

Making the Invisible Visible

Arghyam Annual Report 2021-22

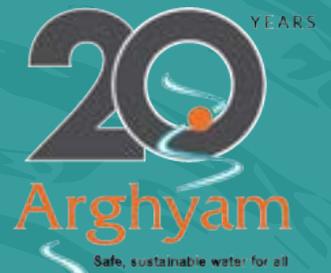
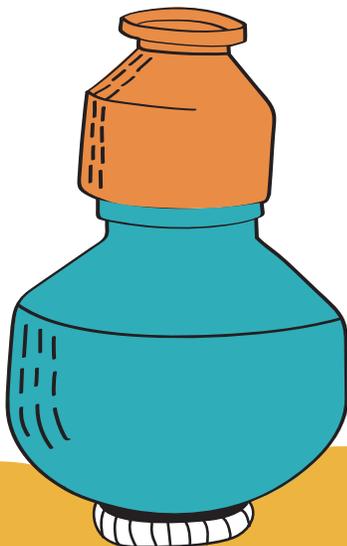


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Foreword

Sunita Nadhamuni,
Chairperson, Arghyam



As Arghyam enters its third decade, it has taken several promising steps forward with its partners. Digital tools have been used successfully for strengthening community resource people through training and for enabling them to develop high quality water security plans with community participation. These are embedded in government programs deployed at state-level scale in Meghalaya, and district / block-level pilots in Karnataka, Bihar and Gujarat.

Will community-based solutions continue to work with a rapidly changing environment? Can technology be leveraged to scale successful community interventions? Can Arghyam play a role in supporting effective implementation of large-scale government water schemes?

Arghyam grappled with such questions on scale and technology leading to a strategic change in direction four years ago.

For 14 years, Arghyam had partnered with a host of civil society organizations on community-based models in groundwater management, rainwater harvesting, sustainable sanitation and water quality. Our NGO partners had developed and refined traditional models for engaging communities over decades and had shown them to work sustainably and equitably, meeting the community's water needs.

During this time, water sector challenges in the country had transformed but not abated. With enormous growth in aspirations of people, the demand-supply gap wasn't reducing even as supply systems increased. Infrastructure had improved, but source sustainability was neglected. Water markets became more dominant. While water testing had increased, pollutants were reaching hitherto unseen levels. When combined with systemic issues of governance, human resources and under-investment, the water crisis was debilitating.

During this period, by and large, the community-based models developed by civil society organizations continued to work, creating islands of water security for their communities.

The government at state and central levels adopted best practices from community-based models into large water schemes like watershed and sanitation over the years but quality and equity still remained elusive.

On a positive side, India was now leading the global charge on technology adoption by the government for reform of social services across sectors. Direct benefits transfer in more than 300 schemes, financial inclusion and reform of the public distribution system are examples of this. Increasing connectivity and smart-phone penetration combined with sophisticated digital public infrastructure like identity and payments had unleashed innovations in payments, education, health and transportation sectors.

Our questions at the top of the foreword came from reconciling these opportunities presented by technology and challenges facing the scaling of proven models of development.

Under the leadership of Rohini Nilekani: Founder and Former Chairperson, the Arghyam team brainstormed and agreed that indeed all of the above were possible. It then launched its new strategy for water security at scale. Three aspects of the new strategy must be highlighted:

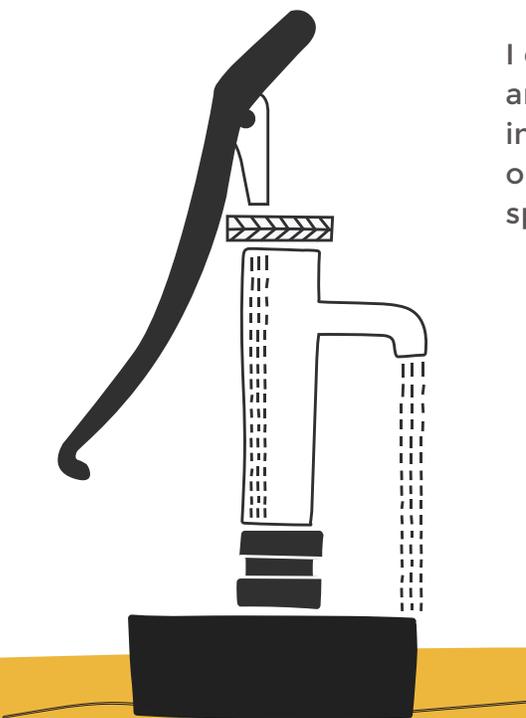
- ◆ **First** - focus on water security through participatory approaches to water management.
- ◆ **Second** - the adoption of technology platforms and solutions to enhance community engagement, making it more effective, visible and measurable.
- ◆ **Third** - strengthening systems for effective scale implementation by partnering in Government programs along with the civil society.

Three years into this change, as Arghyam enters its third decade, it has taken several promising steps forward with its partners. Digital tools have been used successfully for strengthening community resource people through training and for enabling them to develop high quality water security plans with community participation. These are embedded in government programs deployed at state-level scale in Meghalaya, and district / block-level pilots in Karnataka, Bihar and Gujarat.

The path to water security is long and complex involving intervention design, mobilizing communities, planning, implementation and maintenance with institutional and financial systems in place for sustainability. Community participation across all of these is essential to ensure equity and quality.

While there's a long road ahead, I'm highly optimistic about this strategy for water security given Arghyam's long-standing commitment to keeping the communities at the center. I remain confident about the critical enabling role digital technology can play in increasing transparency and improving program execution with trusted data. We feel positive about the outcomes of partnering with the government for implementations at scale. Arghyam will continue to offer its risk capital to embark on such innovations towards water security for all.

I congratulate Mala and the team for their pioneering work and the deep commitment towards shaping these new initiatives. I look forward to Arghyam's exciting journey on this collaborative approach with rich partnerships spanning *Samaj*, *Sarkar* and *Bazaar* for water security.



Preface

Jayamala
Subramaniam,
CEO, Arghyam



We often say, 'community engagement', but rarely define and understand who in the community we are talking about. As we all know, the first point of contact and the gateway to all development programs and services are the community resource people. Most commonly referred as frontline workers (FLW) or the first-mile, they form the backbone of India's social welfare programmes. India has about 2 crore frontline health workers alone.

We are continuously warned that India is running out of water. The NITI Aayog, in 2019 put forward the most dire picture. It cautioned us that by 2030, "the country's water demand is projected to be twice the available supply implying severe water scarcity for hundreds of millions of people and an eventual 6% loss in the country's GDP".

This overwhelming challenge is not just complex, but something that needs an urgent redressal. With the backing of a decade of experience of NGO partners working with local communities in select Gram Panchayats/villages, in 2019, we started our journey to address this at scale - at units of district or more, simultaneously, urgently.

There are significant public funds allocated to large scale water management programs in India. If we look at the water sector alone, in 2021-22, the Ministry of Jal Shakti received an allocation of INR 69,053 crore which is a 64% annual increase over the actual expenditure in 2019-20. Between Jal Jeevan Mission, Swachh Bharat Mission and Atal Bhujal Yojana - the outlay is just over 70 billion USD; all programs designed with a focus on influencing demands and behaviors of the beneficiaries - communities and people - models that see the value of community-level leaders and institutions - the local (village-level) water leaders as well the gram panchayat leaders - who are now becoming central to their programs.

But to implement, we learnt that we needed to remove some fundamental frictions that exist to scale a program designed to keep communities at the center. Even though the programs look at impacting and engaging community level people, identifying them has been a huge challenge - they are still invisible to the program.

Therefore, at Arghyam, we focussed on two aspects of program implementation and design - **identify and distinguish** these invisible community stakeholders - from most vulnerable groups, such as women to water leaders, community influencers or experts; At the same time we also wanted to **reach them faster**, providing them easier access to expert guidance, information, knowledge, content and resources that they could use to understand and manage their water.

