



Reimagining Water

Water for Public Good



Hindustan Unilever Limited

Hindustan Unilever Foundation

(A wholly owned subsidiary of Hindustan Unilever Limited)

SUMMARY OF HUF IV JOURNEY REPORT

About the Summary Report

This report provides summarised view of the Journey Report – IV. The objective of the report is to provide reader with a quick snapshot on the thought process and the objectives with which the activities has been carried out and share the insights and experiences generated out of the collaborative effort at the ground level.

The report is aligned with the main report and thus follows the similar structure. The details provided are short summaries generated from the main report and interested readers can link to the main report to have more details.

The complete report can be accessed at **www.huf.co.in**

Reimagining Water
Water for Public Good

Summary of HUF IV Journey Report

Hindustan Unilever Foundation
Unilever House
Mumbai

Contents

Director's Message _____	4
NAC Members and Experts _____	5
Introduction _____	12
Democratising water: Interpreting clusters and elements _____	14
Towards more responsive community behavior _____	23
Value of Water – Shared Solutions _____	26
HUF and Sustainable Development Goals _____	28
Conclusion and way forward _____	30
Link to Assurance Statement _____	31
Acknowledgement _____	61

Director's Message

Water – the precious natural resource is more scarce than one may think. In fact, the World Economic Forum lists it as one of the top global crisis in the years to come. Rapidly increasing population has put unprecedented pressure on water resources. In India, the situation is particularly challenging. Our country has around 18% of the world's population but only 4% of its usable fresh water resources¹. This, without any sign of decline in the demand for water in the foreseeable future.



At Hindustan Unilever Limited, we are driven by our belief of Doing Well by Doing Good. Over our 80 years of corporate existence in India, we have always partnered the country's progress be it through the Integrated Rural Development Programme, producing an indigenous 'Janata' soap during soap price control, or setting up the Hindustan Unilever Foundation (HUF), a Section 25 not-for-profit company, in 2010 to help address the debate on water security.

HUF, through a partnered approach, focuses on delivering 'water for public good'. It connects to HUL's WASH agenda and contributes to national development through water conservation and building livelihoods.

What makes HUF initiatives unique as well as sustainable is the partnership approach that unites different stakeholders. During the last year, HUF initiated its framework on "Democratisation of water". It continued to build bridges to enable collective action on water. This has been received well by the experts and practitioners, as can be seen from their observations laid out in this report.

This report illustrates HUF initiatives that have been carried out in FY 2015-16 and how these have helped make a larger economic, environmental and social difference through water conservation.

This report comes in the backdrop of a water stressed year that further reinforces the need for a focused effort on on-ground actions and solutions. HUF has been pursuing this with our initiatives continuing to make a difference in more than 50 districts of India this year.

HUF along with its partners has created a collective and cumulative potential of more than 290 billion litres of water. The focus is not just on water conservation but also on adopting good governance practices. These practices help in furthering equity and improving access to water, increasing agricultural productivity, increasing efficiency of water usage and application and enhancing livelihoods of farmers and community dwellers.

We have come a long way in addressing the need for water conservation, but there's a lot more to be done. We believe that through partnerships, we can connect the different aspects of water conservation to make remarkable progress in water management.

It will take much more than one company, government or community to solve the challenges related to water that face us. We need collaboration, innovation and partnership to drive water conservation at a systemic level. Collective action and coalitions are the need of the hour for a brighter and more sustainable future for all.

Sanjiv Mehta

¹ <http://wrmin.nic.in/writereaddata/NationalWaterPolicy/SummaryRecordofProceedings6576369201.pdf>

NAC Members and Experts

Dr. Mihir Shah

Former member Planning Commission

Member, NAC - HUF

It is truly remarkable that a corporate-linked entity like the Hindustan Unilever Foundation has sought to make “Democratising Water Management” as its guiding principle and aspiration. This is specially noteworthy as the Government of India itself over the past few years is seeking to move in the very same direction.



From 2009 to 2014, I had the privilege to work as Member, Planning Commission, Government of India and more recently to Chair a Government appointed Committee on Restructuring the Central Water Commission and the Central Ground Water Board. My main emphasis throughout has been on the need to adopt a more location-specific, decentralised and participatory approach to water management.

The main lesson we learn from the history of water resources development in India is that we have focused far too much on outlays and far too little on outcomes. And if we are to make this decisive shift, we will need to move the emphasis from construction and extraction towards management and maintenance. After spending around Rs. 400,000 crore on constructing large dams in India, we still face droughts and floods year after year. Intervening in a debate in the State Assembly on July 21, 2015, the Chief Minister of Maharashtra remarked that the State has 40 per cent of the country’s large dams, “but 82 per cent area of the state is rainfed. Till the time you don’t give water to a farmer’s fields, you can’t save him from suicide. We have moved away from our vision of watershed and conservation. We did not think about hydrology, geology and topography of a region before pushing large dams everywhere. We pushed large dams, not irrigation. But this has to change.”

I believe the work initiated by HUF is a step in the direction of making this change a reality on the ground in the most needy geographies of the country. The HUF work is being carried out by some of the finest civil society organisations in the country, who have long years of experience and achievement in the water sector. As you can see from this report, HUF projects adopt a participatory approach, based on the principles of equity and sustainability and people’s empowerment, a genuine attempt at water democracy in social settings, which have had a long history of social and economic exclusion. This is challenging work but one that has been long overdue.

The HUF partners work on both surface and groundwater. The latter is the single most important source of water in India and is currently facing a serious crisis of sustainability. While public investments since Independence have focused largely on surface water, today groundwater has emerged as the main source of both drinking water and irrigation, based almost entirely on private investments by millions of atomistic decision-makers. The relative ease and convenience of its decentralised access has meant that groundwater is the backbone of India’s agriculture and drinking water security. Groundwater is used by millions of farmers across the country. Over the last four decades, around 84 per cent of the total addition to the net irrigated area has come from groundwater. India is by far the largest and fastest growing consumer of groundwater in the world. But groundwater is being exploited beyond sustainable

levels and with an estimated 30 million groundwater structures in play, India may be hurtling towards a serious crisis of groundwater over-extraction and quality deterioration.

It is clearly not possible to manage groundwater in command-and-control mode. You cannot hope to monitor 30 million groundwater structures through a licence-quota-permit raj. The only way to do is to adopt the approach of the HUF partners, who try to mobilise the primary stakeholders to understand the nature of their aquifers and promote sustainable sharing of groundwater.

This crucially involves demand management, which is another key distinguishing feature of HUF work. For far too long, not only in India but across the world, we have focused on supply-side solutions. This will not get us anywhere. For unless we manage demand sustainably, however much supply we may mobilise will prove inadequate.

As a pioneer in democratic water management in India, HUF is doing trail-blazing work that has crucial lessons for all stakeholders in the water space – farmers, industries, civil society and government. I wish HUF continued success in its endeavours.

Ms. Ireena Vittal

Former Partner with McKinsey

Member, NAC - HUF

A heterogeneous portfolio of integrated water management models

India has been discussing its water challenges for a decade now. But has done little to fix the underlying issues. Time and nature wait for no one. As we witness, this year water has waged conflicts in India.

Citizens in several states struggled with acute drought, followed by severe floods, often in the same geography. Extreme rain events implied the averages of monsoon were mathematically met but farmers in several states struggled to plant crops. With poor retention of swathes of this water, reservoirs are less filled than one might expect, resulting in tension. Even as this report goes for publishing, the water fight between Karnataka and Tamil Nadu have taken lives and brought Bangalore to standstill for three days.

India' water tragedy is self-created. Unlike other countries that have supply shortfalls, India (currently using 634 bcm of water annually) is blessed with annual rainfall of 3840 bcm, which translates to a net supply equal or twice that its demand (depending on aggressive or conservative assumptions relating to surface run-off, recharge, evapotranspiration and quality of water). While this gap will worsen as demand grows unbridled, our current tragedy is poor management: our inability to shift from thinking supply (big dams and private groundwater extraction) to integrated demand and supply management (pricing water, aquifer & groundwater recharge, river management, urban & industrial recycling, repairs and maintenance of water bodies, irrigation efficiency and community water users associations.). The solutions are well documented. A recent insightful report by a committee chaired by Mihir Shah (also an advisor to Hindustan Unilever Foundation) has also suggested a politically acceptable, practical approach on how to make this happen, reinventing the institutional mechanisms that already exist in India. The government appears receptive and now we wait for execution. The citizen pain of 2016 should perhaps goad them to action.

This is where the Hindustan Unilever Foundation (HUF) and its wonderful partners come in. To systematically manage water, take a look at the heterogeneity of India, from a climate, soil and rainfall point of view. Also, look at the scale of the effort: an estimated 30 million groundwater structures in rural India and thousands of industrial clusters. Clearly participative water management with the communities taking responsibility of their resource is key. And these communities will need local solutions, tailored to their topography, usage pattern, and their eco-system. Every story you read in this report is one such solution. Created on the ground, tested and being optimized by scores of committed professions who bring time, passion, expertise and technology to this much ignored area.

So as the new water management approach gets mainstreamed, hundreds of communities will be able to access the work done by the partners of HUF. To that extent, it is wonderful to see how this partnership is evolving and how some Indians are building the much needed expertise for fixing India's water woes. Congratulations on the stellar work done!



Expert Speaks

Mr. Rajendra Singh

Also known as, "waterman of India", he won the Stockholm Water Prize, an award known as "the Nobel Prize for water", in 2015

I got to know about HUF and its network when I was invited for the National Workshop in May last year. I am glad to note the subsequent enabling role played by HUF, as the initial bridge between Jal Jan Jodo Abhiyan with WRG2030 to explore the Hindon river management activity. I do see that there are many interventions by HUF that can add value to the water discourse in India. There is a synergy of democratising water that exists between HUF and JJA that I hope can translate into on ground programs in the future.



Mr. Bastiaan Mohrmann

Co-Head Asia & Middle East, 2030 Water Resources Group (International Finance Corporation)

Bastiaan Mohrmann has been on numerous boards and committees including FICCI Water Mission, CII Regional Water Committees, WEF/NVA India Business Council, IFC/PaCT Steering Committee, WFN (Water Footprint Network) Supervisory Council, and others.

Both HUF and WRG2030 believe that private sector can contribute significantly to the water challenges that India faces, both in ways collective ground action as also thought leadership for reimagining water. To trigger this, they partnered with Global Water Partnership (GWP), International Water Management Institute (IWMI), Council on Energy, Environment and Water (CEEW) and The Energy Resources Institute (TERI) to organise a workshop on Agri-Water Sustainability in India with the objective to set the Agenda for the Alliance for Thought Leadership and Action in May 2015. This was multi



stakeholder meet, which saw the participation of more than 50 organisations spanning Government, International Organisations, Academia, NGOs, Standard keepers, Corporate and other interest groups. Its synopsis was released at the Stockholm Water Week in September 2015, which was well received.

As a result of this

1. WRG2030 has been able to set up a multi stakeholder initiative in UP with Jal Jan Jodo Abhiyan (led by Rajendra Singh, 2015 Magsaysay Award winner) and others.
2. WRG2030 has set up the Cotton Water Platform in Maharashtra

Both, HUF and WRG2030 continue to work for foundational changes in the water sector in India.

Prof. R. Sakthivadivel

Emeritus Professor, Centre for Water Resources, Anna University

My association with Hindustan Unilever Foundation team and their implementing NGO's partners is a brief but a productive one. I visited the fields with partners where the watershed development activities had already put in place and looked at the transformation that had taken place in terms of water conservation, bio-mass regeneration, crops and cropping pattern and the sustainability of the structures executed which is very impressive. A major reason for this excellent outcome is the institutional transformation with the attitudinal change brought about of the local community by the implementing agencies and collective involvement of all types of stake holders both landed and landless with the implementing agency .It also speaks about the design of the watershed project and the process adopted. The self-confidence gained by the partners in implementing this type of watershed project and displaying their work to a person like me who is visiting their developmental activities is indeed a positive outcome auguring well for the future watershed activities in this country.



More than the partners, the smile and self-confidence enthused by the local communities of the developed watersheds is a joy to watch. Most importantly, each one of the local residents with whom I have interacted expressed not only what they had gained out of this project but also indicated their future development action plan to improve and sustain the benefits accrued out of this project thus exhibiting their self-reliance and capacity to take decisions on their own.

