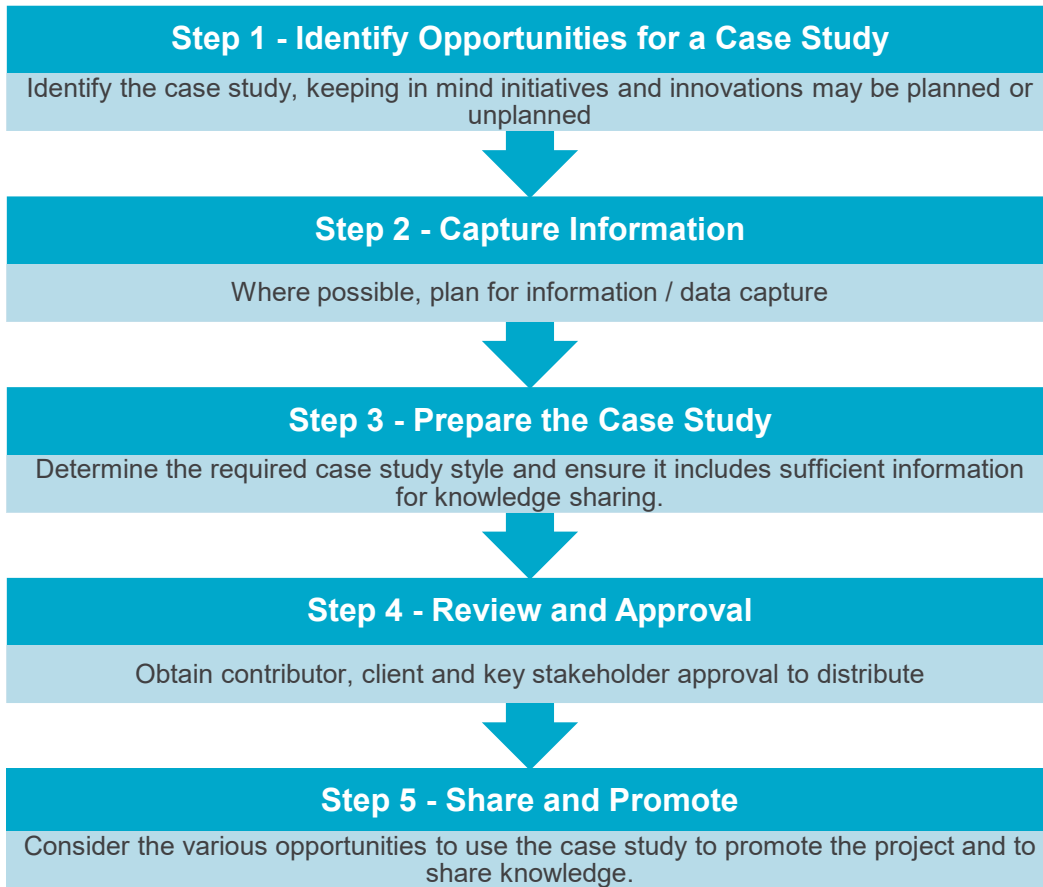
Level 2: At least four (4) case studies **must** be developed for two ISv2.0 credits using ISCA's case study template.

Level 3: At least six (6) case studies **must** be developed for two ISv2.0 credits using ISCA's case study template.

This Guideline will provide additional guidance to projects delivering an ISv2.0 Rating and the preparation of Case Study information to achieve IS Rating outcomes.

FIVE STEPS TO PREPARE AND SHARE A CASE STUDY

An overview of the process is provided below:



Step 1: Identify Opportunities for a Case Study

Prioritising and defining which initiatives are worthy of a case study can be challenging in a dynamic environment where solutions can't always be planned and/or may evolve throughout project delivery. It is important to be able to identify these opportunities so that valuable information can be captured when the opportunities present themselves.

Any initiative or innovation that significantly contributes to the achievement of a project's key sustainability objectives and targets will contribute to telling the story of the project's success. These are likely to include:

Planned initiatives and innovations which support sustainability objectives and targets

The IS Rating technical guideline can be used as a starting point to identify and prioritise areas where the project intends to stretch beyond standard practice.