We often say, 'community engagement', but rarely define and understand who in the community we are talking about. As we all know, the first point of contact and the gateway to all development programs and services are the community resource people. Most commonly referred as frontline workers (FLW), they form the backbone of India's social welfare programmes. India has about 2 crore frontline health workers alone. There are 2,50,000 Gram Panchayats in India, each equipped with a variety of frontline workforce. This robust army might be unparalleled by design but certainly not invincible when it comes to carrying the burden of navigating our country through the ambitious sustainable development goals (SDG). Millions are spent every year to train this workforce on a wide range of skills for a wide range of programs - gathering demographic data, conducting household surveys, raising community awareness, preparing programme budgets, community mobilization, book-keeping, farming practices, designing water security plans, village action plans and natural resource management plans; yet most of this information is lost in the lifecycle of the program and remains invisible to the state or the ecosystem of development programs.

The moment we started to identify and footprint these stakeholders at the community level, we learnt more and more about them - skill set, social background, education, their interaction with the direct beneficiaries as part of the program, kind of daily activities in the program.

With the large-scale availability of smart phones, it is now possible to use digital solutions to provide this visibility at scale.

The use of digital solutions by the FLW empowers them with knowledge and generates a goldmine of information and data, which increases the overall governance and participation of the water management programs.

Traditional approach that required heavy reliance on scarce expertise to demystify the science of water security had to be broken. The use of digital tools democratized this 'technical' knowledge and encouraged participation of every resident of the village. The frontline worker is now able to get a digital record of his/her 'skill-set', which adds to their 'personal growth trajectory'. The farmer is now able to access short-form videos on a mobile phone device to understand crop diversification and alternate irrigation techniques.

The programs get useful, verifiable data on who was trained, on what and where. They also get real-time data on what is happening post the training. Are people able to make water security plans, are they getting vetted, what are the typical problem areas, what processes need to change and how to make it easier for people to make faster progress. They can use this to become much more evidence-based in their governance at scale. We are already witnessing state governments, leveraging data from one program to re-use in other programs, across departments.

For instance, in just a couple of years we have seen a 15-fold increase in the ability to scale with a substantial reduction in unit cost in programs that we are engaged in. Frontline workers form the backbone of water management initiatives, across the globe. And, until we empower them with the right technology that helps them to participate, and make informed decisions, they'll continue to leave the frontlines of water management, unguarded.



At Arghyam, we have had a chance to take a fresh look at the imagination of working at scale where we choose a 'people-first' approach to the tools and design that support the vision of water security at scale.





01.

Executive summary

For most water management programs and initiatives, across the country, either run by the Government or the Non-Government Organizations, it is the frontline worker translating their big visions into a lived reality- mobilizing the local villager, holding meetings, convincing the village ‘sarpanch’, making village development plans for its water resources, make sense of the science for the entire community, uploading and downloading complex data and information to maintain information systems for the program managers to take decisions.

Unfortunately, there is not enough attention paid, neither to the conditions under which they work nor to their accountability structures and commensurate remuneration which is the biggest driving force for them to play an active role in social development.

The programs are designed top-down with limited attention or resources allocated to the contribution or aspirations of these frontline workers. If we wish to help our villages become water secure sustainably, we need to redesign our programs placing them in front and center of the program design and implementation. We also need to ensure that these trained skilled resources continue to stay invested in the work, their aspirations fulfilled, their incomes augmented, so they can help future programs and the gram panchayats to become water secure.

At Arghyam, through our partnerships, we supported redesign of large scale programs, bringing clarity to the process and role of the front line workers, reallocating funds, bringing in digital tools that empower the front line while simultaneously generating data and information that helped the programs to track & support them to achieve program outcomes. And most importantly making them visible, outside the contours of the program. These trained and skilled resources trained in the programs are now visible to the entire world. Future programs can reach out to them to help achieve their outcomes while simultaneously catering to their aspirations and augmenting the incomes so that frontline workers can stay invested in water.



02.

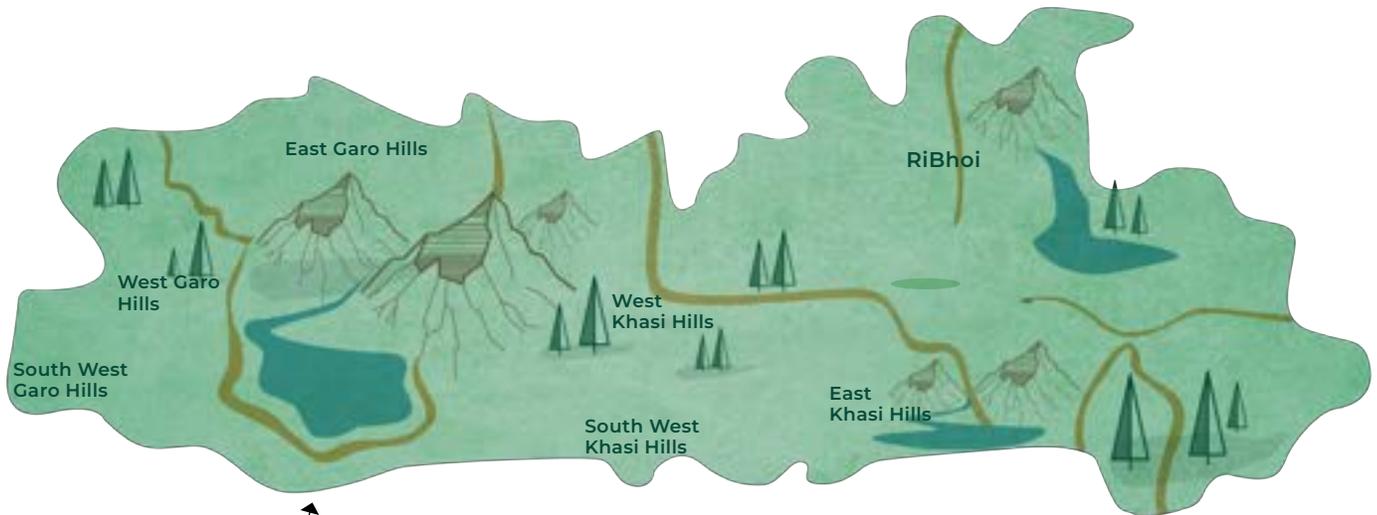


**Empowering the frontline
through our partnerships**

Meghalaya

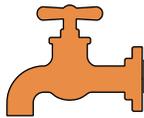
The Village Community Facilitators of Meghalaya

Strengthening Community Knowledge and capacity for improved NRM



The Government of Meghalaya, with support from the World Bank designed a 60 million USD, Meghalaya Community-led Landscape Management Programme (MCLLMP) to strengthen the capacities of local communities to sustainably manage their natural resources. In 2019, Arghyam joined hands with the Government of Meghalaya to support the MCLLMP project with partners like Socion and Foundation for Ecological Security (FES) to make this vision a reality.

Three Village Community Facilitators (VCFs) from each village across the state were to be trained and empowered with knowledge and capacities to manage their natural resources. It was mandated to select at least one woman as a VCF in every village. In order to empower the communities to manage their natural resources, the capacity building process was designed with the VCF at the center.



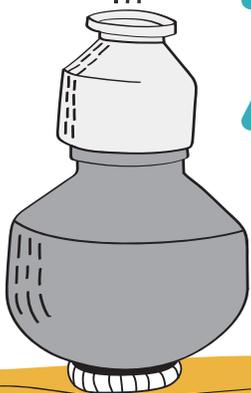
Some of the major factors that led MCLLMP to achieve its objectives are listed here:

- ▶ **Atomised content:** Capacity building sessions were designed to provide practical information along with context of how to protect and conserve natural resources. All the instructions were simplified and localized in their languages. Content pieces were made in bite-sized videos in local languages.