The HUF team have done an excellent job of integrating the latest technology of land and water management with the traditional technology to improve the land and water productivity and thereby diversifying their livelihood options and their socio-economic status. To achieve this, they focused on to build water conservation and storage potential, promoted community involvement and ownership of the project, enhanced agricultural production in project area, and over the years have reached 13 river basins over more than 80 districts.

Among the many innovative works attempted by them, the following are worth mentioning:

- Developing an information portal for rain fed areas, which will provide an online platform allowing free access to information to 640 districts and 2.5 lakh panchayats.
- Establishing automatic weather stations to collect local weather information and disseminating them in time.
- Conducting experimental games to strengthen collective action in ground water management.
- Facilitating the Foundation for Ecological Study (FES) to conduct a coping exercise in a village in Rajasthan to understand ,test and develop integrated framework/theory of change of community stewardship (on the lines of Alliance for Water Stewardship) to govern the common pool water resources by the local themselves.
- Among the many publications brought out, the following are some of great relevance to semi-arid tropics:

-Water efficiency and sustainability in Agriculture Supply Chains.

- Rational method of water conservation calculation in the watershed context for optimizing agricultural returns both for rain fed and irrigated agriculture.

-Tank cascade development for livelihood security with the revival of traditional tank Irrigation system.

-Water balance studies using empirical methods such as Dry-Damp- Wet method suggested by Strange to suit the existing database.

The Journey to achieve the objective of Water for Public Good is, as per my evaluation, progressing smoothly.

Mr. Adrian Sym, Chief Executive, Alliance for Water Stewardship

Diverse range of experiences in the international development sector, including with social and environmental standards, and in running his own business. Adrian joined AWS from Fairtrade International, where he led Fairtrade’s partnerships program. Before this, Adrian worked for many years on disability-related programs in South Asia (Bangladesh and Nepal).

For several years, the Alliance for Water Stewardship (AWS) has partnered with HUF, primarily to help ensure community perspectives on water use and water governance are part of the AWS discourse. Our ambition is that implementing water stewardship through the framework of the AWS Standard should not just deliver social, environmental and economic benefits, but also that different water users strengthen the trust and relationships needed for a truly sustainable future. This aligns completely with HUF’s Water for Public Good program and its emphasis on democratisation of water governance. Given the pressures on water resources in India, HUF’s work is especially important. It also provides instructive material for other locations grappling with similar, but distinct, issues. We are proud to be able to count HUF as a Founding Partner and a member of our organization and contributor to our network’s learning journey.

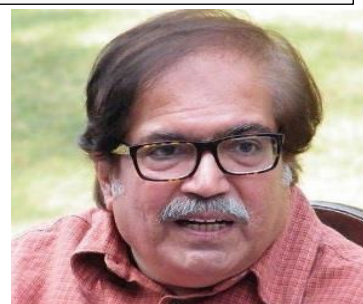


Mr. Tushaar Shah

Senior Fellow of Colombo based International Water Management Institute (IWMI)

Working out of Anand in Gujarat, Shah leads IWMI-Tata Water Policy Research Program, works as an independent director of ICICI Bank, and has served on many committees of the Government of India. He chaired the irrigation-working group of the 12th Five-year Plan and most recently served as a member of the Shah Committee on restructuring Central Water Commission (CWC) and Central Groundwater Board (CGWB).

“The *leitmotif* of HUF’s water partnerships with a range of NGO’s is democratizing water governance. The experience emerging out of these is of great relevance for government and bureaucracy, which after all they are the biggest players in the water sector. The learnings from HUF’s foundational work should inform not only NGOs and civil society but also government agencies. In particular, it highlights the need to reflect on how they can become better enablers and how communities can make better use of assurance providers.”



Prof. PD Jose

Professor, Corporate Strategy and Policy and Chairperson, MOOC Initiatives

Indian Institute of Management, Bangalore

Changing demographics and consumption patterns have placed enormous stress on our natural resources, even those traditionally considered as renewable. Ironically the most biologically diverse and resource rich regions in the world are also in the cusp of this problem. Communities that have historically managed these resources sustainably are now in conflict with the new managers of these resources, be it governments or corporations. This calls for an urgent review of the utilisation patterns as well as the governance of these common property resources.



Water is a case in point. That water is critical to the sustenance of our civilization undisputed. That both corporations and communities have a role in maintaining the viability and sustainability of water systems is also incontestable. However, the potentially transformative and synergistic effects of the two working together is often unappreciated. Hindustan Unilever Foundation’s experience of working with communities across India is a great example of how organizations may blend commercial interests and social impacts in a win-win format for everyone. Given that several regions in India are water stressed, such initiatives provide an excellent example of how corporations may engage with communities for the common good, especially in the management of natural resources.

Introduction

Unilever has a simple purpose – to make sustainable living commonplace and we see this as the best long-term way to grow and bring benefits to all our stakeholders. For this, we need to change the way we do business and to scale up the impact on the issues that matter most. Unilever Sustainable Living Plan (USLP) focuses on six areas that are fundamental to sustainable development in India. These are health and hygiene, nutrition, greenhouse gases, sustainable sourcing, enhancing livelihoods and water.

Estimates tell us that by 2030, the supply of water in India could be significantly lesser than the demand. The adverse impact of climate change on agriculture will further compound problems arising due to linkages between food, energy, and livelihoods in the country. By 2020, Indian agriculture will need 29% more water to meet growing food demands however; actual availability of water for agriculture is likely to reduce by 12% due to diversion of irrigation water for other purposes. This situation is expected to be compounded as it is estimated that different agriculture activities consume more than 80% of the exploitable water resources in the country with irrigation being major water consuming activity, where water use efficiency seldom exceeds 35%². This compares poorly with 45 per cent in Malaysia and Morocco and 50–60 per cent in Israel, Japan, China and Taiwan³.

HUF through its 'Water for Public Good' programme has been focusing on water conservation and management in rural India. The intent is to contribute to water in India by enhancing the availability of water for livelihoods; improving its access and increasing its productivity in agriculture and allied livelihoods. Since the issues we need to address are systemic, we encourage public-private partnerships based on three principles: Governance of water; Quantity of water; and finally, Benefits to Community.

HUF's Water for Public Good programme spans across diverse hydrological areas, with locally relevant and decentralised strategies, ranging from tanks to watersheds to command area management. Triple bottom line performance indicators: ones, which create social, environmental and economic capital for communities form the basis of planning. At the heart of HUF's approach is collective action that brings together relevant groups and supports creation of an enabling environment and the delivery of results by supporting NGOs and such other enablers.

With increasing demand for freshwater resources, it is necessary to explore ways to remedy the impending imbalance between demand and supply for sustained availability of water for livelihood and poverty reduction. It also makes smallholders and the poor more vulnerable as they generally are unable to harness alternatives. Moreover, a disaggregated perspective is needed to reflect challenges faced by different regions.

For sustainable management of water resources different actors need to act differently. This may require transformation of agriculture sector, developing holistic and integrated perspective, synchronised functioning of different departments, developing an in-depth understanding of aquifer and basin behaviour and different components of water cycle and; having well informed community institutions able to take decisions and implement them. The above needs an enabling ecosystem. HUF initiated this process in 2010 and together with its implementing partners and co-funded projects, is contributing to the evolution and reinforcement of such an ecosystem. Our experiences among others

² *Farmers' Participatory Action Research on Water Use Efficient Sugarcane Technologies, IISR; 2011*

³ *12th Five Year Plan, Planning Commission, Government of India*

have led us to believe that while collectivisation at a project level is the need of the hour, there is also a need to delve into deeper and more fundamental enquiry of water understanding and action. Such an enquiry in addition to being technical and resource centric should also unravel a framework to explore the underlying characteristics and motivations of drivers (state and communities) and the driven (water, its end use and linkage with livelihood and life).

It is hoped that such an enquiry based on grassroots actions and locating these in a framework that mirrors a democratic imagining of water would enable the creation of the envisioned ecosystem

Thus, in this journey report, we examine and codify the elements that have a bearing on Democratisation for Water for Livelihoods and Life that brings our thinking on the building blocks and therefore needed for the desired ecosystem. These elements are illustrated and their interconnections evidenced by the practices of our partners and communities in our supported project areas. The elements include – Perspective; Inclusivity; Outcomes; Seamlessness; Knowledge and Innovations; Efficiency; Harnessing capabilities; Collectivisation; Governance; Influencing; Synergy; Interest; Geography; Making every drop (voice) count.

Democratising water: Interpreting clusters and elements

Democratising water requires people to be at the centre stage of planning, implementation and management of water resource. It needs active involvement of all related and concerned on issues related to water management and conservation because of the nature of resource. Democratisation also requires furthering locally suited, socially acceptable, economically viable and replicable solutions to the challenges being faced by the community. During the year we have tried to build the contours of such democratisation based on our experiences. We have attempted to populate the elements that constitute the democratisation understanding and practice and can be visualised as below:

Governance

Governance implies ensuring active participation and representation of different socio – economic groups and different classes in local planning and decision making process. It requires to have institutions and processes functioning on the principles of transparency, inclusion, equity, non – discrimination, accountability, equality and fairness. This would enable them to take informed decisions and capacitating them to plan, develop locally relevant and context specific norms and rules, ensuring their implementation across community. This also helps in bringing water resource centrality to institutional networks and working arrangements with other stakeholders including academia, government, corporate sector, NGOs and others such that a holistic water governance is delivered.

Based on experience gained from field interventions it's reflected that that collaborative role of various stakeholders including corporate, grass-root level practitioners etc. in managing water resources along with local community is of prime significance. The sense of participatory approach and ownership from the community and facilitation by the government would strengthen it further. Democratization of water resources management, invigorating new partnerships amongst key stakeholders will help achieve equity, social justice, with a shared vision of water security for all.

Multiplicity of institutions and presence of parallel structures also needs to be taken care of. There are WUAs, watershed development committees, user groups and tank associations along with panchayats and state departments, which have been mandated to manage the same resource in the same geography thereby opening possibilities of conflicts among them. Further, Participatory Irrigation Management (PIM) has come to be seen as the solution of all problems being faced by irrigation system. But studies reveal that WUAs in many regions are being created simply as an aid to bureaucracy and not as mechanism for securing a fundamental change in control relations. Such difficulties are exacerbated, as the hydrological boundaries do not coincide with administrative boundaries.

Existing policy framework also affects the governance environment – both locally and nationally. Policies framed based on information received from ground have more potential of getting translated into action and hence creating a more enabling environment for the community.

- *WOTR has formed Village Development Committees in HUF supported project area followed by several capacity building measures. These are in turn supported by community resource persons termed as Wasundhara Sewaks and Jal Sevaks.*
- *PRADAN under HUF supported project on the other hand concentrated its efforts on strengthening, capacitating and federating SHGs at cluster level and supporting them develop village development plans in association with panchayats.*

- *Habitation level institutions were formed and strengthened by FES under HUF supported project. It is working on strengthening management and governance systems for common property resources namely land and water, hence they can best be managed at habitation level.*
- *PARMARTH, under Jal Sambruddhi project which is implementing projects in Orai and Sumerpur in Uttar Pradesh focused on collectivising women to form PANI PANCHAYATS coupled with several capacity building measures around water related issues.*
- *Collectivisation efforts by DSC in the project villages where HUF supported project is being implemented has focused on formation of Kisan Clubs*
- *AKRSP – I concentrated on forming Gram Vikas Mandals in HUF supported project villages.*
- *To propagate agriculture practices aimed at demand management and use of organic farm inputs in its project villages, PANI, in eastern U.P. has formed Farmer Clubs under HUF supported project.*
- *In watershed projects, Watershed Development Committees and User Groups have been formed to undertake implementation of project activities and management of water harvesting structures constructed in the project villages.*
- *Efforts by SAMUHA focused on facilitating interface between farmers at head and tail end of canal so that an amicable solution can be reached between the two groups*

Influencing

Influencing is considered with a view to understand available resources and using them to provide lasting solutions to diverse issues and challenges that the community faces. It plays important role in sensitising different stakeholders about the local context of the resource and helping them develop the perspective. It provides for the concerned institutions to function in a manner so that capacities are optimally used supplementing and complementing each other.

