

STRATEGY PLAN | 2024 – 27

AFPRO - Sustainable Development, Shaping Future



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FOREWORD

Dear Readers,

We are delighted to present to you the '**Strategy Plan 2024-27, AFPRO Sustainable Development, Shaping Future**'. The current phase of AFPRO requires an integrated approach while providing 360-degree solutions for village development through innovative and participatory approaches. It calls for revisiting of the current strategy and formulating a new strategy. Hence AFPRO adopted a five-year strategy for the period 2022-23 to 2026-27. This strategy enables AFPRO to plan and execute programmes towards a holistic development. This document is prepared considering the requirement for sustainable development that balances social, environmental and economic facets.

Effective contributions of AFPRO a non-profit organisation in empowering rural communities by strengthening their resource base and capabilities through improved knowledge and skills, depend on our ability to become more agile, adaptive, and strategic. It is important to strengthen the capacities of the staff to bring overall organisational effectiveness based on system-wide interventions through a learning process anchored in a set of AFPRO's vision, mission, and values. In this strategic plan document, an action plan covering the three-year period from 2024-2025 to 2026-2027 is presented. This document will serve as a guide for AFPRO as it moves towards sustainable development. With the help of our partners, stakeholders, employees and supporters, we will eventually reach the milestones we strive for and be proud of. We would like to express our sincere gratitude for your interest in AFPRO's future and the communities we serve.

Dr Jacob John

Executive Director
AFPRO

Dr N.J Kurian

President
AFPRO



CHAPTER 1

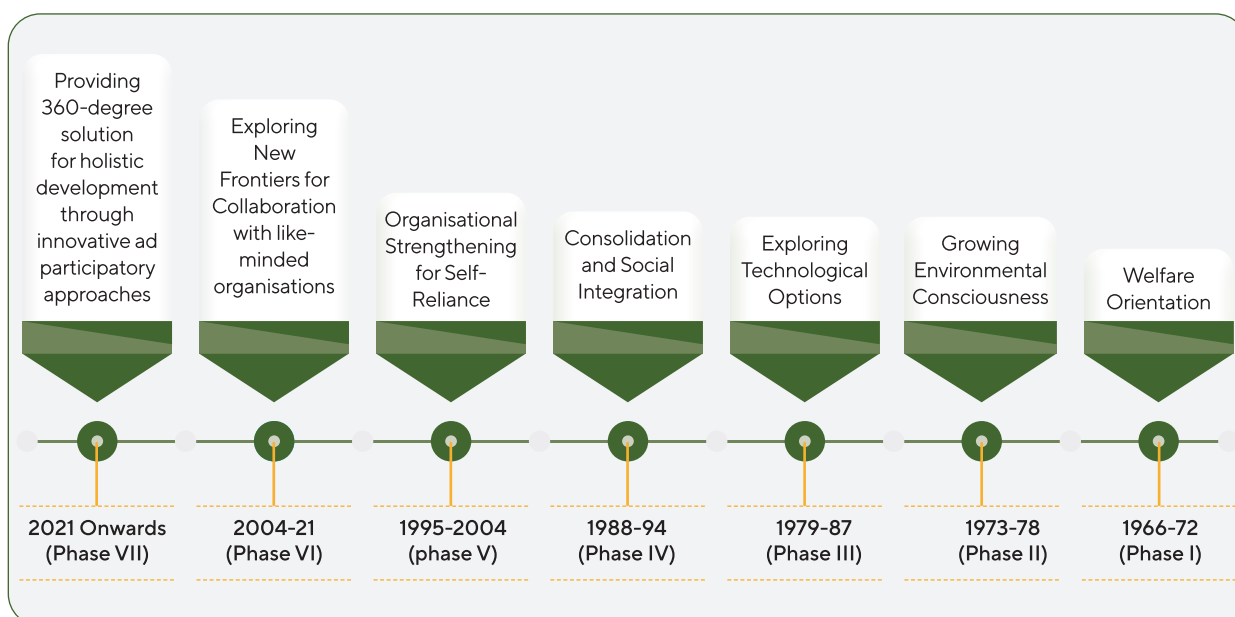
INTRODUCTION

AFPRO's Strategy Document: "Sustainable Development - Shaping future" reflects its latest strategy plan and framework, which is in line with its vision and mission. AFPRO strategic plan framework will fortify both new and current collaborations and work together to explore new opportunities. As a non-profit organisation, AFPRO has made significant contributions towards empowerment and involvement of the underprivileged during 56 years of its existence. An action plan for a three-year period from 2024-25 to 2026-27 is outlined in this strategic plan document. AFPRO will take this document as a road-map to proceed in the journey of sustainable development.