- ▶ **Digital tools designed for the first-mile:** Technology is a great enabler in scaling community-led programs. We found two digital tools to be pivotal in enabling MCLLMP to keep the community at the center and scale successfully with speed: Participatory Digital Attestation (PDA) app developed by Socion and Composite Landscape Assessment and Restoration Tool (CLART) developed by FES.
 - **PDA app performs 3 main functions:**
 - It empowers the VCF with attestations for each training, as a proof of the training received along with the training material. With access to information on their mobile devices, VCFs can refer and share them with the community freely.
 - It generates trusted data and enables program governance for the state and district teams. When facts are easily made available, program managers can spend more time on solving problems rather than debating claims from the ground. It helped to build the confidence of the team to aspire to reach all the 6400+ villages in one year.
 - It creates visibility of trained people, content and artefacts used in the program on a public portal to enable transparency and convergence.
 - **CLART app performs 2 critical roles in plan preparation:**
 - Demystifies science with a simple colour coded map and recommends a set of interventions for a location. VCFs can discuss with their community to decide the most suited intervention for their village.
 - Remote vetting: When thousands of VCFs submit interventions, experts from the Soil and Water Conservation Department were able to review the submissions on the CLART portal to approve or reject along with feedback on corrective actions. Regular guidance by experts and remote vetting made scientific planning at scale and speed possible. **More than 27000 interventions have been approved via CLART as of 6 Dec 2022.**

- ▶ **Periodic interactions:** VCFs could interact with their peers and experts regularly over zoom calls to build their confidence in community-led scientific planning.

- ▶ **Transparency through open, trusted data:** The NRM plan is a vision document of the village created by 3 people from the community with validation by experts and technology along with the participation and approval of the community. Making the NRM plans of all the villages visible online shows the commitment of the state to acknowledge the aspirations and needs of its people.

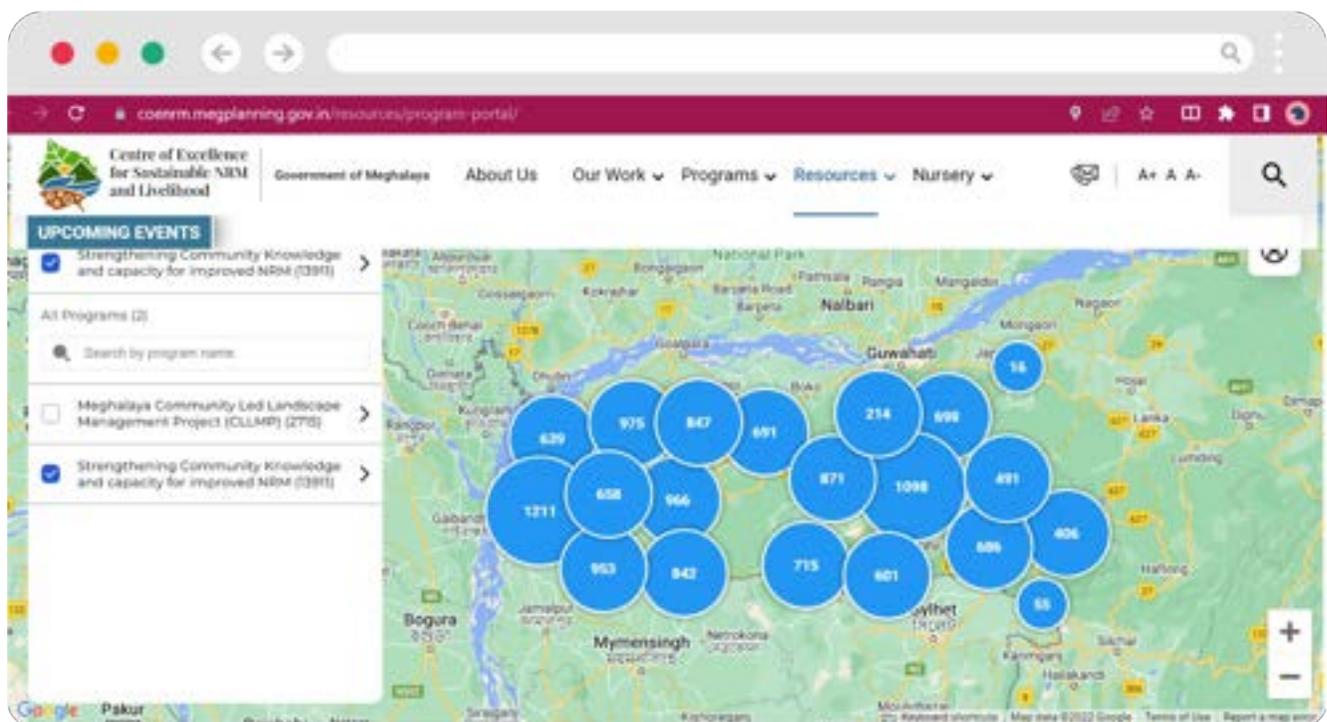


The Government of Meghalaya, under the leadership of the Chief Minister - Shri Conrad Sanghma, launched a Centre for Excellence (CoE) to enable convergence with data, knowledge and technology at scale. By hosting data on trained people, content and plans, CoE has removed barriers between institutions and communities and enabled programs to hire and share resources.

In December 2021, the State cabinet approved a policy on setting up an institution called the Natural Resource Management Committee (NRMC) to plan and govern their resources locally to strengthen the local governance of natural resources.

More than 14,000 VCFs have been trained in 6000+ villages in less than 2 years. They are getting hired by other programs like FOCUS, MINR, etc. and paid incentives for the tasks performed.

By creating 14,000 trained people as assets across the state, MCLLMP is proof that programs redesigned with community and first-mile at the center, supported with the right type of technology can generate trusted data and scale with speed.