Innovations and initiatives raised during project meetings

Whether it is a challenge overcome, an improvement made, an alternative material or a new methodology - and whether it is raised by the project team, the customer, subcontractor or supplier - any newly proposed innovation or initiative that contributes to the project's sustainability objectives and targets will present another opportunity to demonstrate the project's achievements.

Where a business case has been developed and implemented

As described within the '[Developing a business case for Sustainability Initiatives in Infrastructure](#)', a case study will also be valuable to validate the business case and document the outcomes and learnings from them.

Once the scope of a case study has been defined, consider:

- whether a similar case study has been published before. If so, what can your case study add to this topic which your case study can have impact to? A range of case studies are published on the ISCA website.
- Are any internal or client approvals required to implement data collection, compile or publish the case study?
- Is there a template to present the case study? Two templates and an example are attached to this Guideline, including an ISCA Case Study template (also available on its website).

Step 2: Capture Information

One of the most significant barriers to sharing knowledge is capturing the right information at the right time. With an infrastructure project in full swing, time is of the essence and it is therefore best to plan and define the process for capturing information in advance and diligently follow the process throughout delivery.

Where a Business Case for the sustainability rating, initiative or innovation has been developed as described in the *'Developing a business case for Sustainability Initiatives in Infrastructure'*, much of the information will be readily available.

The following recommendations may also assist in capturing information as efficiently and accurately as possible:

Identify and prioritise the information needed to balance the value of the information with the effort of documenting it. Consider how to prioritise the significance of the initiative(s) to determine the level of detail to capture to match the type of case study (i.e. promotional, informative, technical / academic), including the frequency or timeframes for collecting data. Information could include technology descriptions, data, supplier evaluations, detailed design drawings, references to specifications, photos, and/or commentary or endorsements from other project team members.

Involve the team to ensure those closest to the knowledge are those who are documenting it. This may involve meetings or providing the blank template from the back of this document for others to complete.

Consider the role of advocates to help ensure data collection happens. For example, seeking buy-in from a foreman may help to ensure that an operator tasked to collect data is provided the opportunity to undertake the task and does so at the frequency required.

Embed the process within the project management system, so that it is not an additional or infrequent task to complete. For example, incorporate 'innovations and initiatives implemented' into the agenda of a regular planning coordination/construction meeting, to capture ideas as they arise and any contact details for further information. Capturing key information in real time and directly from those involved will provide the foundation for others to prepare case studies at a later date.

Use appropriate technology to manage information, for example software such as Building Information Modelling can be used to track design changes and collect quantitative data for analysis. Alternatively, a small notebook may be best for the construction team to write fuel levels and operating hour counters.

Take photos of the implementation, the final solution and the positive outcomes that were realised.

Capturing key information in real time and directly from those involved also provides the foundation for others to prepare case studies should they need to at a later date as described in Step 3.

Step 3: Prepare the Case Study

Four key elements should be included in a case study:

1. **Context** – provide the project background, the reason for the initiatives / innovations and the decision-making process that resulted in the selected solution.

2. **Initiatives / Innovations** - describe the selected solution, the implementation and any relevant technical specifications required to support further implementation.
3. **Outcomes** - describe the benefits realised for your stakeholders, emphasise the human impacts to tell a compelling story. Quantify any technical achievements and include any awards and testimonials to demonstrate recognition.
4. **Further Information** - provide further information to support ongoing implementation and continual improvement.

The level of detail provided for each element will depend on the case study type: promotional, informative or technical/academic. The desired writing style and tone can then be applied to craft a compelling and effective case study.