New Phase of AFPRO

Considering post-COVID era interventions and current environmental concerns, AFPRO has entered a new phase. In the current phase, it provides 360-degree solutions for village development through innovative and participatory approaches. In the past, there were six different phases in AFPRO's journey.

Phase I -Welfare Oriented, Phase II - Growing Environmental Awareness, Phase III-Exploring Technological Options (Ground Water), Phase IV Consolidation and Social Integration, Phase V-Organisational Strengthening for Self-Reliance, Phase VI, Exploring New Frontiers for Collaboration with like-mind organisations.





Need for New Strategy

The current phase of AFPRO requires an integrated approach while providing 360-degree solutions for village development through innovative and participatory approaches. It calls for revisiting of the current strategy and formulating a new strategy.

Strategy Planning Process

It began with a two-day national strategy workshop from 30th September to 1st October, 2021. In addition, two regional workshops were organised to formulate regional strategies. Western Regional Workshop was organised during 3rd to 4th May, 2022. Northern Regional Workshop was held on 5th August, 2022. Our strategic planning exercise collected feedback from the community AFPRO serves and incorporated their inputs in the new strategy document. The strategic planning exercise is developed together with all participating staff members.

AFPRO adopted a five-year strategy for the period 2022-23 to 2025-27. This strategy enables AFPRO, as a development organisation, to plan and execute programmes towards holistic development through innovative and participatory approaches. A National Workshop on Strategic Planning was held from 4th to 7th December, 2023. In this workshop we have revisited the strategy plan to review our approach considering the changes in various policies and laws, and emerging challenges in programme formulation and execution. This is prepared considering the requirement for sustainable development that balances the social, environmental, and economic facets. We will tailor our plan to new obstacles creating a range of programmes in collaboration with partners.

CHAPTER 2

TOWARDS SUSTAINABLE DEVELOPMENT: AFPRO'S VISION AND MISSION

AFPRO is an 'Organisation of National Importance' recognised by the Ministry of Finance, Government of India. The aim of the organisation is to empower the rural communities by strengthening their resource base and capabilities through improved knowledge and skills, both in technical and socio-economic development areas.



VISION

To enable the rural poor communities to move towards sustainable development and achieve enhanced socio-economic and personal status in the society through appropriate technologies for the management of natural resources.



MISSION

AFPRO dedicates itself to alleviating rural poverty, through partnerships, networking, and collaborations with like-minded institutions, with special focus on enabling the marginalised and weaker sections of the society.



AFPRO's VALUES

- ▶ Innovation: Investing for better outcomes and impact that help our beneficiaries.
- ▶ Integrity: Trust and accountability, respecting privacy and data protection in our research, partnerships, and workplace.
- ▶ Collaboration: Partnerships for delivering sustainable, efficient, and equitable solutions. Our work in partnership and programme is based on trust and transparency.
- ▶ Equality: Gender equality, diversity, and social inclusion
- ▶ Reliability: Creating values for our beneficiaries