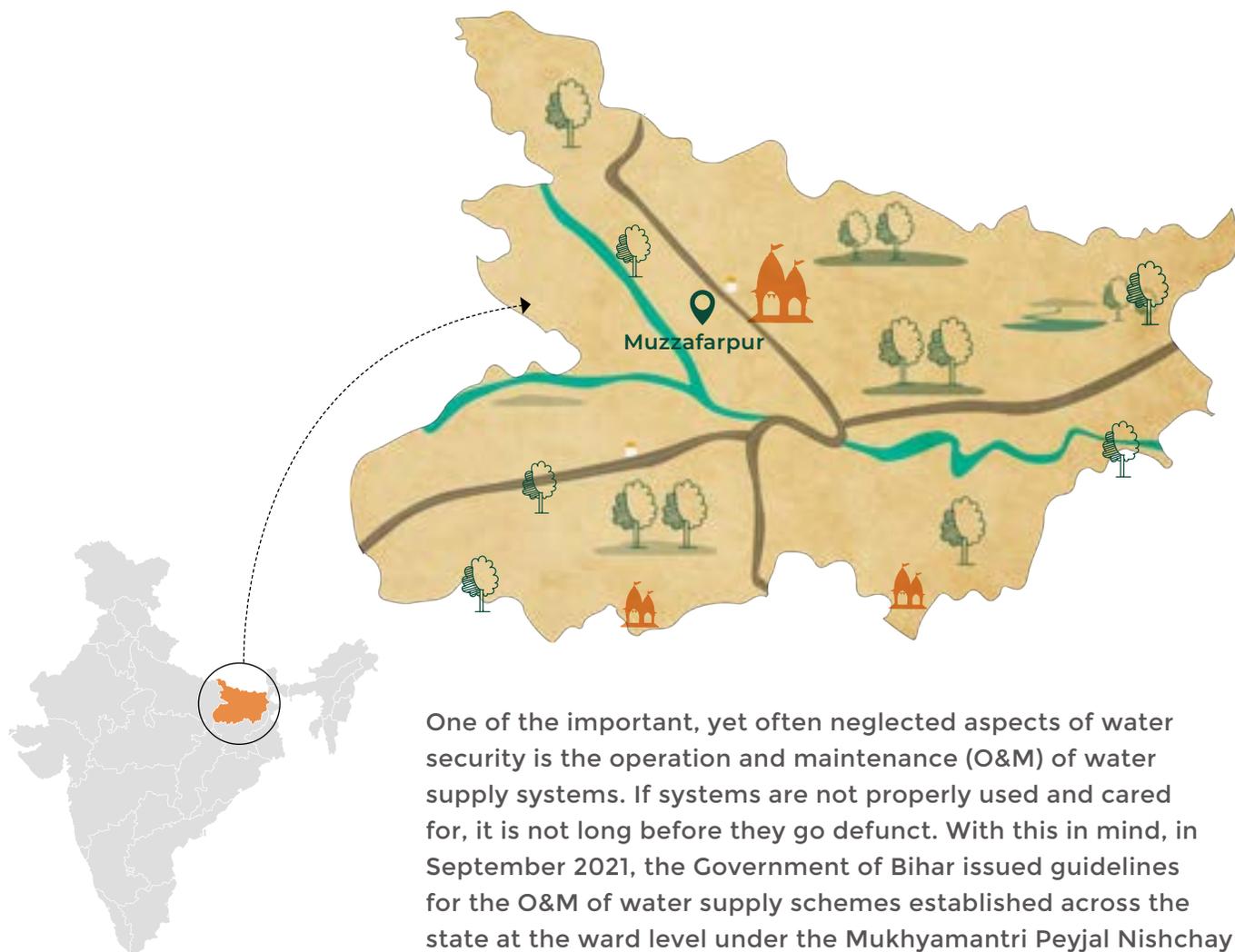


Above is the snapshot of the CoE website launched by the Honourable Chief Minister of Meghalaya. This is an open repository of available re-usable assets in the state.

Bihar

Anurakshaks of Mukhyamantri Gramin Peyjal Nishchay Yojana in Bihar

Delivering participatory and sustainable operation and maintenance of ward-level water supply schemes in Bihar



One of the important, yet often neglected aspects of water security is the operation and maintenance (O&M) of water supply systems. If systems are not properly used and cared for, it is not long before they go defunct. With this in mind, in September 2021, the Government of Bihar issued guidelines for the O&M of water supply schemes established across the state at the ward level under the Mukhyamantri Peyjal Nishchay Yojana of the Panchayati Raj Department.

In February 2022, Aga Khan Rural support Programme (India), Water For People and Arghyam formed a consortium and created a program to operationalise and demonstrate a scalable model of participatory O&M covering about 600 water supply schemes in Sakra, Banda and Muraul blocks of Muzaffarpur district in Bihar.

Since the program entails a relatively large-scale deployment, it called for a different approach and the partners collectively came up with the design principles to guide the roll-out of the program. These can be summarised as -

- 
- Identifying the most important resource for the successful O&M of the schemes and building its agency and capacity - in this case the 'Anurakshak'. This workforce in every ward, close to 58,000 across the entire state, is the backbone of the schemes and is responsible for running the Peyjal Nishchay Yojana smoothly in their respective wards.
 - Keeping the program design lean with a deliberate scarcity of resources so that it is amenable to scale, as opposed to a usual resource-intensive design which might give immediate and fruitful results but cannot be scaled and replicated across other parts of the state.
 - Government is the right hand and this consortium is the left hand - the engagement will consciously ensure the ownership and execution of the program to be driven by the Government, while the consortium partners will be the facilitators, catalysts and knowledge partners.
 - Use of digital technology to generate trusted data for improving the efficiency and effectiveness of the program and enable building the agency of all the stakeholders in the system.

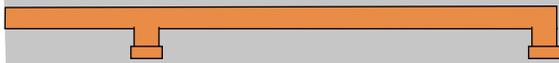
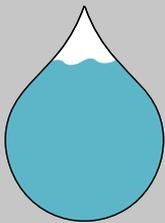
These design principles guide and help us make the right decisions during implementation.

The three main outcomes of the program:



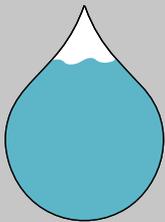
80%

of the water supply schemes will function effectively, which will make water available for 3 hours in the morning and 3 hours in the evening; and functional for a minimum of 27 days in a month.



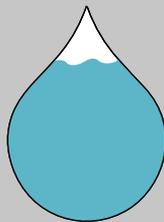
80%

of the households will pay Water User Charges



80%

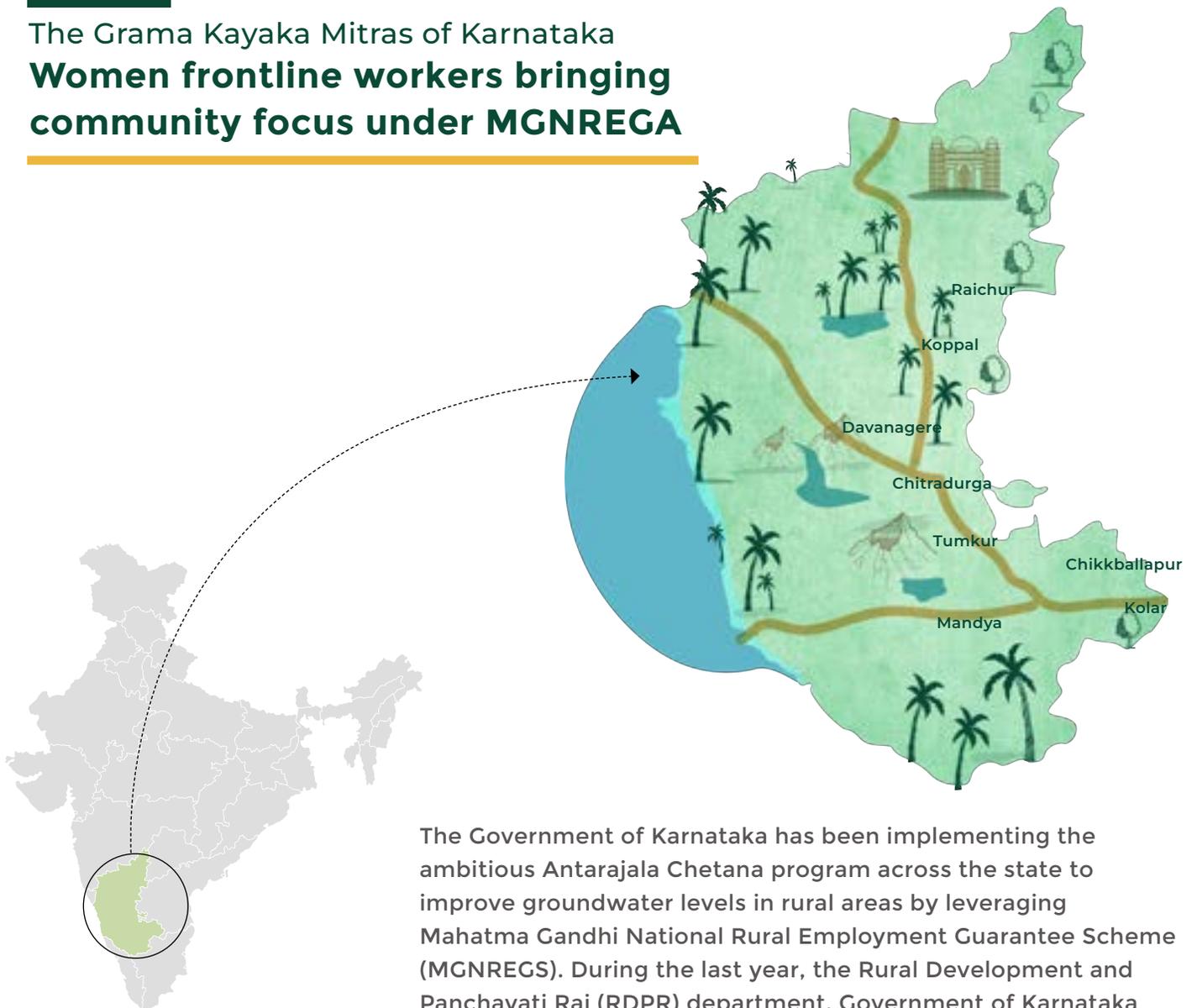
water supply schemes will have water safety plans that include safety at the tank, during distribution at the community, and household levels.