1. Context	
Project Description <i>Provide an overview of the project</i>	Promotional ✓ Informative ✓ Technical / Academic ✓
<p>In the process of developing a case study, there may be a natural tendency to jump straight to discussing the project initiative itself and describing its benefits. For the case study to be compelling however, it is essential to 'step back' and accurately describe the context and what the project is trying to achieve.</p> <p>The context should briefly describe the project, including:</p> <ul style="list-style-type: none"> • Scope and Vision, key objectives and targets • Key stakeholders, e.g. customer, business partners, community • Contract type and value • IS Rating details e.g. credit(s) and level achieved 	
Drivers <i>Describe the reason for the initiative / innovation, this is often aligned with the project objectives, challenges and opportunities.</i>	Informative ✓ Technical / Academic ✓
<p>Provide a description of the reason for the initiative/innovation to provide the reader an appreciation of the conditions that lead to it and the implications for further implementation in similar situations. Consider including the following:</p> <ul style="list-style-type: none"> • Describe the reason for the initiative / innovation, this is often driven by the project objectives, a challenge or an opportunity. Include the specific IS Rating credits that are relevant and/or the interests of key stakeholders. Consider what made it clear that there was an opportunity or challenge to be solved. • Explain the significance of the initiative by describing what makes it 'beyond business as usual' and what the immediate issues that were intended to be addressed. <p>The completion of this step should result in a clear statement of the drivers for the problem or opportunity and a description of its causes and effects, scale and extent.</p>	
Decision Making <i>Include details of the analysis of options and the decision criteria used</i>	Technical / Academic ✓
<p>For those interested in utilising the case study for further implementation, it can be useful to understand the decisions and reasoning that lead to the selected solution. Consider including:</p> <ul style="list-style-type: none"> • A description of the alternative solutions that were considered and how they were generated i.e. a simple discussion, a collaborative workshop, a working group, a literature review. This can provide insight into the depth of investigation and inspire others to innovate. • The decision-making process, including the decision criteria that was used and why. • The analysis results, this often includes a simple table with each alternative rated against the key decision criteria or a list the advantages and disadvantages (pros/cons), where possible include the reasoning behind the ratings and the short- and long-term implications of each alternative. • Include details of any calculations and assumptions related to the solution or implementation or analysis of results e.g. cost benefits analysis, energy consumption, materials analysis. 	

2. Initiatives / Innovations

Solution

Describe the selected solution; include images

Promotional ✓

Informative ✓

Technical / Academic ✓

Provide an overview of the solution. If writing a promotional piece, the focus may be more qualitative. For an informative or technical document, the description may be more quantitative.

Depending on the purpose of the case study, consider the inclusion of the following information:

- **How effective the final result is and if the outcomes were as expected**
- **How the benefits and/or performance will be guaranteed long term**
- **Images to demonstrate the overall solution**

Implementation

Describe the implementation, include diagrams and technical details to provide sufficient information to allow replication

Informative ✓

Technical / Academic ✓

It is easy to focus on the successes of the case study, without describing the method to achieve them, however it is essential to include enough detail about the implementation to enable others to apply the approach in other scenarios and replicate or build upon the positive outcomes that were achieved.

- **Describe the methodology with sufficient information to allow for replication. This may be a simple description or a detailed step by step instructions depending on the complexity of the solution and the intended audience of the case study.**
- **Include images to illustrate the implementation, such as photos, diagrams, flowcharts and plans.**

Technical Specifications & Analysis

Provide technical details of the products, designers and/or suppliers involved. Include any calculations and assumptions related to the solution

Technical / Academic ✓

This should include sufficient technical details of any materials, products and calculations used to enable the replication of the initiative(s) and results, for example:

- **Include the product specifications, technical drawings, data sheets and metrics e.g. fuel consumption rates, details of designers and/or suppliers, documentation of any modifications or refinements.**
- **Include details of any investigations and test results, calculations and assumptions.**

3. Outcomes

Benefits & Achievements

Promotional ✓

This section provides an opportunity to articulate the benefits of the solution from key stakeholder viewpoints and to quantify the achievements.

Informative ✓

Technical / Academic ✓

By telling a story that includes the human aspects and clearly quantifies the achievements, the benefits of the case study will be indisputable and very powerful in promoting the project, sharing knowledge across the industry and providing ongoing benefit.