Engagement by some of our partners with flagship programmes such as MGNREGS led to use of this scheme for water conservation and management at the local level. It played an important role in influencing the stakeholders and institutional functioning. To illustrate community level efforts led to:

- Increased sensitivity towards water conservation and management that helped in influencing functioning of panchayats and MGNREGS mates – the two important entities with respect to MGNREGS.
- As a result water agenda got included in the annual action plans of MGNREGS and panchayats passing resolutions aimed at creation of water harvesting structures.
- *FES works towards conservation of natural resources through collective action of local communities with HUF in the states of Madhya Pradesh, Rajasthan and Maharashtra. It furthers the concept of 'Commons' as an effective instrument of local governance, as economic assets for the poor and for the viability of adjoining farmlands.*
- *PRADAN works in the Chhotanagpur Plateau region covering Bankura, Purulia and West Medinipur districts of West Bengal.*

Of several components of the strategy of PRADAN and FES, an important element has been convergence with MGNREGS and using its resources for implementation of solutions that help community at large and are coordinated with the local ecosystem.

Through HUF's partnership FES has been concentrating on use of resources available under MGNREGS for restoration and rejuvenation of common land and water resources. In addition to village level initiatives such as community awareness, helping community analyse its present scenario and find solutions to the challenges it faces, community level governance mechanisms are being strengthened, for convergence with

MGNREGS. PRADAN, through SHGs and their federations concentrated on mobilising MGNREGS resources for construction of in-situ rainwater harvesting structures and soil and moisture conservation activities on individual farmlands in its project villages. SHG members along with PRI representative through participatory planning process in MGNREGS planned to treat their lands keeping the needs of individual families. In a similar vein, efforts by PRADAN aimed at encouraging women collectives to participate actively in local area planning, development, implementation and monitoring process in Ranibandh block of Bankura district of West Bengal has resulted in women collectives preparing village development plan with focus on creation of in – situ water harvesting assets. Resources under MGNREGS were used for creating these structures.

Inclusivity

Inclusiveness involves different dimensions; it includes – social, hydrological, ecosystem and institutional inclusiveness. It needs to be managed in an integrated manner as exclusion of one may lead to adverse impact on other thereby affectively the very sustenance of the resource. Inclusiveness is also necessary so that fruits of progress and development are enjoyed by all sections of the community. To further inclusive development, different approaches have been adopted by partners in the projects to facilitate social, economic, gender, institutional and ecological inclusivity.

- *Recognising the importance of different components of ecosystem, FES works with an ecosystem perspective in HUF supported project area. To further ecological inclusiveness at the village level, its orientation and capacity building measures for community groups are also geared towards helping community understand linkages between different components of eco-system and help decipher cause – effect relationship.*

Efficiency and Outcome

Efficiency and Outcome pertains to optimal utilisation of resource and avoiding duplication of efforts. It is oriented towards achieving results and focuses on tangible outputs and outcomes within a limited timeframe. The project outcomes are associated with the processes in line with the KPI identified. The process of democratisation is associated with the process orientation and focuses more on qualitative aspects that may prolong continue for a relatively longer time frame. This may have a bearing on the way norms and procedures are decided at the community level. It assumes importance as it relates to achieving sustainability in different dimensions e.g. with respect to small and marginal farmers practicing such agriculture practices which contribute to sustainable agriculture then their involvement in democratisation process becomes important.

- *In Eastern UP and also in West Bengal the focus is on small and marginal farmers hence the practices are geared towards making their agriculture sustainable and increase their climate resilience. In Madhya Pradesh and Maharashtra the focus is on increasing climate resilience of farmers through water harvesting and conservation and promoting new varieties of soybean.*

Efficiency of resource use, including financial, natural, technical is an important factor that helps achieve results in a timely and optimal manner.

In several cases, HUF has been supporting partners unlock resource potential of several government programmes that are there with the state. Our partnership with State Government of Madhya Pradesh is a case in point wherein as a corporate partner in Integrated Watershed Management Programme (now a part of PMKSY) it is supporting Society for Promotion of Eco-friendly Sustainable Development (SPESD) implement watershed management programme in Baldeogarh block of Tikamgarh district so that resource already available with the state are used and duplication avoided. Bringing organisations with different capacities and capabilities has also helped in furthering efficiency in the project thereby avoiding re – inventing the wheel. It has also

facilitated engagement of partners with resource providers to support implementation of other activities which are important for community

Geography

Geography plays a critical role in setting up democratic processes and finding locally suited solutions. Geography has

1. scale dimension which is determined by size and
2. complexity dimension which is determined by topography, socio economic overlay on the topography, infrastructure for water use and its use pattern.

The projects cover wide range of geography both in scale and complexity dimensions. In areas where social and equity dimensions have equal bearing as with the nature of geography in which the water resources have to be managed, thus equally influencing the democratisation process. In pursuit of the same, our partners have taken several initiatives in the projects supported by us. A focus of HUF has been to bring in soil and moisture conservation as central element in its work across geographies.

- *Development Support Centre (DSC) is implementing 'Integrated Water Resource Management and Conjunctive Use of Water in the Command Area of Water Scarce Irrigation Systems of North Gujarat' supported by HUF. It needs to be mentioned here that government has declared Mehsana district as a dark zone whereas Sabarkantha as grey. The project covers one major irrigation scheme - Dharoi in Mehsana district and two medium irrigation schemes - Guhai and Mazum – in Sabarkantha and Aravali districts respectively of North Gujarat's water scarce irrigation systems. In its pursuit to improve water use application efficiency, DSC is promoting several agriculture practices including land levelling.*
- *SAMUHA, supported by HUF in the canal – irrigated areas in Karnataka (an infrastructure dimension of geography) is promoting locally suited solutions such Non Pesticide Management (NPM) in paddy combined with practices such as alternate wetting and drying and use of azolla.*
- *PRADAN in HUF supported project 'Securing food and livelihoods through in-situ soil and moisture conservation in Chhotonagpur Plateau' is implementing several techniques that help in in-situ rainwater harvesting and increasing area under cultivation.*
- *Through partnership with PANI trellis method is being promoted because of (a) the project works with small and marginal farmers and (b) some of the project villages are in flood-prone area, thereby unable to take kharif crop. Hence, the need is to optimally utilise available resources and the returns.*
- *Olam Agro India Limited (Olam) has made concerted efforts in promoting water efficient agriculture practice in sugarcane such as furrow irrigation, alternate skip furrow, trash mulching, use of press mud, gated pipes among its farmers in Madhya Pradesh and Maharashtra.*
- *The project 'Securing Water and Livelihoods through Community-Led Watershed Development in Semi-Arid, Drought Prone Region of Maharashtra' HUF is supporting Watershed Organisation Trust (WOTR) to help farmers adopt use of drip and sprinkler irrigation in its project villages in Jalna district in the state.*
- *HUF is also supporting Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA) for implementation of 'Barsingve Integrated Watershed Development Project' comprising three micro watersheds namely Barsingve, Sonushi and Mydara-Dhanoshi. In this tribal dominated area where paddy is the main crop, activities implemented by MITTRA focus on both – augmenting supply of water and promoting agriculture practices that promote water use application efficiency.*

Knowledge and Innovation

Applying knowledge and intelligence from various domains to water related interpretations and actions requires technical and social processes among others. At the community level innovation can be an incremental progress brought in to the process of knowledge creation, its delivery and implementation to further pluralism.

HUF in its journey has adopted twin pronged approach; one is to improve access to knowledge and other to incorporate knowledge into its activities and with partners in project operations. Over the years, the approach has also been to seek tacit knowledge i.e. through regular connect with partners, communities and other stakeholders. The initiatives over the year, demonstrate progression on the path we have undertaken with certain initiatives taking shape and building foundation for future. The activities are further reflected with following initiatives being taken up and furthered through our partners exploring various technical and social dimensions. The initiatives are

- *Water Pressure – Centre for Water Enquiries*

The work being pursued by HUF provides itself with data and information on various indicators and components. Translating this into useful knowledge has been a priority. To take this ahead, SAMHUA with HUF support, established 'Water Pressure', as a Centre for Water Enquiries. Water Pressure has identified the following as its key strategic focal points:

- *Water communities: This focuses on specific communities to influence. These mainly include producers, consumers and users.*
- *Water Consciousness: It focuses on content development, and developing mechanism for narrowcasts for focused dissemination, behaviour change and policy advocacy*
- *Water Convergence: This will focus on developing water-centric interventions for both Water for Livelihoods and Water for Life*
- *Climate Change Resilient Development (CCRD) Study*
FES conducted a baseline assessment titled 'Climate Change Resilient Development (CCRD) Study' in collaboration with University of Michigan, focusing on water demand management interventions. This seeks to increase awareness of the communities, while assisting them in crafting management systems and adaptation strategies for their water resources.
- *Water Knowledge Centre (WKC)*
DHAN Foundation established Water Knowledge Centre under phase II of the project. The centre is in line with the HUF philosophy of 'Water for Public Good'. The objective of the centre is to bring out the vast knowledge and traditional wisdoms in the small freshwater commons in India and to be made known among water planners, practitioners, policy makers and common public. The initiative builds on the work and experiences generated from the Phase I of the activity completed during the period April 2010 – June 2014.
- *Functionality and Management of Irrigation Typologies in the Dangs, Gujarat*
HUF supported AKRSP – I in conducting a study on 'Functionality and Management of Irrigation Typologies in The Dangs, Gujarat'. The study commissioned by HUF and AKRSP-I looked 'to define a methodology to evolve typologies of irrigation systems in the Dangs with parameters of current prevalent irrigation types and linking them by a series of project development (project planning, initiation, execution and closure), managerial and functional variable parameters.' The aim of the study is to assist concerned actors take decisions that help improve functionality of irrigation types. The study evolved an innovative typological method that supports better analyse functionality of irrigation systems. The study focus was limited to 'irrigation' i.e. pertaining to 'water for livelihood'.
- *The Performance assessment of identified irrigation tanks in Tamil Nadu using remote sensing and Geographical Information System" in the Gundar basin.*

The scientific study undertaken by The Indian Institute of Science, Bangalore incorporated remote sensing and Geographical information system (GIS) technique to compare the pre and post project conditions on selected parameters using satellite imageries. The study has been supported by DHAN Foundation field team for capturing the GPS position of 42 tanks using the GPS instrument and also collecting the data of cropping in the command area of the tanks

- *Hydrogeological Survey of Four villages in Rajpura block, Patiala district*

HUF supported Advanced Center for Water Resources Development and Management (ACWADAM) – Pune to conduct the study ‘Hydrogeological Survey of Four villages in Rajpura block, Patiala district’. Patiala district faces groundwater depletion for many years now resulting into farmer distress.

Harnessing Capability

Actions towards water conservation is dependent on the behaviour of the user and thus influenced by it. This explores multitude of domains which have interconnections with water. The intent is to build and harness capability that enable behaviour changes of communities to be water sensitive. It inter-alia motivates communities to practice and further the behaviour change into their actions. It encourages the exploration of interconnections across domains to have a focused treatment on water.

Most of the community projects supported by HUF are leveraged; supported by other organisations as well. The process looks for pooling in resources both financial and technical with blending of different views and perspective thereby providing space to have different stakeholders to be at common platform to devise solutions with collaborative effort. Hence the projects that HUF supports are in partnership with state governments, government programmes such as IWMP and MGNREGS, corporate foundations such as Axis Bank and Tata Trusts, development institutions such as NABARD and alike. Involvement of organisations such as Krishi Vigyan Kendras, Agriculture Universities has also been furthered to provide technical inputs and guidance. This has helped in promoting judicious and effective use of resources for creation of assets for water conservation and harvesting.

- *WOTR, has also entered into an MoU with Indian Meteorological Department (IMD), to develop a software platform (both an Expert System and a Content Management System) to automate the generation of weather based crop advisories that can be up-scaled nationally.*

HUF has been facilitating democratisation of water management along with its partners; this has helped in finding local solutions, bringing local issues of concern to the fore, furthering use of resources available with government programme for creation of water harvesting and conservation assets both at community and individual level. It has taken concerted measures to improve monitoring and management systems of its partner organisations. Joint monitoring visits to the project area are conducted and regular interaction with community and other stakeholders is furthered. HUF has also help set up organisation level monitoring systems in some cases and also helped develop and refine their perspective as regards water conservation and management. HUF has also been instrumental in helping partners visualise, and map their organisational potential and is supporting their journey to achieve the same.