Cross Cutting Themes for AFPRO

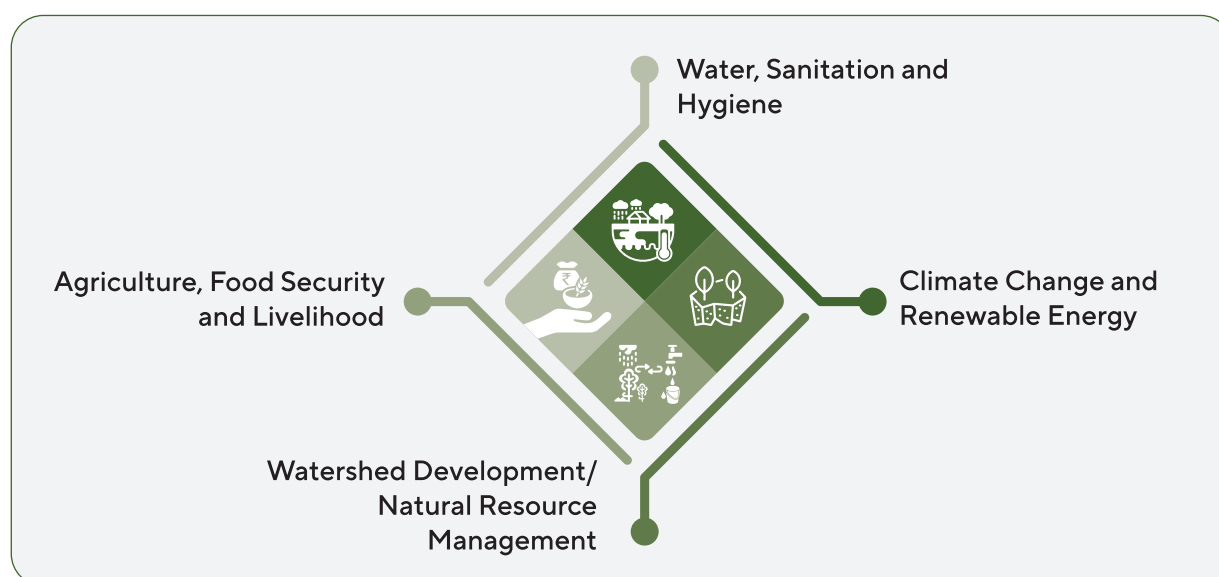
- ▶ Pro-poor approach
- ▶ Gender and Equity
- ▶ Long term sustainability and Replication
- ▶ Participatory approach

These four aspects are integrated and mainstreamed throughout all stages starting from design, implementation, evaluation and learning of all our programmes.

CHAPTER 3

FOCAL AREAS OF AFPRO

AFPRO works in the domains of Agriculture, Food Security, Livelihood, Water, Sanitation and Hygiene, Watershed Development, Natural Resource Management, Climate Change and Renewable Energy. Cross cutting themes across these focal areas are institution development, governance and policy engagement.



Focal areas of AFPRO are broadly divided into four categories. Each category has different sub-components as listed below:

1. Agriculture, Food Security and Livelihood

- Sustainable agriculture practices, dry land farming technology, organic farming, and promoting alternative livelihood opportunities like promotion of livestock, fishery, goat keeping

2. Water, Sanitation and Hygiene

- WASH technical assistance, knowledge sharing, capacity building, drinking water infrastructure, sanitation facilities, and water resource strengthening.

3. Watershed Development/Natural Resource Management

- Systematic soil, vegetation and forest conservation through application of appropriate technologies, geo-hydrological assessments, GIS-based mapping.

4. Climate Change and Renewable Energy

- Climate resilient agricultural practices, renewable energy like bio-gas, solar energy, recycling of agriculture waste.

CHAPTER 4

SLOT ANALYSIS

The analysis of strengths, limitations, opportunities, and threats of AFPRO in the current context is presented here. The overall picture shows the balance of positive and negative factors. By cross-referencing strengths with opportunities and limitations with threats, this SLOT analysis provides basis of formulating various strategies and action plan.



STRENGTHS

- ▶ Excellent reputation and brand
- ▶ Pan-India presence
- ▶ Thematic networking
- ▶ Administrative and program management skills
- ▶ Strong inter-disciplinary team of subject experts
- ▶ Sustainability standards
- ▶ Efficient monitoring and control system
- ▶ Partnership capability



LIMITATIONS

- ▶ More resources are needed for enhancing the technical expertise and advance equipment to work on ground water modelling, GIS, remote sensing etc.
- ▶ Limited efforts for branding and visibility.
- ▶ More resources are needed for institutional development.
- ▶ Internal management needs to be strengthened.
- ▶ Strong Communication Strategy needs to be formulated.