- **Describe the benefits from the various stakeholder viewpoints. These stakeholders could include the project team, customer, suppliers and service providers, end-users and the community (including residents and businesses). Consider the direct and indirect impacts on each stakeholder, why it is important to them and how they define or measure success.**
- **Quantify the achievements where possible such as energy savings, material savings, cost benefits, employment created, travel time reduced, community engagement events and attendance, diversity and inclusion rates.**

Awards & Recognition

Promotional ✓

Awards and recognition demonstrate an independent acknowledgement of the benefits and achievements

Informative ✓

Technical / Academic ✓

This may include industry awards, customer testimonials and community feedback. Consider including:

- **Award Details such as the title, sponsor organisation, short description. For greater impact, describe the winning edge; what made this project stand out and receive the award.**
- **Testimonials from key stakeholders can provide a powerful endorsement of the outcomes delivered.**

Impact Analysis Details

Technical / Academic ✓

Completing a detailed analysis of the project impact can provide additional insights for similar projects and provide valuable information for further research

Provide the details of the methodology used, including any calculations and assumptions related to the analysis of outcomes, which may include:

- **Stakeholder surveys - consider using specific questions aligned to the achievement of the project sustainability objectives and what it means to the stakeholders, how are they impacted.**
- **A quantitative analysis of resource consumption, to understand the precise quantities achieved**
- **A social or environmental impact study – these can be comprehensive and provide greater understanding of the broader impacts of the project across communities and environments**
- **Include details of the methodology used, including any calculations and assumptions related to the analysis**

Design Thinking

Promotional ✓

Check the quality and creative design of the Case Study to attract and engage readers.

Consider the following to check whether the design and format of the Case Study appeals to readers, is easily digestible and is fit for promotion.

- **Attract readers by the use of appropriate and attention grabbing headlines and subheadings.**
- **Engage readers by making the Case Study easily digestible through the use of appropriate fonts, icons, infographics, diagrams, charts, graphs, and pictures.**
- **Maintain readers by using effective use of language to ensure the Case Study is comprehensive, simple to read, persuasive, punctuation is perfect and spelling is flawless.**
- **Entertain readers by using varied formats e.g. video, pitch presentation style, interview style, testimonials.**
- **Connect readers by using creative story-telling to ensure the reader retains and transmits more information.**

4. Further Information

Contact Details

Provide contact details to allow others to seek further information.

Promotional ✓

Informative ✓

Technical / Academic ✓

For the initiative or innovation to have ongoing benefits, it is critical to support further development and implementation. Try to ensure contact longevity by including details that are unlikely to change with time and are linked to companies rather than projects (e.g. contact details of suppliers and subcontractors). It may also be useful to include an alternative contact. Consider including the following information:

- **Contact person(s) details: name, position / role, direct phone and email**
- **Project / Organisation details: project name, company, phone, email and website**

Lessons Learnt

Include positive and negative lessons learnt for improved outcomes

Informative ✓

Technical / Academic ✓

Even with the most successful projects and sustainability initiatives there are always some lessons to be learnt. There are usually things that went well that were considered vital to the project's success (i.e. tips for others who are looking to implement a similar project or initiative). There are also typically things that could have been done differently to increase the positive outcomes. In identifying lessons learnt, consider the following:

- **Undertaking a post project workshop or survey involving a range of key stakeholders.**
- **A broad review across all project aspects including culture, processes, technical, across the full project lifecycle.**
- **Be objective and constructive, focus on facts and opportunities for improvement**
- **Utilise project documentation and tools such as risk registers (did risks eventuate and how were they dealt with), incident logs (what incidents occurred and what were their causes) and project reports (what objectives and targets were achieved or not achieved and why).**

Recommendations

Provide recommendations to encourage others to build upon the knowledge provided within this case study

Technical / Academic ✓

Make recommendations about how things could be improved in the future and nominate other situations could the initiative be applied to that would also yield benefits.

Describe any broader opportunities or challenges that were not within the scope of this initiative and should be considered at another time

Step 4: Review and Approval

Seek and obtain formal approval for use of the case study through the appropriate channels and authorities and in accordance with the relevant delegations of authority for your organisation. A table including the following could be used:

Peer Review

Communications/Marketing Manager

Legal Review

Customer Approval

Project Manager or Director

Key stakeholder Approval (particularly if mentioned within the case study)

Senior Organisational Manager

Also obtain approval for use of any images.