The three blocks of Muzaffarpur will serve as a lab for the approach. The learning from this pilot on the design, processes and role of different stakeholders will be abstracted and the partners will facilitate taking this to the remaining blocks of Muzaffarpur, Sheohar, and Nalanda districts of Bihar through the government's resources and systems. The program could offer a model with a set of practices and resources that could guide O&M of Jal Jeevan Mission scheme across the country by the time most of the infrastructure for functional household tap connections gets laid in a couple of years.

Karnataka

The Grama Kayaka Mitras of Karnataka **Women frontline workers bringing community focus under MGNREGA**

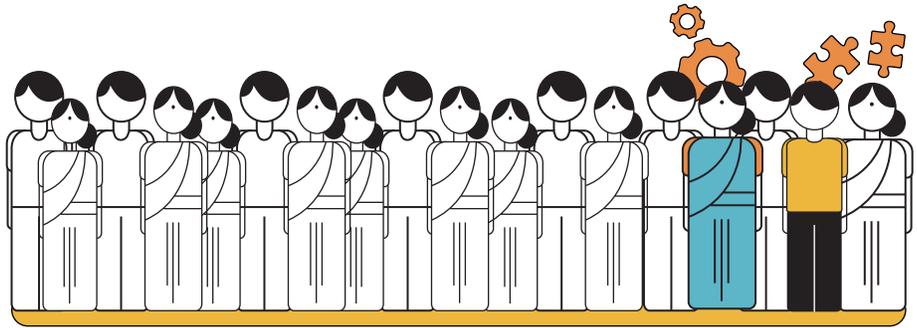


The Government of Karnataka has been implementing the ambitious Antarajala Chetana program across the state to improve groundwater levels in rural areas by leveraging Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS). During the last year, the Rural Development and Panchayati Raj (RDPR) department, Government of Karnataka has started to engage a cadre of women as Grama Kayaka Mitras (GKM) with a monthly remuneration. The state is looking to mobilize and engage with the communities through these GKMs to generate more demand for work under MGNREGS and improve the people's confidence in the system.

Our partner in Karnataka, Foundation for Ecological Security (FES) has been working with the MGNREGS functionaries for over a year to help build the technical capabilities and demonstrate a process for scientific planning through active community participation to improve the quality and durability of the assets created. Arghyam has been supporting FES to engage with the State Government, to design and adopt a model for Natural Resource Management (NRM) planning at scale.

Participatory Digital Attestation (PDA) mobile application developed by Socion was deployed for capacity building of the MGNREGS functionaries and to govern the progress.

Arghyam has been supporting FES to engage with the State Government, to design and adopt a model for NRM planning at scale.



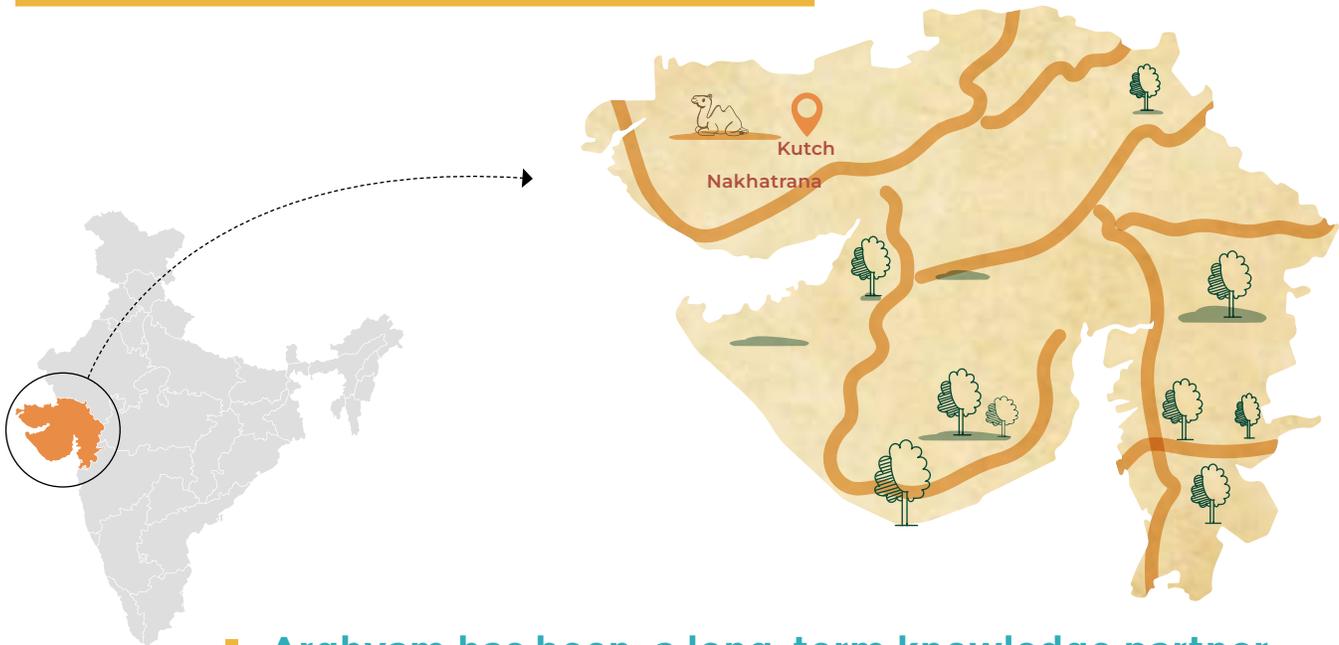
Overall, FES has enabled the formation of 2100+ Village institutions which are dedicated to managing the ecology and commons in their village, training 2620+ MGNREGS staff including Panchayat Development Officers, Technical Coordinators, Technical Assistants, Barefoot Technicians, Grama Kayaka Mitras and Data Entry Operators on topics ranging from formation and recognition of village institutions (called Grama Parisara Abhivruddhi Samitis), mapping of common lands in villages, ridge-to-valley watershed approach, usage of Composite Landscape Assessment and Restoration Tool (CLART), usage of Composite Landscape Assessment and Restoration Tool (CLART) for scientific selection of interventions and generation of design and estimate for chosen interventions, PRA - transect walks and resource mapping, preparation of scientific plans, etc.

The Rural Development and Panchayati Raj Department has shown interest in adopting learnings from FES and saturating GIS-based planning across all GPs in Karnataka. To carry this forward, the Department has now renamed Antarajala Chetana as Jala Sanjeevini to converge all existing efforts in the state to prepare GIS-based NRM plans. The focus for next year will be to work together with the State to design the program for implementation in all the 1600 GPs in the 8 districts of the state.



Gujarat

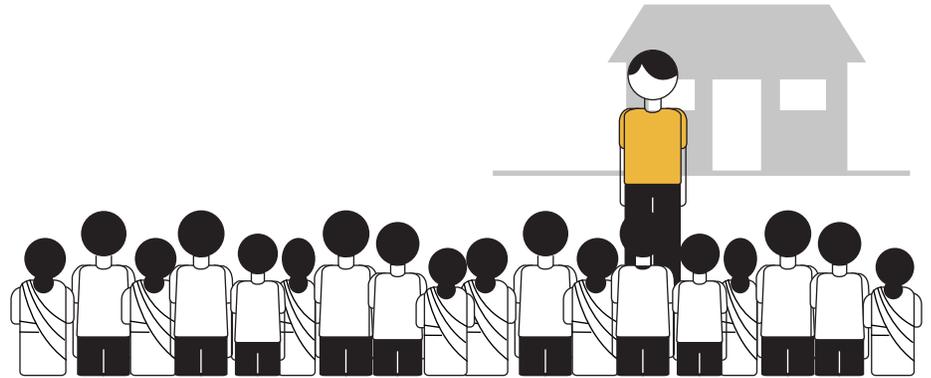
Bhujal Jankaars in Atal Bhujal Yojana

Strengthening community engagement in a large scale national program

Arghyam has been a long-term knowledge partner of the Department of Water Resources, River Development and Ganga Rejuvenation to strengthen Atal Bhujal Yojana scheme launched by the Prime Minister Narendra Modi in April 2020 to improve ground water management through systematic supply-side and demand-side interventions with community participation.