Seamlessness

Seamlessness is conceived to create an ecosystem that promotes water-based action both within the fence and outside the fence for instance in the supply chains of companies and beyond. It is designed to aid and support multiple institutions and constituents within them and enable them to engage and act on water related issues.

Prabhat – a project launched by Hindustan Unilever Limited in December 2013 is linked with the Unilever Sustainable Living Plan program and aimed at providing holistic solutions to improve the lifestyle of communities living around Unilever South Asia locations.

The objective of project Prabhat is to create a *positive impact* through *sustainable interventions* in pillars of water conservation, enhancing livelihoods and health and hygiene. Presently, Prabhat water conservation pillar works in alignment and support of HUF at nine manufacturing sites of HUL.

While HUF provides the programme framework, supports in identifying implementing NGOs and funds the water pillar, the supply chain team of HUL drives the program on the ground. HUL gives our partners a chance to explore and evolve their capabilities in new areas by creating a favorable ecosystem for them in project locations.

- *The project progress and evaluation involves preparation of 'Water Scorecard' by each NGO partners. These scorecards, designed by Prabhat central team ensure standardization of reporting and reviewing across multiple partners spread across multiple sites. The scorecards highlight the key activities undertaken and the plans for the following month. This is followed through periodic engagement with key stakeholders and with field visit by teams involved.*
- *Prabhat's water projects provide an opportunity for the factory team to connect with the community and NGOs for working towards a common goal. Their efforts and the progress of the programmes are recognized and shared within the Unilever community as well. This brings alive Unilever's belief that employees are an important stakeholder in creating social impact while working with communities. Thus, HUL motivates its employees to become agents for social change and to adopt socially responsible behavior.*

This builds itself further with engagement within government and its departments, with private and civil society and amongst them and enables unhindered flow of information and insights. In addition to regular meetings, discussions, trainings and interface with technical experts, use of technology is increasingly being resorted to promote seamless flow of information to farmers.

- *An information system based on primary data collection offering agrarian communities local specific weather information and warnings when needed is developed. The information generated is verified by technical persons with local data is used to provide crop related agro advisories. This is fed through SMS services and posters being displayed in the villages by WOTR where it is implementing the project supported by HUF.*
- *PRADAN on the other hand has initiated a community led MIS system in HUF supported project villages by grooming SHG women as Community Data Collectors (CDCs) to record and track data at the community level from each SHG with in a tablet given to them. Software in vernacular language has been developed. In the resolution book of SHGs, data related to crop planning and income is maintained. Information pertaining to area under crops of each member, production, expenditure and income, etc. is collated at respective Upa-sangha (cluster level) where women regularly monitor and discuss to analyse the outcomes. Results are placed before members of SHGs for reflection to help them prepare better for future.*
- *FES has developed tools focusing on crop water budgeting and Composite Land Assessment and Restoration Tool (CLART) based on which it has initiated community level discussions on relationships of precipitation, recharge and groundwater extraction where it is implementing HUF supported project. It has also initiated tablet-based applications for common land mapping, crop water budgeting, hydrological monitoring, etc. and has trained community resource persons to enable them to use technology for community level discussions as well as collect project based information.*

Interest

There are multiple interests, which operate across different actors. To enable collective action, one needs to understand and explore opportunities for these interests to be met to varying degrees.

Democratisation process can be influenced by the degree of interest that different stakeholders' have; for it will determine the quality and intensity of action that happens at various levels. This includes interests shown by individuals, group, community organisation, government, private sector or any other stakeholder. This may also involve reforms in bureaucratic functioning or the manner in which different departments connected with water management and conservation function. This may range from making updated information available to community which they can use coupled with measures that facilitate movement from de-concentration to real devolution of powers to local community institutions so that they are able to take informed decisions and implement them. Community institutions on the other hand have to be ready to accept the challenge and gear themselves up to take up new responsibilities. Similarly, the private sector should honour community needs and decisions. Developing faith in people's knowledge, capacities and capabilities will help ensure that resources are put to use as needed by the community.

- *In West Bengal, in one of the development blocks of the project district, upon seeing the success of water harvesting technologies implemented by PRADAN in some villages, the government officials came forward to give SHGs the responsibility for developing similar plans for all the villages in the block. They also helped in integrating these plans developed by SHGs in block level annual plans so that these activities are implemented across all the villages.*
- *In Uttar Pradesh, upon coming to know of the benefits of use of hydrogel in peppermint cultivation as exhibited through PANI, the farmers are coming forward to help themselves to adopt the practice across Barabanki district.*

Perspective

Water issues are being pursued with the twin perspective, viz. water for life and water for livelihood. The prime perspective with which water governance and management is being furthered at the community level is an influencing factor, which decides the process of functioning and decision-making. If the prime motive of governance is 'water for livelihood' then more focus will be on regulating its use in irrigation and agriculture and how optimisation can be achieved in this domain with respect to use of water resources for agriculture. And, if the prime motive is 'water for life' then the whole process will revolve around issues related to ensuring availability of water for drinking and other domestic purposes.

- *In eastern U.P. and Tikamgarh in Madhya Pradesh while water for livelihood is the main driver and hence the focus is on involvement of farmers in the project villages. In southern U.P. and West Bengal it is both – water for livelihood and water for life that is driving the process and the focus is on both men and women. Similarly in central tribal belt of Madhya Pradesh and Maharashtra Samaj Pragati Sahyog (SPS) under HUF supported project is concentrating on both – water harvesting and recharge and promoting such agriculture practices and varieties that are water friendly. In West Bengal, PRADAN is concentrating on improving use of rainwater for agriculture purpose which otherwise would have gone waste as run-off. Similarly, Foundation for Ecological Security (FES) through HUF supported project which focuses on restoration of commons is also focusing on both – water for life and livelihood.*

Synergy and Collectivisation

The objective of collectivisation may vary with location and scale depending on the requirement. At every level – from village to national – HUF has been making efforts to actively engaged with stakeholders and disseminate the idea of collective action. On internal as well as external platforms,

based on experiences gained, it has been showcasing the importance of stakeholder engagement and the need for them to come together to find solutions to issues faced by community in general and water sector in particular. This is being evidenced in different forms at different levels. At the community level, efforts are aimed at bringing different sections of the community on a common platform and facilitating their engagement with formal institutions such as Panchayats to collectively find solutions to the issues that they are facing. Partners' engagement with government officials and departments helps in mobilising resources and capacities needed to implement the solutions. External platforms are used to share our experiences and thought processes with other stakeholders that may be of use to them.

- *FES has been instrumental in forming a multi stakeholder group for rejuvenation of Waghari River in Ghatanji block of Yavatmal district in Maharashtra. Representatives from the government, civil society organization, peoples' representatives and local communities have joined hands to collectively work towards restoring the catchments and drainage lines of the Waghari River*

Making every drop (voice) count

The intent is to recognise and facilitate action that demonstrate equity in resource management and identify means to achieve it. For instance through community institutions designed for such purpose or water distribution mechanisms, etc. Such equity can emanate from class and caste consideration or end use considerations.

- *In all the HUF supported projects, for example, emphasis is being given to involvement of small and marginal farmers as also participation of women. Our partnerships in Madhya Pradesh (M.P.), Gujarat and Maharashtra focus on tribal communities and involvement of socially weak / marginalised groups, collectivising them and supporting them to take action.*
- *FES focuses on restoration of commons and lays special emphasis on improving access of resources to the poor and marginalised. Additionally, as can be seen from the example below, that FES has also supported communities to frame rules of water use so that needs of all are taken care of and the resource is not appropriated by a particular section of the community.*

Towards more responsive community behavior

Democratising water resource management needs to lead to sustained use and availability of water resources, with all stakeholders acting in a responsible manner geared towards effective and efficient water use. For this, we have made efforts to understand behavior patterns associated with the community practice. Partners have made concerted efforts to facilitate changes in practice furthering judicious use. Supporting communities to adopt water efficient agriculture practices without compromising productivity is helping them better govern and manage water resources and promoting judicious use of water.

We have used Unilever's Model of Five Levers of Change to map and explore behaviour change in our projects. HUF has shared this model with its partners to help them map initiatives taken by them to bring about behaviour change among the rural community that helps further judicious use.

Helping the community to understand

Approaches adopted by partners to help community understand their present behaviour with respect to water use and management, and how it affects their lives. These includes awareness activities, mobilising and collectivising communities, engaging with community and developing shared understanding on resources as common pool resources.

- *The efforts in partnered projects with FES and PRADAN have led to changes in the basic approach of planning and execution of the MGNREGS work. From limited male dominated participation mainly with political affiliations, it has moved to community participation adopting participatory process and active involvement of SHG members. Prioritization of the work is as per community need.*
- *HUF-SAMUHA project has been actively advocating low water paddy cultivation and Non Pesticide Management in this village of 260 families. One of the approach adopted is narrowcast on radio. Many farmers have benefitted from narrowcast. Narrowcast led to several immediate effects: formation of Joint Liability Groups, increased use of Azolla, diversified cropping etc. Broadcast also led to over 150 listeners from across the district writing directly about these programme. AIR invited them to Raichur for a live dialogue on the impact of these programmes.*

Making it easy

To supplement the above, focus has been on to increase community's confidence to adopt improved practices, initiate improved governance and management of water, helping community organisations undertake advocacy efforts at the local level and alike. These have been mainly in the form of exposure visits, interactions with experts, capacity building, strengthening functioning of community organisation and developing an enabling environment at the macro level that helps community take initiatives and action.

- *Several farmers across the project locations of FES made a shift in their present agricultural practices through measures such as seed varietal replacement, seed treatment, use of organic manure, nutrient management, non-pesticide management, irrigation scheduling, shift from conventional to SRI techniques, as well as crop replacements in some of the cases.*
- *In Barwani, Madhya Pradesh, Olam has been successful in motivating farmers to adopt agricultural practices such as trash mulching, drip irrigation, green manuring, furrow irrigation, application of*

farm yard manure, and skip furrow in sugarcane cultivation. As a result, 18608 ha of area has been stabilized.

Make it rewarding

Both qualitative and quantitative benefits and rewards have helped community to come forward, adopt recommended practices and behaviours. Reward and benefits have been in the form of making employment available locally, meeting fuel, fodder and water needs, enhanced water availability, efficient practices and enhancing capacities to act and implement improved practices.

Use of organic farm inputs such as vermi compost, organic manure, farm yard manure, NADEP, and bio-pesticides is also being promoted in a major way along with water friendly agriculture practices among farming communities in the project villages.

- *Benefits of system of rice intensification in Kumarbandh in West Bengal motivated farmers of other villages to adopt the technique. These practices were introduced in Kharif season in 2014 under HUF supported project and the community continued these practices and also replicated them in summer paddy. Once barren upland is now under vegetable cultivation by trellis method or rain shelter tomato.*
- *In addition to quantitative benefits accruing to the community that have acted as a motivating factor for them, partners have also started to recognise the efforts put in by community and rewarding them on a public platform. To further sensitise farmers and develop their confidence, events on specific days were organised. PANI, for example, in eastern Uttar Pradesh organised an event on World Water Day having representation from various stakeholders including community.*
- *Increased work demand under MGNREGS has also helped in improving livelihood of Rojgar Sevaks who are also realising benefit of the approach adopted. Similarly, adoption of improved agriculture practices has also helped farmers reap benefits in the form of increased agriculture production and hence increased incomes. Farmers are being supported and encouraged to adopt these practices. In addition to adopting such practices for high water consuming crops such as paddy, wheat and sugarcane, other crops such as onion are also being focused upon in an attempt to encourage water friendly behaviour in agriculture as a whole.*
- *Implementation of measures on enhancing demand side practices through drip irrigation in projects has been boon to farmers. AKRSP – I is implementing project in tribal areas of Dangs, Gujarat, where farmers have switched from lift irrigation having 10 HP engine to drip irrigation. Implementation of drip to led to increased farm output. The result in specific case reflects increased production from one tons of watermelons to 4 ton of watermelon. Increased production is bolstered with reduced expenditure on energy cost on lift irrigation. The initiative adopted by farmers in Divadiyavan village who have undertaken drip irrigation in their fields and got such benefits and inspiring other nearby villages to undertake this intervention.*

Make it habit

Making changed behaviour a habit requires regular support and follow-up for some time for enhanced confidence and belief of community. It's observed that continued nurturing, follow-up and hand holding along with developing support system, has a positive impact on making improved practices a habit among the community.