Step 5: Share and Promote

There are numerous opportunities to promote the project, share knowledge and demonstrate industry leadership. Some of examples are listed below:

Purpose	Examples	Audience	Medium(s)
Promotional for marketing and recognition	<p>Include case studies to your organisation’s website and printed marketing material. Communication teams can utilise the information gathered to develop compelling examples of the organisations capabilities for customers and demonstrate their experience in delivering sustainable outcomes.</p> <p>Include on your project website to inform and engage the community about what you do</p> <p>Channel case studies through social media Reach a broad audience of potential customers, business partners and employees through social media channels, to provide tangible and engaging stories about the project achievements. Engage communities through promoting the positive local impacts.</p>	Potential customers, business partners, community	Brochures, websites, social media
Informative for knowledge sharing	<p>Establish a data base for capturing and sharing technical information across key stakeholders With the development of an effective data base to collect information on sustainable initiatives and innovations, information can be shared across the business</p> <p>Include case studies within training material for upskilling employees, suppliers and subcontractors, contributing to the improvement of the industry as a whole.</p> <p>Upload Case Studies to the ISCA website Consider adding your case study to the range of case studies already available on ISCA’s website (this is accessible under ISAP Resources). This can help the industry leave a positive legacy and showcase your organisation.</p>	Employees, Suppliers, Subcontractors ISCA Rating, Industry	Internal publications, knowledge sharing database, ISCA innovations
Technical / Academic for education and research	<p>Prepare presentations for sharing at universities and industry events Some case studies will present an opportunity to share knowledge at industry events and demonstrate thought leadership, putting the project and business at the leading edge of sustainability.</p> <p>Prepare Research Papers and/or Journal Articles Contribute to the advancement of technology and innovation which will help to make the industry safer and more sustainable</p>	Universities, Industry	Journal Articles, peer reviewed papers

INFORMATIVE CASE STUDY EXAMPLE: WHEEL WASH COST BENEFITS

Project	Dorothy's Farm [#]
Location	Land of Oz [#]
Organisation	Munchkin Construction [#]
Customer	Wicked Witches Ltd [#]
Project Value	OZD\$100m [#]
Date / Duration	2016-2018
Market / Sector	Renewable Energy / Wind farm
IS Rating Details	Design and As-Built ver1.2



[#] not real name, de-identified due to probity. Image courtesy www.enviroconcepts.com.au

Context

Wicked Witches have identified the Kansas region as a high wind energy generation area and commissioned Munchkin Construction to develop a 140MW windfarm suitable to withstand tornados. Local residents have raised concerns about construction vehicles distributing mud on local roads resulting in environmental harm in local waterways, health and safety concerns for pedestrians and general road users, and loss of local amenity.

Initiatives / Innovations

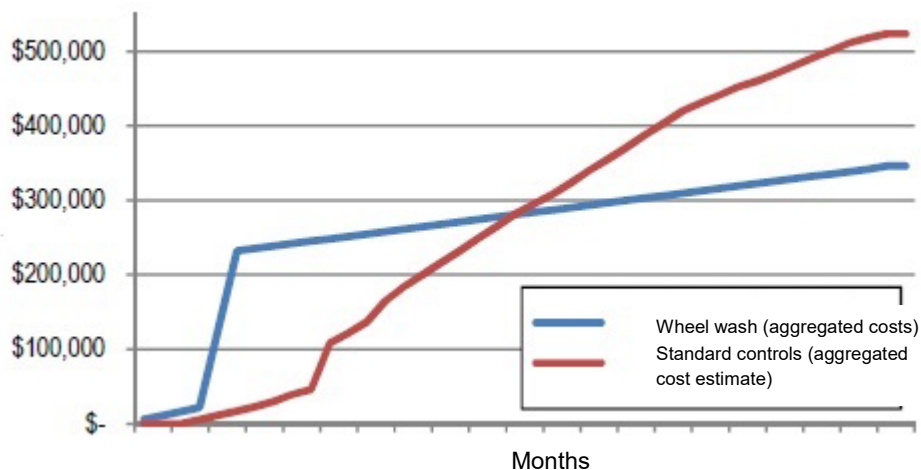
One control was to lease a portable wheel wash unit (illustrated above, model 737-800) at the main site exit point for the duration of the project. All vehicles exiting the site is required to go through this. This control was a replacement for standard environmental controls (which are largely ineffective) such as sediment sausages, drain protectors, streetsweepers, regular replacement of rumble pads, and a labourer, gurney and tanker.