With a large footprint covering 8562 Gram Panchayats over seven states, the scheme aims to empower communities and institutions to engage in efforts to plan and manage groundwater resources to arrest the rate of decline of groundwater levels.

While the approach itself has been embraced by states and demonstrates a significant shift in the way the Center and States can engage in better groundwater management that results in better life and livelihood outcomes for participating communities, our engagement of the work done on the ground has raised the possibility of strengthening the operating model, governance, and verification of outcomes, while ensuring that the process also strengthens the ability of community level actors to contribute, engage and sustain efforts.



One key actor in the scheme is the Community Resource Person, at every Gram Panchayat, assisting the Direct Implementation Partner (DIP) in making groundwater management a community-owned exercise.

The CRP belongs to the community and needs to be empowered with the science and social aspects of groundwater management, so that they are able to support the community with decisions about water management.

We partnered with Arid Communities and Technologies (ACT), our long term PGWM partner & a Civil Society Organisation (CSO) selected as District Implementation partner (DIP), and Socion - our technology and strategy partner to digitally re-imagine a program design for Atal Bhujal Yojana, in Nakhatrana Block in Gujarat. The objective of the partnership was to demonstrate a scalable model for creating participatory water security plans across 70 plus Gram Panchayats of Nakhatrana.

70+ Gram Panchayats of Nakhatrana.



Through this partnership we are exploring models that would engage local actors, the Bhujal Jankars (or the community resource persons) and community institutions are adequately capacitated and have sustained access to content, tools and data to actively partake in the decisions that affect local outcomes. The model aspires to provide them with clarity on their roles, build their capabilities on a continuous basis, help them prepare water security plans with community participation, and provide financial incentives for the work they perform. The partnership will also explore the use of digital technology to empower the CRPs, the community institutions, and the program stakeholders.

As a result of this exercise, the partners

- ◆ Designed a step by step process that provided clarity to all the stakeholders participating
- ◆ Leveraged digital technology to generate transparency, visibility and used data to strengthen quality of outcomes
- ◆ Empowered and motivated local actors (the CRPs) to enable more engagement, accountability and ownership at all levels

Since this scheme is a Program-for-Results (PforR) model of the World Bank, it incentivises or disburses funds every time a milestone is achieved by a gram panchayat in the scheme's seven states. According to the Disbursement Linked Indicator 1 and 2, the pilot will generate data on a runtime basis by leveraging the capabilities of the Participatory Digital Attestation (PDA) platform developed by SOCION, and enable the program team & DIP to drive data-based governance and strengthen program implementation.



Enhancing the capabilities of Water Quality practitioners

An illustration of a hand in a warm orange-brown color, cupped and holding a single, large, vibrant blue water drop. The hand is positioned at the top right of the page. A thick, orange-brown line flows from the wrist of the hand, curving downwards and to the left, eventually merging into a blue wavy pattern at the bottom of the page that resembles water. The background is white.

Accelerate safe water access to every household in India along with the JJM with a focus on improved water quality

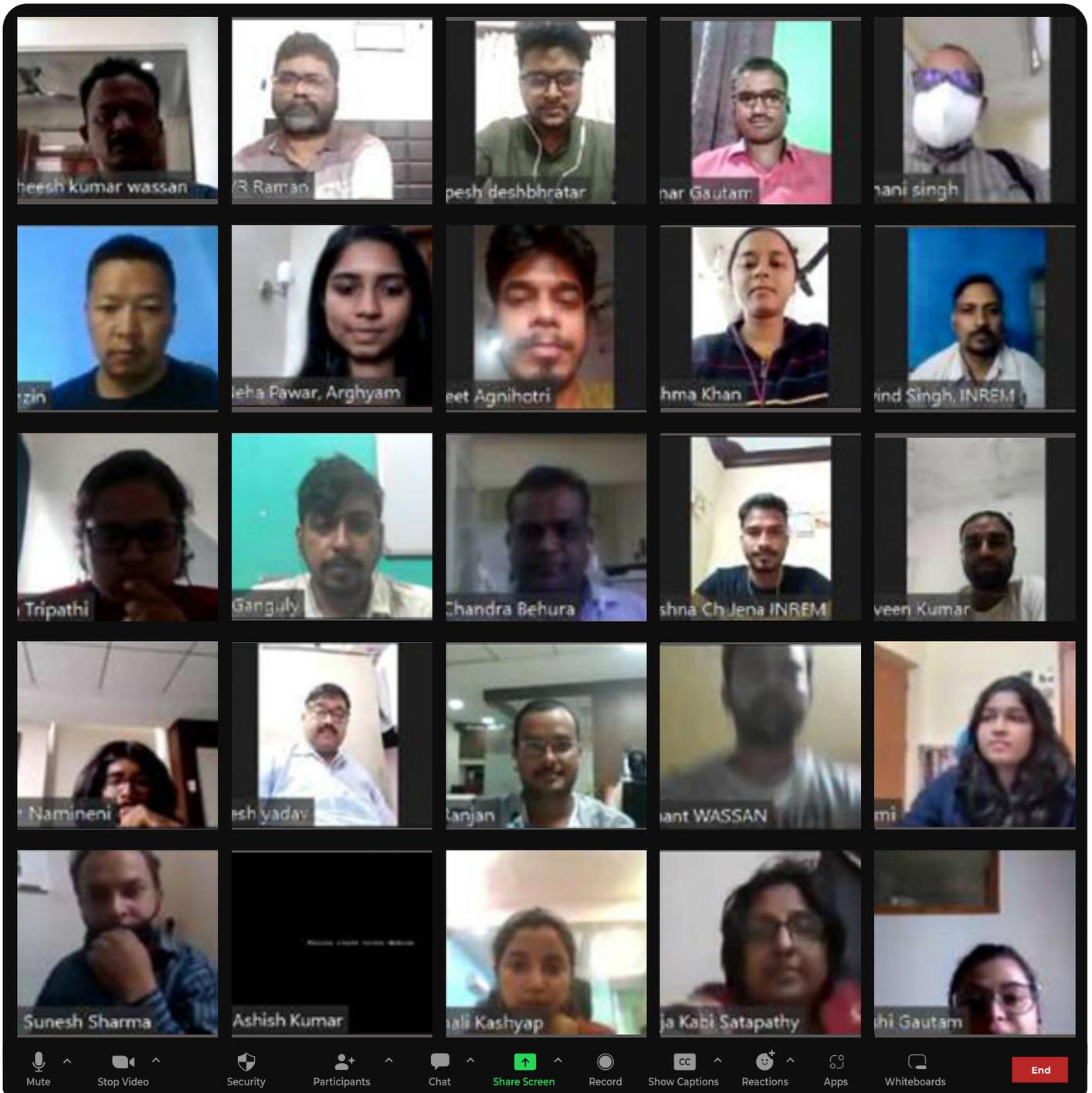
Arghyam has been a partner with the INREM Foundation on Water Quality and has supported them since 2013. INREM is acknowledged as a leading organization on water quality in the country and brings both expertise and a network approach to democratize knowledge and data. INREM is also a Sector Partner for water quality for Jal Jeevan Mission. Through the Water Quality Network, INREM is enabling diverse Communities of Practice across scales to first enhance their existing ability to understand WQ problems, and then be able to access resources, both knowledge and otherwise, to be able to solve them.

In the working at scale approach since last one year, INREM has continued to act as an expert agency and focussing on building capacities and handhold JJM functionaries, NGOs and networks to act as lead agencies for water quality and through them co-create scale models for

water quality. For this INREM has been using technology as an enabler, to reach out to more people, more frequently, light them up as available assets for the ecosystem while leaving behind knowledge assets.