- *WOTR in its projects identified the benefits arising out of project activities such as improved situation of natural resources, enhanced yield, local availability of wage employment, better*

financial stability and improved standard of living as the factors having helped farmers continue changed behaviour.

- *PANI along with its partner advised farmers to adopt alternative crop during the Rabi season. The initial hesitation was overcome through training and handholding support organised with support of agriculture department. The continued support and persuasion, helped families to switchover to alternatives i.e. onion and this with improved package of practices and raised bed cultivation yielded desirable results. The net benefits were increased production and income along with water saved in irrigation in comparison to flood irrigated onion.*
- *In project interventions the efforts have been to strengthen the community capacity to develop and implement rules and regulations for optimum use of reservoir water for irrigation and drinking water and providing rights to poor and women led households. The case of FES in its efforts of 'Commoning the Commons' reflects such measures adopted. As a first step it undertook training of villagers on various facets of the legal framework of the fisheries sector and helped them register a fisheries cooperative, ensuring participation of the poor as well as the elite. A Gram Sabha meeting ensured leasing of the reservoir to the Fisheries Cooperative of the village. Rules have been put in place for optimum use of the reservoir water for irrigation and drinking water for livestock and for providing fishing rights to the poor and women led households. Furthermore, the people of the community have the initial right to buy fish at a lower price. Further, there have been cases when community of nearby areas have invited their peers to train and support them in initiating water efficient activities in their area.*
- *On seeing the benefits of system of rice intensification in Kumarbandh, West Bengal, farmers of other villages have also adopted the technique. Further, these practices were introduced in Kharif season in 2014 and community on its own continued them to next year and adopted them in summer paddy too. Additionally the upland that used to remain barren is now under vegetable cultivation by trellis method or Rain shelter Tomato Cultivation.*

Bringing about behaviour change in rural community on practices that they have been conducting since decades requires patience, perseverance and concerted efforts in developing an understanding of the present set of practices. Convincing farmers that the new practices will be beneficial for them and help them improve their standard of life takes time, as it needs a new mind-set and perspective.

The results that we see today have been possible only after intensive efforts for a considerable period – in most cases for a year or two. Bringing about desired behaviour change also requires implementing different strategies – may be in two different villages. These have included demonstration plots, convincing farmers to adopt new practice on a part of his land, facilitating engagement with technical experts, engaging with opinion makers, identifying progressive farmers and developing them as early adopters and alike. Once a farmer gains confidence then there have been cases that they themselves propagate the idea among their peers.

Value of Water – Shared Solutions

In this section of the report, we highlight the value of water and adoption of improved agriculture practices as seen by different stakeholders in different contexts and results that have unfolded over the year. While some of these are quantitative, others have qualitative dimensions associated with them.

Increased availability of water in quantity and time, adoption of water efficient agriculture practices including use of organic farm inputs, organic insecticides and pesticides, shift to non-pesticide management have resulted in several benefits for the communities. With passage of time, community has also started according increased importance and value to these practices.

The section on ‘Value of Water’ brings forth community’s perspective and the value it attaches to different initiatives that have been taken in the project area. It also brings to light the importance of these interventions from community’s point of view.

Element	Increased collective action	Reduction in migration	Local Employment	Ecological Restoration	Pivot for networked solutions	Conflict resolution and improved access	Women Empowerment	Impact on life and livelihood	Change in thought processes	Health Improvement
Perspective										
Inclusivity										
Outcomes										
Seamlessness										
Knowledge & Innovations										
Efficiency										
Harnessing capabilities										
Collectivisation										
Governance										
Making every drop (voice) count										

- *FES notes that ‘as the implementation of the project is in the third year, the aspect related to water conservation, savings and use efficiency is becoming central to the common discourse at community level. There are observed behavioural changes at community level in terms of crop choices, moisture conservation techniques in agriculture, irrigation scheduling and irrigation techniques. The demonstrations have helped farmers to scale up through capacity building support and peer learning.’ In addition to this, communities have established or strengthened rules to prioritize water for household use and for livestock consumption.*
- *AKRSP – I interventions in the Dangs on collective agricultural input supply reflects how farmers through collective processes, reduce cost involved in procurement of seeds, transportation and other farm supplies including equipment’s thus reducing the cost and enhancing return potential. . In the project villages of AKRSP – I the community sees an increase in livelihood options in agriculture due to the enhanced availability of water and so reduced distress migration, labour generation at local*

level during the peak seasons of migration, be it through watershed activity or irrigation facility to undertake agriculture activity.

- *Mobilising MGNREGS resources for creation of water related assets has helped generate local wage employment as a result of project activities. In addition to helping them with a disposable income and contributing to their livelihood, it has also helped the community spend more time with their families*

Increased sensitisation of the community on water conservation and management and its judicious use have helped in bringing about desired change in thought process at community level. Being aware of the impact of the inter-relationship between different components of the ecosystem have helped them prioritise the use of resource. This has also resulted in community organisations developing rules and regulations for its use and getting them implemented.

HUF and Sustainable Development Goals

At HUF, we believe water is central to the development agenda. The thought of sustainability into operations and projects elicits different responses. We work and operate with an ingrained view of devising sustainability and integrating it not from the point view of placing it as an additional criteria and/or component but with the idea of co-creating it as we embark and move along.

This section of the journey report details out our perspective with respect to SDGs and the role HUF has been playing to integrate sustainability measures in the community initiatives that it supports as also the project cycle. It also details and maps the activities and initiatives taken in project area that may help in contributing to targets laid out in SDGs.

Water for Public Good within SDG context

- *Goal 2 - Promote Sustainable Agriculture*
- *Goal 5 - Sustained food production and improve land and soil quality*
- *Goal 6 - Water for All*
- *Goal 12 - Sustainable management and efficient use of natural resources*
- *Goal 13 - Institutional capacity impact reduction and early warning*
- *Goal 16 - Participatory and representative decision making*

Experiences generated through HUF activities reflect that, resources and assets i.e. the hardware are the starting point where the community gets benefits that improves their life, and continuance of these hinges on the practices that are set in and established by within the community and practitioners. The practices that form the software, helps in capturing the views on development priorities and at places aligns with available resources while in other leverages its potential with other players. The process enables and empowers with the distribution of knowledge and skills amongst wider section and bring in self-sufficiency within the system.

We have adopted process to quantify and monetize the benefits accrued both, through creation of resources and its distribution along the hydrological chain. The aspects of social and economic dimension covers the equitable and efficient use of resource. Water being unevenly distributed across space and time and amongst different sections of society requires governance mechanism to address the inequity and have the social return distributed amongst the society. The HUF approach towards measuring **Social Return on Investment (SROI)** reflects such an approach.

Moving beyond a simple cost-benefit analysis, the SROI framework helps in assessing the social, environmental and economic changes from a stakeholder's perspective. The assessment tries to understand how various initiatives are influencing the community practices and thought process, factors that are catalysing people to collectively engage to find solutions to the challenges that they face, the quantitative and qualitative benefits accruing to the community.

Key indicators for assessing the changes have been identified and they were monetised where possible, such that the value of benefits could be measured against the value of the investment. FES, for example, attempted at identifying 'barriers' (what stops people from adopting a new behaviour towards bringing the desired change and initiatives being undertaken to overcome these), the 'triggers' (initiatives being

undertaken to get people to start a new behaviour towards the desired change), and the 'motivators' (initiatives that are being undertaken to reinforce or sustain the desired change) for 'Environmental Restoration', 'Environmental Governance', 'Energising MGNREGS' and 'Livelihood Enhancement'. In addition to quantitative benefits, qualitative benefits were also reported by the community members.

Stakeholder groups vary from project to project. While the farming community was a common stakeholder across all the projects, several others including MGNREGS mates, women, CRPs, vulnerable and marginalised, representatives of village institutions, panchayat and MGNREGS officials, participants of training programmes were also consulted by FES during the exercise. Similarly, in case of SPESD, discussions were held with members of SHGs, WDCs and User Groups. In case of SIED, in addition to members of SHGs and WDCs, members of Common Interest Groups (CIGs) were the main stakeholders.

Conducting SROI exercises has been helpful in villagers analysing the qualitative benefits and improvements that are accruing to them as also those that they visualise in future. This helps them in taking appropriate actions and appreciating the efforts being put into the exercises. It may also help in furthering sustained collective action at the community level and increased engagement between formal and informal village institutions.

Conclusion and way forward

The year 2015-16 provided significant impetus and growth on several of areas we are involved in. New partnerships helped further our initiatives and learnings generated from the ground helped to put together knowledge initiatives and products inform of studies taken up by various partners. These helped in furthering our understanding on dimensions and issues that affect water resources and further enrich in developing an integrated perspective with respect to water conservation and management.

Efforts were made to help community develop an integrated perspective with respect to water thereby being able to understand and analyse the inter-connectedness among different components of ecosystem that would help them plan better. In some of the project locations, formal community institutions such as panchayats were oriented and sensitised to focus on management of natural resources in general and water in particular. Similar efforts were also made at block and district levels through continued engagement with government officials.

We have in the process also worked on crystallisation of our thoughts on Democratisation of Water Management and codifying the elements that have a bearing on the same. Additionally, we also made an attempt to analyse the alignment of projects and activities that we support with respect to SDGs. In order to have a common understanding of the Key Performance Indicators (KPIs) that we monitor, Standard Operating Protocol (SOP) was developed.

While on – going efforts will further intensify, future plans include refining our integrated perspective and actively pursue efforts on policy level contribution. This would involve furthering our engagement with academia and policy makers so as to gradually move towards synchronisation between policy and practice. Collaborations with technical institutions will be developed seeking their input and guidance. Field level efforts will also witness expanding and intensifying demand management measures for water intensive crops. Support systems for farmers on better cropping pattern will continue to be pursued.

Link to Assurance Statement

All the projects supported by HUF undergo independent third party assurance process annually. Assurance of the projects is primarily done using two international standards viz. International Standard on Assurance Engagement (ISAE 3000) and AccountAbility 1000 Assurance Standard (AA 1000). The process also looks into alignment of projects with provisions related to Corporate Social Responsibility of the Companies Act, 2013 as also other related national guidelines. This year Deloitte Haskins & Sells LLP was engaged to undertake the assurance of all the projects supported by HUF. The process involved consultation with various stakeholders including rural community, government officials, elected representatives, representatives from financial institutions, technical institutions among others. The assurance team comprised of professionals having required experience in providing assurance in corporate social responsibility and sustainability related performance indicators reviewed the claims and the processes adopted by our partners.

Assurance Statement

Independent Assurance Statement

On the performance of community initiatives for Hindustan Unilever Limited through Hindustan Unilever Foundation for the Assurance Cycle 2015-16

To

The Board of Directors,
Hindustan Unilever Foundation
Mumbai,
India

Broad Objective of the Engagement

Hindustan Unilever Foundation (herein referred to as "HUF") is undertaking various community initiatives [herein referred to as "Project(s)"], as indicated in Appendix 1, under the nomenclature of "Water for Public Good", through various Project Implementing Agencies [herein referred to as "PIA(s)"], covering various non-governmental organizations and other agencies. We have been requested by the management of HUF to carry out a review and issue an independent assurance statement on the performance of Projects and HUF, as presented in the respective Project Annual Reports which were submitted to us for review.

Responsibility of HUF and the PIA(s)

We have been informed by HUF that:

- It encourages PIA(s) to develop working arrangements and identify opportunities of convergence with relevant stakeholders, including co-funding agencies for Projects
- There is a working arrangement between HUF and the PIA(s) for each Project, whereby the latter are expected to implement the respective Project funded either by HUF 'or' jointly by HUF and other agencies, wherever applicable and present the performance, with support of and in consultation with HUF
- It has provided the architecture of principles and laid out Key Performance Indicators (KPIs) and has developed a Standard Operating Protocol¹ (SOP) for each KPI being reported with a view to encourage the PIAs to develop their own SOPs.

¹ Standard Operating Protocol (SOP) as developed by PIAs serves as guidance document for monitoring and evaluation of each of the KPI(s) being reported.