OPPORTUNITIES

- ▶ More corporates are keen on working in the domain areas of AFPRO through partnerships.
- ▶ Increasing focus of various government institutions on water, agriculture, and climate change.
- ▶ Increasing opportunities in promoting carbon credit, green credit, water resource mapping, and ground water exploration.
- ▶ Increasing opportunities for strengthening our partnership with government institutions and non-corporate funding agencies.
- ▶ Increasing potential of AFPRO towards contribution to SDG goals as well as Government Schemes.
- ▶ Being a socio-technical organisation, AFPRO can focus more on technology driven interventions.



THREATS

- ▶ Change in Government Policies
- ▶ New CSR Law
- ▶ New Labour Laws
- ▶ Competition with non-profit organisations set up by corporates



CHAPTER 5

STRATEGY GOALS FOR 2022-27

Five-Year Strategy: AFPRO has adopted a five-year strategy for the period 2022-23 to 2025-27. This strategy enables AFPRO, as a development organisation, to plan and execute programmes towards holistic development through innovative and participatory approaches. It focusses on creating and strengthening partnerships for implementing development programmes. It builds and shares knowledge, especially technical knowledge, with strategic partners. AFPRO creates and strengthens partnerships for catalysing change in policy and practice. Role of AFPRO as implementing partner, knowledge partner and policy partner has to be balanced while there is a need for enhancing AFPRO's role as knowledge partner and policy partner. AFPRO's rural focus needs to be maintained while covering urban areas. Another focus of this strategy is the restructuring of AFPRO's Regional Offices to achieve efficiency and cost effectiveness. Setting up of Project Offices in Northern, Southern, Eastern and Western regions of India should be based on project requirements only. AFPRO, being a socio-technical organisation, more focus needs to be given to technology-driven activities.

In response to the needs of the community, AFPRO moves towards its national strategy driven by vision and mission. AFPRO has evolved over the years as it has reached out to the poor and marginalised communities throughout India, particularly small and marginal farmers, landless, tribals, and others having urgent need. AFPRO's national strategy responds directly to the identified need and demand for innovative, scientifically-tested water management, agriculture, and food security solutions for sustainable development.

Theory of Change: AFPRO's 'Theory of Change' process hinges on defining all the necessary and sufficient preconditions required to bring about a long-term outcome. This will function in alignment with the mission and vision of the organisation. Designing of programme activities is based on the 'Theory of Change' concept. This helps in mapping out necessary pre-conditions that will support conceptualisation of right activities for the desired sustainable outcomes. Over the next three years, we will design our programme activities along with realisation that development needs to be sustainable, balancing the economic, environmental, and social dimensions. AFPRO will drive change. Our overall approach will be based on the 'Theory of Change' concept. A theory of change explains how the activities undertaken by an intervention contribute to a chain of results that lead to the intended or observed impacts. Our strategy will respond to emerging challenges by formulating various programmes.

Focus on Communities: AFPRO has a deep understanding of the community in rural settings and facilitates community in problem identification and formulating feasible, low-cost, appropriate interventions to sustain and multiply the outcome. AFPRO visualises its role as providing socio-technical services to landless, marginal farmers, dalits, and tribal men and women for sustaining livelihood. AFPRO's interventions are directed in the focal areas as identified for improving the livelihood condition of community through socio-technical services. AFPRO will not only continue to serve with community-focused approach but also continue to promote the development of



geographical areas, which are degraded, and drought affected. AFPRO works with the community to provide desired socio-technical input to fulfil its objectives. In the current development scenario, its socio-technical focus has proved meaningful and result-oriented to meet the objectives of the development programmes.