INREM launched the Water Quality Management (WQM) Online course in August 2021 along with partners such as Gram Vikas, AKRSPI, UNICEF, Water Aid, Tata Trusts etc. The course is supporting to fill a critical gap in the ecosystem and providing direction on Water Quality Monitoring and Surveillance (WQM&S) component of the Jal Jeevan Mission program to the Public Health and Engineering Department (PHED), Rural Water Supply and Sanitation Department (RWSS), Labs and chemists under JJM, and NGOs/CSOs comprising KRCs, Sector Partners, academicians and so on.





Water Quality Management Online course



03.

**Digital tools to empower the
frontline worker**

Increasing efficiency and effectiveness of public funded participatory programs

There are approximately, over 50 state-specific programs, managed by over 20 international funding agencies, foundations, non-government organizations and research institutes working concertedly on various water-related programs, across the country. Yet, the sobering reality is that despite all this effort and progress the society has made over the last few decades, we are still chasing the problem and falling short by a significant measure. By 2030, India's water demand is expected to exceed supply by two times, indicating severe water scarcity in the country. In chasing what works, most have not focused on what works at scale.

Besides the right policy interventions, effective and efficient expenditure of public funds along with community engagement will be critical to solve our water challenges in the current and near future.

Large scale participatory programs in general have neither succeeded in community engagement nor resulted in an effective and efficient utilization of public funds. Clearly, we need to reimagine the program design and execution, when it comes to enabling fund flows toward community mobilization and action as the current approach is not leading to outcomes desired.



For efficient utilization of public and community participation, across all our programs, we worked on three aspects -



Designed a scalable operating model: Redesigned the program to include a community resource person at the village or gram panchayat level to carry out the tasks.



Strengthening capacity: Continuous support to all the actors from frontline workers to program functionaries on building processes, skills, knowledge and data to help them perform their roles effectively.



Embedding the right digital tools for trusted and verifiable data: We found that generating real-time verifiable data as the work happens and demystifying science with the right type of digital tools enables program functionaries to spend their time on solving problems rather than collecting data or debating the validity of the data. Moreover, putting the data on trained people, content and artefacts like water security plans in the public domain allows for re-use of assets across departments and programs. The right set of digital tools improve governance, ensure transparency and accountability at all levels.

We have used 2 digital tools that empower the frontline workers and the program stakeholders with trusted verifiable data of people and their interactions and helped the programs to be implement at scale:

- **Participatory Digital Attestation (PDA)** attests capacity building interactions as they happen using a simple 'scan-in and scan-out' of QR codes. Besides empowering the participants, it generates abundant

trusted data in realtime for the program to observe the capabilities it builds and act proactively to cover the gaps if any. As programs build capacity and train participants to engage in development efforts or interactions with communities, the platform also enables participants to monitor and self-report the tasks performed by them in the field.

At scale, this allows program administrators to gather evidence of critical tasks performed across communities and also generates a digital record of tasks completed by each practitioner.

- **Composite Landscape Assessment and Restoration tool (CLART)** helps to demystify the science behind planning of region-specific soil and water conservation measures and puts the power in the hands of the communities. The plans created by community frontline workers can be validated remotely by the program functionaries with a clear chain of custody. The plans created with CLART can also be leveraged as Digital Commons for the entire ecosystem.

In the Antarjala Chetna program in Karnataka, FES has helped to build the capacities of the MGNREGS functionaries by using PDA and demonstrate how data on trained people, content/ knowledge and plans can be left behind, and CLART to demystify science for the communities to make informed decisions.

In Atal Bhujal Yojana, we were able to map and also simulate such actions on the ground from the perspective of actors such as the implementing NGO, the state representative at the GP/ Block level and most importantly the frontline worker. Now, each of those steps can be replicated for future-use.

This model can transform the way programs are designed and executed; perhaps expand the scope of public funded programs. It can bring a paradigm shift in frameworks where it not only tracks program expenditure but also scale participatory approaches to water management.

04.

**Frontline
speak:**





Madhuri Sanghma,
Village Community Facilitator,
Environment lead, CLLMP,
Meghalaya



“It was only because of the virtual training sessions and the prompt support it offered, that I was able to work for my community and its natural resources. It helps me manage household and natural resource management, simultaneously”

“I had never used a mobile phone before, but with training, I not only learnt how to use it but also I mobilized my community, and was instrumental in making a water storage structure for my community”



Shermald
Village Community Facilitator,
Environment lead, CLLMP,
Meghalaya



Hiraben,
Bhujalankaar,
Kutch, Gujarat



Earlier I thought water management was only a man's job but later I realized that with the right training and experience, women can also do this; my mission is to mobilise women, so that they can help themselves, their households and eventually their community”

“Programs come and go, but the knowledge and skills we gained during the program will remain with us and will continue to support our community with a livelihood opportunity”



Silseng Sanghma,
Village Community Facilitator,
Environment lead, CLLMP,
Meghalaya





05.

**Arghyam's
Response to
COVID**

Joining hands with NGO partners to alleviate the sufferings of vulnerable sections

The current pandemic has cast miseries and sufferings on all sections of society, more so on the vulnerable communities in the country. Many of our NGO partners approached us to join hands and help in alleviating the suffering of severely affected communities. Arghyam supported with grants to provide quick relief and revive livelihood.

The interventions that continued during 2021-22 were mainly focussed on ensuring dignified interstate migration, facilitating access to citizen entitlements, livelihood support in developing micro-enterprises and organic agriculture, skill building and mentoring support to adolescents, bridging the learning gap in children.

The grant amount released during
the year was to the tune of

INR 2.90 Crore

for 24 projects spread across 12 states

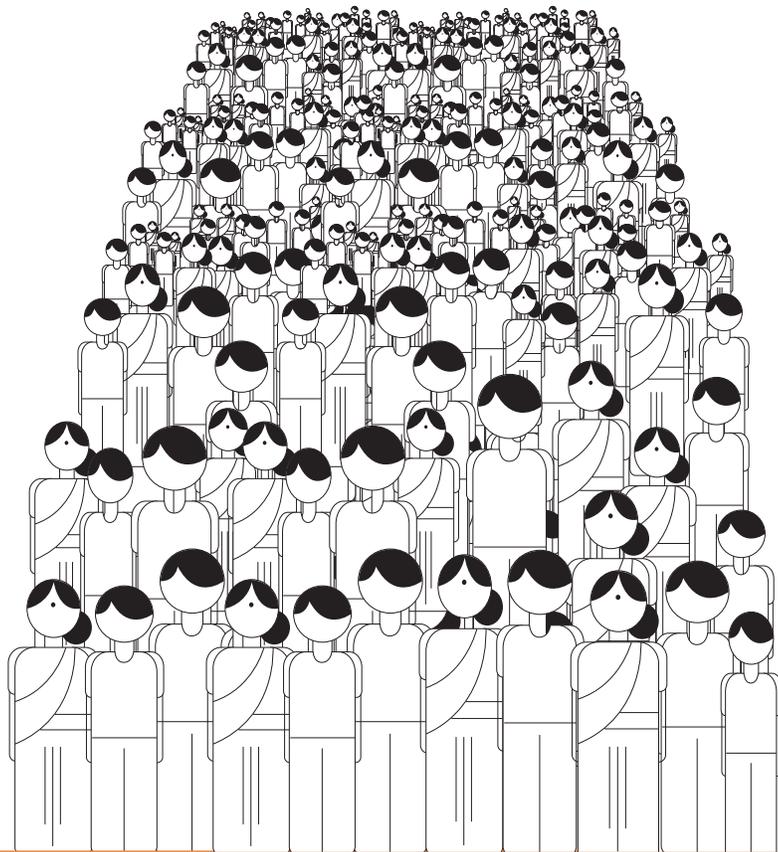


Assistance was also provided to healthcare personnel and Primary Health Centres for fighting the second wave of the pandemic by providing essentials such as masks, face shields, basic medicine, oxygen concentrators, pulse oximeters, ventilators, sanitisers and such medical supplies.



In addition to COVID relief interventions,

Arghyam also supported around 3,000 people affected by cyclone Yash in the Sundarbans who had to face the double whammy of COVID and cyclone.