- The PIAs have developed their own SOPs along with appropriate performance management systems and internal control frameworks that serve as the basis for their implementation and reporting on KPIs to HUF. The PIAs have further initiated to contextualise this to local needs and community involvement
- The PIAs generated SOPs along with estimation worksheets and respective annual reports that contain qualitative and quantitative progress are put up for assurance by HUF
- A consolidation of these get captured in the HUF journey report, thus capturing the spirit of democratisation and collective thinking and action

Accordingly, the management of HUF is responsible for the architecture of principles and KPIs as also the indicative SOPs. The respective PIAs are responsible for data methodology, definitions, KPIs and the information therein in accordance with the criteria mentioned in respective SOPs (collectively called as "allied documents"), that is free from the material misstatement after selecting and applying appropriate reporting policies using measurement methods and estimates that are reasonable and appropriate in the project circumstances. Their responsibility includes designing, implementing and maintaining internal controls relevant to the preparation of the annual report(s). HUF has extracted information from these reports and included in the "Journey Report".

While HUF has encouraged PIAs to explore for convergence with other stakeholders, the PIA management has made choices including the way in which representations have been made for projects executed alone or jointly with other funding agencies and the reporting of KPIs as part of such investments are fair and reasonable.

We were guided by the SOP, developed by HUF which has been used/adapted by PIAs for various executions / implementation of projects however we do not provide any assurance on SOP and allied documents.

Our Responsibility

This report is made solely to HUF, in accordance with the terms of our agreement. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone, other than the Management of HUF for our work or for the conclusions that we have formed from the review carried out by us. We have no duty of care or any liability to any third party and cannot accept any responsibility for reliance by them, in acting or refraining from acting on the contents of our reports.

Scope of Work

Our Scope of Work as agreed with HUF is as follows:

The scope of work included issuance of Assurance Statements on each of the Projects implemented by different PIA(s) based on respective Project Annual Reports² and KPI(s) identified in Appendix 2 and the consolidated HUF Journey Report in accordance with the following standards:

² Sections of Journey Reports/ Annual Reports pertaining to preface, introduction, organizational vision and mission and its relationship with Project, Hindustan Unilever Foundation's partnership in organizational context, challenges and next step, executive summary, views of dignitaries who visited the Project site, stakeholders involved in this report, and futuristic statements made throughout the report presented in the report are beyond the scope of our review.

IS

- Reasonable /Limited Assurance as per the International Standard on Assurance Engagement 3000 (herein referred as "ISAE 3000"), issued by the International Federation of Accountants (herein referred as "the IFAC")
- Type-1/Type-2 Moderate/High Assurance as per AccountAbility 1000 Assurance Standard (2008) (herein referred as "AA1000AS")

The Assurance level whether as Reasonable or Limited (as per ISAE 3000) and Type-1/Type-2 Moderate/High (as per AA1000AS) for various KPI(s) has been indicated in Appendix 2 as considered appropriate by us based on our assessment.

Our Approach and Methodology

We have engaged an appropriate multi-disciplinary team to perform the assurance engagement and to obtain information and explanations that we deemed necessary to provide sufficient evidence to support our conclusion on the engagement.

We conducted this engagement in accordance with ISAE 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and AA1000AS. We have planned and performed the assurance work keeping the KPIs and the allied data made available to us. Our opinion is based on following procedures (on a sample basis) for all the Projects:

- Test of data, analytical procedures, review of records and review of relevant documentations submitted by respective PIA(s), to arrive at the data and qualitative performance presented in their respective annual reports for FY 2015-16
- Analysis and review of key structures, systems, processes, procedures relating to collation, aggregation, validation and reporting of the selected KPI(s)
- Review and test of activities /engagements executed /implemented by respective PIA(s) in the sample sites visited by us
- Conducted consultations with select external and internal stakeholders, covering HUF and respective PIA(s), inclusive of communities, village level institutions and other relevant parties, whom we considered necessary for the purpose of our review

We have relied on the information, documents, records and explanations provided by respective PIA(s) / HUF for the purpose of our review. In case of "limited/moderate assurance", the scope of evidence gathering was based on representations, supporting documentation, recall surveys, photographs and certain empirical estimates provided to us by the representatives of HUF and the PIAs for specific projects.

The sample sites that were visited by us for the purpose of our assurance engagement are provided in Appendix 1.

We have not carried out investigation or forensic exercise as part of this engagement.

HUF ensures that the Reports are always released in their entirety with page numbering clearly indicating the total number of pages and the individual page numbering out of those total and that the "Notice" attached in Appendix 5 of the executed engagement letter between HUF and DHS, appears legibly at the start of the Reports

IS

Our Observation and Recommendations

We have been informed by HUF that they intend to continue creation of positive impact on the community through the water based programs that are being implemented through their PIAs.

Observations:

- During this assurance cycle, performance measurement of the KPI titled “Water Potential due to various interventions adopted” related to demand side water saving has been reported by the PIAs in the following manner:
 - In the Project implemented by Olam Agro India Limited, the calculation is primarily based on theoretical computations, on the basis of research/technical papers. This was because the process for data collection from the control and experimental plots laid out was not in an acceptable quality and so was not put up for assurance
 - In the Project implemented by PRADAN, the calculations have been primarily done based on theoretical computations, on the basis of research/technical papers
 - In other Projects, the calculations are based on data from control and experimental plots
 - In the Project implemented by BIRD –U.P. the calculations are based on both the approaches- namely- data from control and experimental plots and recall survey
- The PIAs are not able to maintain documents such as landholding records and caste certificates pertaining to KPIs 1.3.3 and 1.3.4 as these documents have associated local sensitivities that HUF and the PIAs respect

Recommendations:

Based on our review we understand that the processes and checks which are in place for the assessment and reporting of KPI numbers can be further strengthened.

- HUF may consider that all PIAs follow the process of improved data collection from controlled/experimental programs/plots for estimation of water savings pertaining to demand side interventions
- HUF may consider necessary capacity building of PIA representatives with respect to understanding of various KPIs, data reporting mechanism, adoption of Management Information System

Areas of further improvement wherever identified have been brought before the attention of the management of HUF. Project specific observations and recommendations have been provided in the management letter which shall be submitted to HUF separately.

IS

Conclusions

Based on our discussions with relevant internal and external stakeholders of HUF and respective PLA(s); the documents and records that were made available to us for our review and according to the information and explanations provided to us by HUF, the PLA(s) and the impacted communities consulted in connection to the review of the Projects for the assurance cycle 2015-16, for performances presented by respective PIAs in their Project Annual Reports, we believe our work for the aforesaid scope of work, provides an appropriate basis for our conclusion for the Projects.

Reviews carried out in line with "Limited/Reasonable Assurance Engagement as per ISAE 3000" and "Type 1 Moderate/High, as per AA1000AS":

As per AA1000AS:

- **Inclusivity** - As per the information provided by HUF we are not aware of any matter that would lead us to conclude that HUF has not applied the inclusivity principle for its key stakeholder groups
- **Materiality** - Based on the documents and records that were made available to us and examined, as aforesaid and according to the information and explanations provided to us, nothing has come to our attention that causes us to believe that the performance against the KPIs for the assurance cycle 2015-16 as presented in Appendix 2 by HUF are materially misstated
- **Responsiveness** - Based on our review, nothing has come to our attention that causes us to believe that HUF has not demonstrated its commitment to understand stakeholders concerns, as evident from its various stakeholder consultation engagement mechanisms which have been applied at various Project sites.

As per ISAE 3000, Limited Assurance:

Nothing has come to our attention that causes us to believe that the performances presented are materially misstated.

As per ISAE 3000, Reasonable Assurance:

In our opinion in all material respects reported by HUF and the PIAs are fairly stated.

JS

Our Independence and Competencies in Providing Assurance

Our team included professionals having required experience in providing assurance in corporate social responsibility and sustainability related performance indicators. We have complied with independence policies of Deloitte Haskins & Sells LLP, which address the requirements of the IFAC Code of Ethics for Professional Accountants in the role as independent auditors. We also confirm that we have maintained our independence in the Report and there were no events or prohibited services related to the Assurance Engagement which could impair our independence.

For Deloitte Haskins & Sells LLP
Chartered Accountants
(ICAI Reg. No. 117366W / W-100018)