ISCA Credit
(ver1.2)

Dis-1
Wat-2
Man-6

Benefits & Achievements

minimised the quantity of input water by 30% in comparison to a gurney and tanker scenario.
ensured 100% of exiting vehicles used the wash unit as the wash process took 10 seconds per light vehicle, 30 seconds for a typical truck, 45 seconds for a truck and dog.
Resulted in a forecast cost saving of \$220,000 (or 33%) in comparison to an estimate of traditional controls (refer cost benefit chart).



Mitigated the need for other roadside environmental controls (as stated above).

Resulted in zero environmental infringements and fines, and no complaints made by neighbours.

Was the first construction project application of the wheel wash unit by the supplier: learnings were applied as the project rolled out assisting the supplier improve their product (positive industry legacy).

Resulted in Munchkin Constructions procuring similar systems on other projects (positive industry legacy).

Awards & Recognition

The client and residents regularly expressed their satisfaction at the proactive approach adopted by the team from the outset, such as:

“We walk our dogs this way every day, we never had a reason to fear slipping over the mud and hurting ourselves.”
(local resident C.Lion)

“Munchkin Contractors helped us maintain our social licence with local regulators and community which made our task of building and operating the project so much easier and provide local jobs.”
(S.Crow, Wicked Witches Project Manager)

Lessons Learnt

When planning environmental control measures the solutions and whole of life costs should be considered based on a ‘whole of project’ approach to maximise benefits.

Initial perceptions of the benefits of the wheel wash by the Construction Manager were mitigated by early engagement by the project environmental officer with an informed cost benefit assessment providing sufficient justification to proceed with the wheel wash.

A detailed set of assumptions was used to inform the cost benefit assessment were workshopped with a Senior Project Engineer (refer to contacts below for assumptions).

Engineering controls adopted after the initial installation included a new float pump to automatically top up the holding tank after each use.

Ensuring the inlet pipe from a nearby turkey dam is suspended from the base of the dam to prevent mud entering the top up tank.

Test the water pressure from spray points post installation to ensure over pressurising (which may remove paint from vehicles!).

Contact Details (Project Team)

Name	Tin Mann		
Position	Senior Project Engineer		
Phone (direct)	0412 345 678	Phone (company)	02 1234 5678
Email	Tim.mann@munchkin.com.au	Website	www.munchkin.com.au
Name	Dorothy Gale		
Position	Sales Representative – Whirlwind Wheel Washers		
Phone (direct)	0413 345 678	Phone (company)	07 1234 5678
Email	Sales@whirlwind.com.au	Website	www.whirlwind.com.au

CASE STUDY TEMPLATE A: ADD TITLE

Project
Location
Organisation
Customer
Project Value
Date / Duration
Market / Sector
IS Rating Details



Context

Context description area.

Initiatives / Innovations <i>Describe the selected solution(s) and implementation.</i>	ISCA Credit
	Man-1
	Lea-2
	Inn-1

Benefits & Achievements
Describe the benefits of the initiative(s) and/or innovation(s) from key stakeholder viewpoints and quantify achievements.

Benefits and achievements description area.

Awards & Recognition
Include any award details and / or testimonials from key stakeholders; describe what made this project stand out.

Awards and recognition description area.

Lessons Learnt
Include any positive and negative lessons learnt; consider all project aspects and the full project lifecycle.

Lessons learnt description area.

Contact Details

Ensure contact longevity by including details that are unlikely to change with time.

Name	Name		
Position	Design / Engineering / Sustainability Manager / Coordinator		
Phone (direct)	0412 345 678	Phone (company)	02 1234 5678
Email	name@company.com.au	Website	www.company.com.au

ISCA CASE STUDY TEMPLATE: *ADD TITLE*

Add image if available

Case Study Title	Project name
Project background	Background of the project
Initiative description	Description of the initiative
What issue/problem did this initiative overcome?	Description of issues and problems
Relevant category/credit (if applicable)	Exa-1 Exa-2
Sustainability benefits realised	Description of sustainability benefits, quantified where possible
Issues	Description of issues encountered
Lessons Learnt	Description of lessons learnt