Dry ration, drinking water and sanitation facilities were provided through one of the partners as emergency relief support. These humanitarian measures have benefitted around

2,92,000 people.





06.

Financials

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF ARGHYAM

Opinion

- 1.** We have audited the financial statements of Arghyam ('the Trust'), 599, 12th Main, HAL IIInd Stage, Indiranagar, Bangalore-560008 (Permanent Account Number: AABTA0028M), which comprise the Balance Sheet as at 31 March 2022, the Income & Expenditure Account, the Receipts and Payments Account for the year then ended, and notes to the financial statements including a summary of significant accounting policies.
- 2.** In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Trust as at 31 March 2022, and of its financial performance for the year then ended in accordance with the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI).

Basis for opinion

- 3.** We conducted our audit in accordance with the Standards on Auditing (SAs) issued by ICAI. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the trustees and those charged with governance for the financial statements

- 4.** Trustees are responsible for the preparation and fair presentation of the financial statements in accordance with the aforesaid Accounting Standards, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

5. In preparing the financial statements, trustees are responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.
6. Those charged with governance are responsible for overseeing the Trust's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

7. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
8. To identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; to design and perform audit procedures responsive to those risks; and to obtain audit evidence that is sufficient and appropriate to provide a basis for the auditor's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
9. To obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the trust's internal control.
10. To evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

11. To conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.

12. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**for Singhvi Dev & Unni LLP
Chartered Accountants
Firm Reg. No. 003876S/S200358 LLPIN-AAP-3305**

Signature



**Shashi Kumar HD
Partner
Membership Number: 235431
Bengaluru
Date : 25.07.2022
UDIN : 22235431AOCNOD7157**



Arghyam

599, 12th Main Road, HAL II Stage, Indiranagar,
Bangalore - 560008

Balance Sheet as at March 31, 2022

Particulars	Sch No.	As at March 31, 2022 Amount (INR)	As at March 31, 2021 Amount (INR)
I. SOURCES OF FUNDS			
1. Corpus Fund	1	1,43,65,86,830	1,46,37,29,329
2. Reserves and Surplus	2		6,24,52,851
3. Current Liabilities and Provision			
a. Current Liabilities	3	54,54,723	1,78,18,614
b. Provisions	4	11,044	11,207
TOTAL		1,44,20,52,597	1,54,40,12,001
II. APPLICATION OF FUNDS			
1. Fixed Assets	5	11,85,749	13,16,683
2. Investments	6	1,41,68,51,370	1,50,79,01,370
3. Current Assets, Loans and Advances			
a. Cash and Bank Balances	7	1,30,99,206	2,31,63,563
b. Other Current Assets	8	84,04,682	92,64,266
c. Loans and Advances	9	25,11,590	23,66,119
TOTAL		1,44,20,52,597	1,54,40,12,001
Significant Accounting Policies and Notes on Accounts	25		

The schedules referred to above form an integral part of the Balance Sheet.

for Arghyam

As per our report of even date

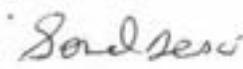
for Singhvi Dev & Unni LLP
Chartered Accountants
FRN: 003867S/S200358



Sunita Nadhamuni
Trustee



C Shambu Prasad
Trustee



Sonalde Desai
Trustee



Shashi Kumar HD
Partner

Membership No.: 235431



Arghyam

599, 12th Main Road, HAL II Stage, Indiranagar,
Bangalore - 560008

Income and Expenditure Account for the year ended March 31, 2022

Particulars	Sch No.	Year ended March 31, 2022 Amount (INR)	Year ended March 31, 2021 Amount (INR)
Income			
Interest Earned	10	9,75,19,622	11,21,73,426
Other Income	11	8,19,360	9,55,599
TOTAL (A)		9,83,38,982	11,31,29,025
Expenditure			
-Administrative Expenses	12	83,27,770	67,29,358
-Depreciation and write off	5	4,74,805	4,17,406
-Water Security Programme: Capacity Building at Scale	13	12,47,53,485	10,93,06,074
-Relief Grants And Donations	14	3,69,33,277	3,86,27,662
-India Water Portal	15	86,59,111	1,05,58,574
-Advocacy, Research And Communication	16	87,85,884	42,16,404
TOTAL (B)		18,79,34,332	16,98,55,478
SURPLUS / (DEFICIT) (A-B)		(8,95,95,350)	(5,67,26,453)
Significant Accounting Policies and Notes on Accounts	25		

The schedules referred to above form an integral part of the Income and Expenditure Account.

for Arghyam

As per our report of even date

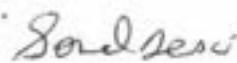
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Partner

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Arghyam

599, 12th Main Road, HAL II Stage, Indiranagar,
Bangalore - 560008

Receipts and Payments accounts for the year ended 31st March 2022

Receipts	Sch No.	Year ended March 31, 2022 Amount (INR)	Year ended March 31, 2021 Amount (INR)
BALANCE BROUGHT FORWARD:			
Cash & Bank Balances			
Cash on Hand		294	8,702
Citibank -XXXXXX5806 (Savings A/c)		17,75,969	11,51,975
ICICI -XXXXXXXX6493 (Savings A/c)		33,40,324	27,67,700
Kotak Mahindra -XXXXXXXX0503 (Savings A/c)		802	989
HDFC Bank LTD.XXXXXX1744 (Savings A/c)		4,70,324	19,49,985
State Bank of India- XXXXXX6314 (Savings A/c)		1,62,38,965	3,43,22,943
YES Bank Ltd - XXXXXX0087 (SB)		79,771	20,57,638
Linked deposits with Bank		12,57,114	11,95,076
Receipts from Investments (Matured during the year)	23	64,29,50,000	53,80,00,000
Interest Earned	17	9,87,28,035	11,22,13,398
Other Income	18	6,73,889	6,47,510
TOTAL		76,55,15,487	69,43,15,916

The schedules referred to above form an integral part of the Receipts and Payments Account.

for Arghyam

As per our report of even date

for Singhvi Dev & Unni LLP
Chartered Accountants
FRN: 003867S/S200358

Sunita Nadhamuni
Trustee

C Shambu Prasad
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Sonalde Desai
Trustee

Shashi Kumar HD
Partner

Membership No.: 235431



Arghyam

599, 12th Main Road, HAL II Stage, Indiranagar,
Bangalore - 560008

Payments	Sch No.	Year ended March 31, 2022 Amount (INR)	Year ended March 31, 2021 Amount (INR)
Water Security Prog: Capacity Building at Scale	19	13,43,18,428	9,50,50,884
Relief Grants And Donations		3,69,33,277	3,86,27,662
India Water Portal	20	86,81,096	1,05,21,244
Advocacy, Research And Communication	21	89,86,528	40,15,760
Administrative Expenses	22	1,12,53,083	1,15,02,974
Fixed assets		3,43,869	3,98,802
Payments for Investments made	23	55,19,00,000	51,10,35,027
Balance carried forward:			
Cash on Hand		2,066	294
Citibank -XXXXXX5806 (Savings A/c)		2,82,997	17,75,969
ICICI -XXXXXXXX6493 (Savings A/c)		30,14,311	33,40,324
Kotak Mahindra -XXXXXXX0503 (Savings A/c)		751	802
State Bank of India- XXXXXX6314 (Savings A/c)		61,41,913	1,62,38,965
HDFC Bank LTD.XXXXXX1744 (Savings A/c)		22,48,152	4,70,324
YES Bank Ltd - XXXXXX0087 (SB)		1,22,411	79,771
Linked Deposit with Banks	24	12,86,605	12,57,114
TOTAL		76,55,15,487	69,43,15,916
Significant Accounting Policies and Notes on Accounts	25		

The schedules referred to above form an integral part of the Receipts and Payments Account.

for Arghyam

As per our report of even date

for Singhvi Dev & Unni LLP
Chartered Accountants
FRN: 003867S/S200358

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