Neeta N. Shah
Partner
ICAI Membership No. 25846



AA1000
Licensed Assurance Provider
000-219

Place: Mumbai
Date: December 7, 2016

IS
SP

APPENDIX-1: PROJECT DETAILS

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
1	Society for Promotion of Ecofriendly Sustainable Development (SPESD)	Integrated watershed management programme in the state of Madhya Pradesh	Kudila, Tila and Khajrar - Janakpur	<p>Community Self Help Group (SHG) members – Ms. Ram Kali (Adhyaksh, SHG) and others User groups- Mr. Mahaduna, Mr. Dayaram, Mr. Amna AHIRWAR, Mr. Ganpat Lodhi, Mr. Sundar Lal and others</p> <p>Watershed Development Committee Mr. Jagdish Lodhi, President</p> <p>Panchayati Raj Institution(PRI) Representative Mr. Amar Singh (Sarpanch Khajrar Gram Panchayat) and others</p> <p>Government Official Mr. Ajay Katsaria (IAS) (CEO, Zilla Panchayat District Tikamgarh), Mr. Govind Verma (Technical Expert, IWMP, Tikamgarh)</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
2	Olam Agro India Ltd.(Olam)	Increasing water use application efficiency in Sugarcane Cultivation	Datwada, Kesharpura, Mandwara, Ghatwa Devla, Kunwa	<p>Community Mr. Hiralal, Mr. Jiten, Mr. Manoj Singh, Mr. Shyam Singh, Mr. Mukesh Solanki and others</p> <p>PRI Representative Mr. Vishal Surendar, Mr. Gathwada (Sarpanch) and others</p> <p>Olam Staff Mr. Arun Srivastav (Cane Manager Development), Mr. Ramjanam Yadav (Field officer), Mr. Montoo Tyagi (Field data collection officer)</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
3	Professional Assistance for Development Action (PRADAN)	Securing Food and Livelihoods through in situ soil and moisture conservation in Chhotanagpur Plateau	Villages – Bandhgora, Belbani, Bakura, Rangamati in the districts of West Midnapore, Bankura	<p>Community SHG members and User groups- Mrs. Amita Baskey, Ms. Mukulmoni Tudu, Mrs. Fulmoni Hasda, Mrs. Sukhmani Hasda and others Cluster Facilitating Team (CFT) members- Ms. Mousami Patra, Ms. Lilabhuti Mahanto, Mr. Parmanu Murmur Community Data Collectors (CDC) members- Ms. Sarmila Saren, Ms. Jyotsna Saren</p> <p>PRI Representatives Mr. Bhabesh Chandra Mahato (Pradhan, Gram Panchayat) Mr. Sukhraj Saren, Gram Panchayat member in Bandhgara.</p> <p>Government Official Mr. Dibyendu Sarkar (IAS), MGNREGS West Bengal, P&RD Mr. Ranajit Poddar (Assistant Director Agriculture)</p> <p>Co-funder Representative Mr. Sabyasachi Das, Board member RRAN (Revitalizing Rain fed Agriculture Network)</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
4	People's Action for National Integration (PANI)	Promoting Sustainable Livelihood Practices and Strengthening Livelihood Portfolio through water efficient agricultural practices in Eastern Region of Uttar Pradesh [Farmers action for sustainable agro based livelihoods – FASAL - II]	Vilages – Atarsuiya, Sarai Saf & Kemapur Vastauli (Barabanki), Dhansar & Deideeh (Pratapgarh), Somerah, Basawan Bankat & Kishanpur Grint (Balrampur)	<p>Community Mr. Ram Niwas, Mr. Changa lal, Ms. Kusum Kumari, Mr. Ramadhar Singh, Mr. Ranveer Singh, Mr. Rakesh Singh, Mr. Ram Vilas, Ms. Sangita Aditya, Ms. Sunita Mourya, Ms. Shyama, Mr. Brijeesh and others</p> <p>Village Institutions: Members from Jai Mata Di Samooaha and Mahatma Samooaha</p> <p>Community Resource Person (CRP) for satellite villages visited: Ms. Shama, Ms. Kalpana, Ms. Arti</p> <p>All project implementation partners of PANI</p> <p>PRI Representative Mr. Ashok Kumar (Pradhan – Khemapur Vastauli); Mr. Anantram (Pradhan – Basawan Bankat); Mr. Vikramjit Yadav (Pradhan – Dhansar)</p> <p>Government Technical/Academic Institution Representative Dr. J.P. Singh (Krishi Vigyan Kendra)</p> <p>Co-funder Representatives from Tata Trust</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
5	Samaj Pragati Sahayog (SPS)	Towards Water and Livelihood Security in Tribal Drylands of Central India	Villages - Bagli, Kamlapur, Nanukheda (Haatpipliya), Udainagar	<p>Community Mrs. Kamlabai, Mr. Kailash, Mrs. Chandabai, Mrs. Rhukhmabai Mr. Bawal Singh and others</p> <p>PRI Representative Mr. Mangilal Vagela (Panchayat member, Polay)</p> <p>Village Level Institutions Ram Rahim Producer Company, Cluster Facilitation Teams, SHGs linked to the Ram Rahim Producer Company</p> <p>Co-funder Mr. Shah Rukh (Representative from Axis Bank Foundation)</p>
6	Foundation for Ecological Security (FES)	Water Commons-Influencing Practice and Policy'	Villages – Gudipalli, Tolapalli in Chikkballapur district of Karnataka; Diguvamutravaripalle, Gurramvandlapalle in Chittoor district of Andhra Pradesh	<p>Community Mr.Nagaraj, Mr.Chalapati, Mr.Venkatreddy, Mr.Gangappa and others, Mr. Venkatramappa, Mr.Ramchandrappa, Mr.Nanjappa, Mr.Basavanna, Mr.Ravanappa, Mr.Anjinappa, Mr. Ramanareddy, Mr. Ramlinga Reddy, Mr. Sudhahakar Reddy, Ms. Kalavatti, Ms. Pedamma Reddy, <i>Gurramvandlapalle</i>: Mr. Brahmaiah, Mr. Redappa reddy, Mr. Bhaskar naidu, Mr. Subbaiah, Ms. Padmaja and others</p> <p>PRI Representative Mr. Narasimhappa, Gram panchayat member</p> <p>Prakriti Karyasha Mr. Suresh, Trainer and others</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
7	Development Support Center India (DSC)	Promoting Integrated Water Resource Management and Conjunctive Use of Water in the Command Area of Water Scarce Irrigation Systems of North Gujarat”	Himmatnagar, Sabarkantha district	<p>Community SHG members, User groups- Ms.Mania Ba, Ms. Parmar Mr. Arjun Singh, Mr. Shivshi Parmar and Mr. Patel Prakash Bhai and others</p> <p>Resource agency Dr. Brijesh Thakkar, Arid Communities & Technologies (ACT).</p> <p>PRI representative Mr. Hibsurbhai Kharodia, Deputy Sarpanch, Dedhrota Panchayat.</p>
8	Aga Khan Rural Support Programme-India (AKRSP-I)	Water for Public good – Influencing Practice and Policy	Villages – Bhendmal, Borkhet, Dhangadi, Lavariya, Mulchond, Vaidun, Zaran of Dangs District in Gujarat	<p>Community SHG members, User groups- Mr. Dhanu Bhai, Mr. Chandra Bhai, Mr. Kulji Shakan Bhai and others</p> <p>Government official Ms. Vanita Ben (Taluka Member),</p> <p>PRI Representative Mr. Mangal Bhai (Zaran Sar Panch)</p> <p>Co-funder Representative Ms. Neelima, Program Manager, Axis Bank Foundation (ABF). Mr. Chandra Mohan, Program Coordinator, United Phosphorus Limited (UPL).</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
9	Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA), Nasik	Barsingve Integrated Watershed Development Programme in Igatpuri Taluka of Nashik District	Villages - Sonushi, Barsingave, Dhanoshi	<p>Community Mr. Ramdas Hanumanta, Mr. Bhaurao Dhawlu Dhawad, Mr. Sampat Valu Bharaskar, Mr. Machhindra Keshav Lahange, Mr. Sampat Valu Bharaskar and others</p> <p>PRI Representative Mr. Sitaram Eknath Khonde, Sarpanch – Mr. Sonushi, Mr. Nivrutti Chindu Zole - Gram panchayat member</p> <p>Village Level Institutions: Ms. Jai Yogeshwari Self Help Group, Mahila Vikas Upakram, Sant Nirankari SHG</p> <p>Co-funder: Representative from NABARD</p>
10	Watershed Organization Trust (WOTR 1)	Securing Water and Livelihoods through Community-Led Watershed Development in SemiArid, Drought Prone Region of Maharashtra.	Villages - Javkheda and Khasgoan, Jafrabad Block, Jalna District	<p>Community Mr. Santosh Ramroa Lokhande, Mr. Raju Haribhao Lokhande, Mr. Gajanan Rangnath Shrisagar, Mr. Ramdas Bhargad and others</p> <p>PRI Representative Mr. Deshmukh, Sarpanch</p> <p>Government Officials Mr Gaikwad Representative from Agriculture Department & Bhagwan Uttamrao Shinde (Rozgar Sevak)</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
11	Sanjeevani Institute for Empowerment and Development (SIED)	Regeneration of the Natural Resource base through Participatory Watershed Development in Dhule & Nandurbar Districts, Maharashtra, India	Villages - Bhortipada, Domkani and Jamki	<p>Community Mr. Nakul Bagul, Mr. Lokhandram Kokani and Mr. Vinod Gulab Pawar, Mr. Vedu Krishna Patil, Mr. Lokhandram Kokni, Sambhaji Babu Kokni, Mr. Mangal Bai, Mr. Choti Ram, Mr. Akhdibai Popal Malche, Mr. Jaiwanta Sampad Malche and others</p> <p>Village Level Institutions Dhanya Punya Mata (SHG), Dongradeo Mahila Bachat Gat (SHG)</p> <p>VDC members Mr. Nana ji Sonwane, VDC President, Mr. Ravindra Dani Sharmache, VDC Jamki, Mr. Saheb Rao Manjhe,</p> <p>PRI Representative Sarpanch – Mr. Jamki Washkedi Gram panchayat</p> <p>Co-funder Representative Mr. Suhas, Karl KübelStiftungfür Kind and Familie (KKS)</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
12	Watershed Organization Trust (WOTR 2)	Knowledge Acquisition and Capacity Building for Scale: An Integrated Action Research Project to Assess and Address the Impacts of Climatic and NonClimatic Drivers of Change in Rainfed Landscapes of Maharashtra and Telangana	WOTR, Pune Office	<p>WOTR Representatives Dr. Marcella D'Souza, Executive Director Mr. Hemant Pinjan, Deputy Manager Mr. Eshwar Kale, Sr. researcher Mr. Rennie Thomas, Researcher Mr. Ajay Shelke, Manager Mr. Nitin Kumbhar, Sr. Agriculture officer</p>
13	Mysore Resettlement and Development Agency (MYRADA)	Community-Led sustainable management of water resources for promotion of livelihoods and secured natural resources base	Bedashettihalli Thurunasi	<p>Community Mr. Ramappa, Mrs. Susheelaamma, Mr. Venkataswamy, Mr. Venkatagiri, Mother of Mr. Shiv Kumar,</p> <p>Micro-Finance Institution Ms. Madhu (Area Manager, Sangamitra Financial Services)</p> <p>Insurance Partner Mr. Rajesh Nair</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
14	Development of Humane Action (DHAN), Madurai	IMPROVED (Demand) MEASURES On PRODUCTIVITY OF AGRICULTURAL CROPS WITH TANK SYSTEMS (IMPACT) (Accelerating "Climate SMART" Community Water Initiatives in Water hotspots of South India)	Villages – P. Muthulingapuram, Chokkanathan, S. Krishnapuram, Kalyanasundarapuram, M.Puliyankulam	<p>Community SHG members, User groups: Mrs. Rajeshwari, Mr. Subhash Chandra, Mr. Salaman and others Mrs. Annalaxmi and others</p> <p>Cofunder Mr. Selvaraj, Deputy General Manager – Tamil Nadu Mercantile Bank</p>
15	SAMUHA	The HUF-SAMUHA Partnership: Optimizing agriculture returns and enhancing climate adaptation through water management and conservation as a national model for canal irrigated paddy cultivation.	Villages – Arunodaya camp-2, Chikka Dankanakal in Koppal district of Karnataka	<p>Community SHG members, User groups, farmers Mr. Shankrappa and Mr. Mallikarjun and others</p> <p>Co-funder Mr. Harsha, Manager, Pragatai Gramin Bank.</p> <p>Representative from Academic Institution Mr. Rajkumar, KVK Agriculture Scientist.</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
16	Parmartha Samaj Sevi Sansthan, Orai	Jal – Samrudhi Project - Reducing the vulnerability of community by securing water management through community participation in Jalaun district in Bundelkhan region in UP	Orai - Daulatpura, Sarsokhi	<p>Community SHG members and Pani Panchayat Members- Mrs. Saroj, Mrs. Shakuntala, Mr. Shashikant, Mr. Virendra Singh and others</p> <p>HUL Factory Orai Mr. Anurag Srivastava, Unit HR Manager,</p> <p>Government Official Mr. Pramod Singh Chandrol, Additional Commissioner, MGNREGS</p> <p>PRI representative Mr. Jagpal Singh, Gram Pradhan, Ragoli.</p>
17	BAIF Development Research Foundation (BIRD)	Integrated Water conservation project- “Jal Samridhi” in Kasganj District of Uttar Pradesh	Nagala Chatta Naugaon Bhojpur	<p>Community Mr. Bhagwan Singh, Mr. Mukesh Kumar, Mr. Rewti Singh, Mr. Ved Prakash, Mr. Hazari Lal and others</p> <p>PRI Representative Mr. Ashok Kumar (Gram Panchayat Pradhan, Barabanki) Shri Anantram (Gram Panchayat Pradhan, Balrampur) Mr. Vikramjeet Yadav (Gram Panchayat Pradhan, Pratapgarh) Mr. Suraj Pal Singh (Panchayat Representatives)</p> <p>Co-funder Representative</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
				Mr. Dharam Veer Singh (NABARD)
18	Parmarth Samaj Sevi Sansthan, Sumerpur	Ensuring the livelihood and yearlong food security of target community through promotion of soil and water conservation techniques and sustainable agriculture practices	Sumerpur - Chandpurwa, Inghota and Itara	<p>Community SHG members and user group- Mrs. Keshkali, Mrs. Mayawati, Mr. Mohan Lal, Mr. Sadanand and others</p> <p>PRI Representative Mr. Sheetal Prasad, the Pradhan of the Gram Panchayat</p> <p>HUL Factory Sumerpur Mr. Shachindra Kumar, Factory Manager Mr. Dhiraj Singh Unit HR Manager.</p> <p>Institutions Mr. M Habib Khan President, District level - Soil Testing Lab, Sumerpur</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
19	Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA), Khamgaon	Water conservation for community development projects around HUL, Khamgaon Unit in Maharashtra	Villages – Ghatpuri, Kokta, Makta, Sutala, Jalkabhadang	<p>Community Mr. Rahul Kale, Mr. Nyaneshwar Chopde, Mr. Manohar Vasudevan and others</p> <p>Community Institutions: Members from Shreedhar Water User Group,</p> <p>PRI Representative Mr. Sridhar Tathe, Member of the Gram Panchayat</p> <p>HUL Factory, Khamgaon Mr. Naren Bidwai.</p>
20	Dharampur Utthan Vahini (DHRUVA)	Integrated Water Conservation Project, Silvassa	Dudhani, Mandoni & Karchond in Silvassa (Dadra and Nagar Haveli)	<p>Community Mr. Bhulwanti, Ramesh Babu, Mr. Mahadu Bhai and others</p> <p>Village Level Institutions: Jal Bindu Water User Group and Durga Self Help Group</p> <p>PRI Representative: Sarpanch and Dy, Sarpanch</p> <p>HUL Factory Representative, Dapada Mr. Amit Sinha, Unit HR Manager</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
21	Sahjeevan	Strengthening the local governance and peoples institutions for sustainable rainfed agriculture and livestock economic in Kutch district of Gujarat.	Villages – Bhimasar, Pashuda, Ajapar in Kutch District of Gujarat	<p>Community Mr. Roopa Bhai, Mr. Manish Naran Bhai, Mr. Bharat Ram Bhai, Mr. Karamsi Bhai and others</p> <p>Co-Funder Representative Ms. Devshree Purohit, Programme Manager, Agriculture, CSPC</p> <p>Government official Mr. H. V. Kodawala, BDO</p> <p>PRI Representative Mr. Naran Bhai (Sar Panch of Ajapur)</p>
22	Development of Humane Action (DHAN), Pondicherry	Addressing Sea water intrusion issues in Puducherry region with ensured water security through rehabilitation of the ponds.	Villages - P.S Palayam, Sorapet, Kodathur	<p>Community Tank association and SHG group- Mr. Gunasekaran, the (President of the Water and tank association as well as a Panchayat Member), Mrs. Mahalaxmi (President Women SHG), Mr. Sekar (President SHG), Mr. V R Murgan and others</p> <p>Government Official Mr. Muthulingam, (Commissioner of Bahoor Commune Panchayat)</p> <p>HUL Factory, Puducherry</p>

Sr. No.	PIA	Project Title	Location(s) visited as part of site visit	Names of key stakeholders consulted including PRI members, Govt. officials *
				Mr. Bala Murgan, SHE Manager,

* Note: Representatives from HUF and respective PIAs have also been consulted during the assurance process.

APPENDIX – 2: KEY PERFORMANCE INDICATORS (CONSOLIDATED FOR ALL PROJECTS AS MENTIONED IN APPENDIX-1 FOR ASSURANCE CYCLE 2015-16)

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ³		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)
1	Program based Performance Principle of "Governance for Water"								
1.1	Institutions Set Up								
(A)	Village Level								
A.1	Number of Village Institutions formed/in existence - Water institutions	Number		199	-	345	972	544	972
A.2	Number of Village Institutions formed/existing - Water allied and livelihood oriented institutions	Number		2,182	-	2,660	862	4,842	862
(B)	Supra - Village Level								
B.1	No. of Cluster/Block and District level Community institutions formed	Number		2	-	99	230	101	230
B.2	Business producer engagement mechanism	Number		1	-	11	14	12	14
1.2	Knowledge Systems								
1.2.1	Number of persons who have undergone exposure/ training pertaining to - Improving agricultural practices and/or Water management skills	Number		63,211	6,520	46,381	54,872	109,592	61,392

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ³		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)
1.2.2	Number of experience sharing newsletters documented	Number		50	-	49	10	99	10
1.2.3	No. of articles published in state/national forums	Number		1	-	30	-	31	-
1.2.4	Number of persons engaged in water related issues with state government or participated in state forums	Number		995	145	1,555	369	2,550	514
1.3	Social Equity								
1.3.1	Number of persons having an influence for equitable distribution of water	Number		2,339	30	585	6,242	2,924	6,272
1.3.2	Number of Women members benefitted due to project interventions	Number		29,071	18,386	8,898	13,317	37,969	31,703
1.3.3	Number of SC/ST members benefitted (against the KPI of Number of SC/ST members/families benefitted)	Number		47	37,993	7,524	180	7,571	38,173
1.3.4	Small and marginal Farmers benefitted due to project activities	Number		141	42,844	-	-	141	42,844
2	Program based Performance Principle of "Quantity of Water"								
2.1	Water Availability (cumulative and collective contribution)								
2.1.1	Supply Side								

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ³		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)
2.1.1.1	Water potential through the Project(s) - Due to rejuvenation of water bodies and/or Due to new water harvesting and/or Due to soil and water conservation measures <i>(which has been subjected to monsoon rainfall)</i>	Billion Litre	2	-	82.52	-	60.21	-	142.73
2.1.1.2	Water potential through the Project(s) - Due to rejuvenation of water bodies and/or Due to new water harvesting and/or Due to soil and water conservation measures <i>(which are yet to be subjected to monsoon rainfall)</i>	Billion Litre	2	-	6.82	0.52	5.33	0.52	12.15
2.1.1.3	Water harvested from rain	Billion Litre	2	-	-	-	28.43	-	28.43
2.1.2	Demand Side								
2.1.2.1	Water Potential due to various interventions adopted	Billion Litre	2	-	67.71	-	105.17 to 175.05	-	139.92 to 208.01
3	Program based Performance Principle of "Benefits to the Community"								
3.1	Person days Generated								
3.1.1	Person days generated due to the project works	Number		1,141,218	557	1,207,276	316,921	2,348,494	317,478
3.1.2	Person days generated due to downstream livelihood and other incidental activities	Number		293,038	254,204	155	530,170	293,193	784,374
3.2	Additional Agriculture and Biomass Production (annual)								

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ³		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)
3.2.1	Production achieved (due to improved availability of water and/or due to improved agricultural practices), over the baseline of the start of the project	Tons		-	432,450	8,405	160,088	8,405	592,538
3.3	Area stabilized								
3.3.1	Area treated through soil and water conservation and command area developed due to water harvesting structures	Ha		-	19,659	11,199	31,845	11,199	51,504
3.3.2	Area stabilised (due to promotion of agriculture package of practices, micro irrigation, treated to reduce the demand for water, etc.)	Ha		-	27,972	1,025	71,384	1,025	99,356
3.3.3	Area subjected to water management	Ha		-	-	-	483	-	483
3.4	Behavioural Changes								
3.4.1	Number of farmers who have adopted better agricultural techniques	Number		29,558	7,687	11,671	56,380	41,229	64,067
3.4.2	Number of farmers benefitted due to project work (against the KPI of Number of women/ landless /SC/ST farmers benefitted due to project work of last year's reporting KPI)	Number		-	-	13,912	3,748	13,912	3,748
3.5	Household benefitted								
3.5.1	No. of household benefitted due to project work	Number		22,821	15,482	-	-	22,821	15,482
3.5.2	Number of projects that have undertaken studies for estimating additionality in household income	Number		-	14	-	-	-	14

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ³		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)
4	Sustainability outcomes								
4.1	Agro climatic sensitive practices adopted in the project	Number		-	8	-	-	-	8
4.2	Whether the project has undertaken a SROI exercise		4	-	-	-	-	-	-
5	Other Performance parameter								

Sr. No	Project Key Performance Indicators	Unit	Notes	Assured KPI Values for FY 2015-16		Cumulative and collective KPI values as reported by HUF till FY 2014-15 ⁴		Cumulative and collective KPI values as reported by HUF till FY 2015-16	
				Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)	Reasonable (ISAE 3000) & Type 1, High (AA1000AS)	Limited (ISAE 3000) & Type 1, Moderate (AA1000AS)

⁴ <https://www.huf.co.in/DownloadpdfForm.aspx?id=TTMJCZBBjBrPNPpu1KYs/Y50ouShmGihLnZisetuFBjds6ldbOW2yiXKBDKv5LH3nPU+SpAZpOSQqaySTI3wng=&url=vlp3Ch5Zls2dSe9i8kx+CFjMOZ7ah831Ym9FfMIBO+Up5dBjPJ/ufK/1i//VpxxFP0eShD6LsRZtk4Mbit3XSoJgST66ww42QX4SR7vjMY=>

5.1	Whether project that is funded by HUF and implemented by the PIA (and its other Partners solely or collectively with other funding organizations) has undergone Independent Assurance	Yes/No	-	Yes	-	-	-	-	-
5.4	Various Items of sectors/CSR activities that are covered under amended Schedule VII (<i>as interpreted liberally</i>) of the Companies Act, where the PIA's CSR activities are reflected	Names of Items	1	-	-	-	-	-	-
Notes pertaining to assurance cycle 2015-16:									
Note#	Description of Legends								
1	(a) All Projects, as mentioned in Appendix 1 are in line with the following items of Schedule VII of the Companies Act 2013, in conjunction with CSR Rules, notified by the Govt. of India: <ul style="list-style-type: none"> • Items # (ii) of amended Sch. VII - Promoting education and livelihood enhancement projects; • Item # (iv) of amended Sch. VII - Ensuring environmental sustainability, ecological balance; conservation of natural resources □ • Item # (x) of amended Sch. VII - Rural development projects 								
2	<ul style="list-style-type: none"> • The estimation methodologies/tools (wherever applicable) used by PIAs to arrive at supply and demand side KPI numbers have not been assured • The assured for KPI 2.1.2.1 for FY 2015-16 is 67.71 Billion Litres that includes 34.75 Billion Litres which is based on theoretical computations and 32.96 Billion Litres is based on recall survey approach • Performance against KPI 2.1.2.1 is presented in the form of a range indicating two different approaches in estimation methodology- lower value of the range is based on theoretical computation whereas higher value of the range is based on recall survey approach 								
3	Cumulative KPI values till FY 2014-15 are as provided by HUF. These were assured by another assurance provider and have been relied upon in arriving at cumulative KPI values till FY 2015-16. Assurance statement for FY 2014-15 can be accessed from HUL/HUF website ³ upon submission of required credentials.								
4	For the assurance cycle 2015-16, SROI was undertaken by the following PIAs: FES, AKRSP -I, WOTR-1, SIED, Mittra (Nashik), SPESD and DSC								

General Note	<p>□ Basis for data recording, reporting and documentation of performance against KPIs for all the Projects is carried out by PIAs in accordance with the SOPs. It has been informed by HUF that contextualization of the SOPs to include estimation methodologies wherever applicable and project specific details has been initiated by PIAs</p> <p>□ Co-funding organisations/ schemes in HUF Projects associated with respective PIAs have been enlisted below:</p> <ul style="list-style-type: none"> ▪ WOTR - Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) ▪ FES – MGNREGS; National Bank for Agriculture and Rural Development (NABARD) ▪ MYRADA - NABARD ▪ AKRSP – Axis Bank Foundation; CSR partner like Hazira LNG, Shell Foundation; Bharat Rural Livelihoods Foundation (BRLF); NABARD; United Phosphorus Limited (UPL); ▪ DHAN Foundation; Madurai- NABARD; Life Insurance Corporation of India, Insurance company; Banks like IDBI and Corporation Bank and other CSR partners like Bharat Petroleum Corporation Limited (BPCL). ▪ DSC – Gujarat Land Development Corporation (GLDC); Water Resources Department (WRD); MGNREGS; The Royal Bank of Scotland (RBS) Foundation; NABARD ▪ PRADAN - CFT(Dept. Panchayat & Rural Development, GoWB); Integrated Watershed Management Programme (IWMP), GoWB; Mahila Kisan Sasaktikaran Pariyojna (MKSP); Ministry of Rural Development (MoRD), HIVOS - Revitalising Rainfed Agriculture (RRA), WBPRD - Rural Development Department (Anadadhara Program); Agriculture Dept., GoWB (ATMA); ▪ SAMUHA- Local banks; SIED- KKS, Germany; ▪ MITTRA (Nasik) – NABARD; ▪ PANI- TATA Trust; ▪ SPS- Axis Bank Foundation; Azim Premji Philanthropic Initiatives; IWMP; MGNREGS-CFT Project; UNDP; ▪ Olam did not have any co-funder for this year assurance cycle ▪ MITTRA-Khamgaon BIRD-UP, Parmarth-Sumerpur and Orai, DHRUVA , DHAN-Puducherry did not have co-funders as these Projects are under RABHAT initiative of HUL ▪ Sahjeevan- Coastal Salinity Prevention Cell (CSPC) provides technical support to Sahjeevan but no co-funding is provided
--------------	--

Acknowledgement

The Journey report essays the work done over the FY 2015-16 period and illustrates the thought process and work done by different set of stakeholders coming together with HUF on this journey. The report thus stands on the work done by all of us, as referred in the report and without their collective action and wisdom, this couldn't have been possible.

We thank our Board of Directors for continuing to direct and invest in this journey.

We gratefully acknowledge the contribution of National Advisory Committee in our endeavours during the year

We highlight and appreciate the role of our project partners, with whom we have built a relation on the spirit of collaboration and co-created this journey. Their vision and resolve to implement impactful solutions including getting other co-funders interested and community mobilised, has kept us going.

We thank our legal/secretarial, finance, Human Resources and other support business partners, for driving the compliance and other requirements, helping us to remain committed to the purpose.

We would like to thank Deloitte Haskins & Sells for having being associated with us on the Assurance of the projects and providing us with their insights on process and output delivered.

This compilation of all efforts has been possible due to cooperation of all team members at HUF, its partners and members therein. The responsibility shouldered by Navin Kapoor for putting this report together along with owning the content for Northern and Eastern Region is appreciated. The able assistance provided by Praveen Prakash is recognised. The ownership of content by Pramod John (Southern Region), Sambhaji Palve (Western Region) and Ms. Priyanka Rajgadkar (Projects around Manufacturing Locations) is appreciated.

Ravi Puranik

Team HUF