Three Strategic Goals

Our three strategic goals of creating partnerships for the following:

- ▶ Various Development Interventions as Implementing Partner
- ▶ Sharing Knowledge as Knowledge Partner
- ▶ Catalysing Change in Policy as Policy Partners

Goal 1: Creating and strengthening partnerships for implementing various development interventions

- ▶ Promoting Investment in Infrastructure, Institutions
- ▶ Development of Groundwater: Support for sustainable agricultural practices and allied activities
- ▶ Capacity building for marketing of agricultural produce, development of supply chains and skill-based enterprise, setting up of FPOs, capacity building of farmers, and Village Development Committees
- ▶ Food Security, Livelihood, Water, Sanitation, Watershed Management, Climate Change.

Goal 2: Creating and strengthening partnerships for sharing knowledge

- ▶ Various partners can leverage knowledge and experience of AFPRO effectively in designing and executing programmes and projects.
- ▶ AFPRO can support partners in developing a better awareness of the needs and processes involved in planning and execution of programmes related to focal areas.

Goal 3: Creating and strengthening partnerships for catalysing change in policy and practice.

- ▶ Process: Facilitates policy change process
- ▶ Private Sector: Supports the participation of the private sector in multi stakeholder policy dialogue related to four focal areas.
- ▶ Government Institutions: Provides inputs to Government institutions in policy formulation

Approach of AFPRO towards water, agriculture and food security addresses various challenges faced by farmers or poor communities in India, and through this contributes towards the achievement of the Sustainable Development Goals to reduce poverty and create a sustainable environment. Based on evidence and knowledge drawn from our science, innovative technologies, and testing of business models, AFPRO works with governments, farmers, water managers, development partners and businesses to solve water problems, agriculture sustainability to food security and scale up solutions.



CHAPTER 6

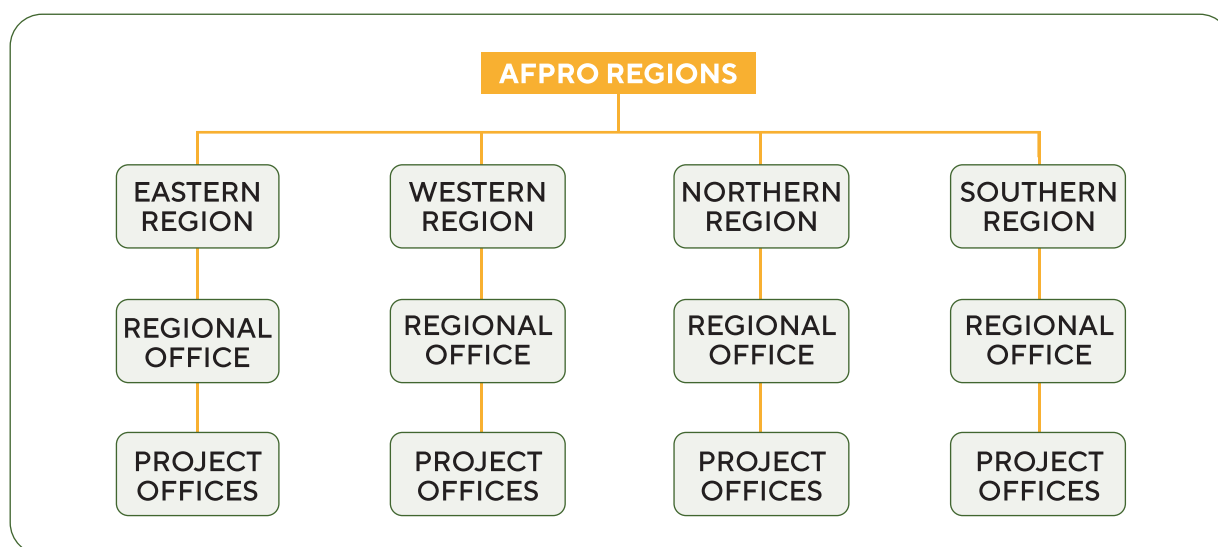
FIVE-YEAR STRATEGY: ACTIONS TAKEN DURING 2022-24

6.1 Development Solutions

As an Implementing Partner, AFPRO now provides 360-degree solutions for holistic development through innovative and participatory approaches.

6.2 Regional – Project Offices Approach

There are four Regional Offices i.e. East, West, South and North. Each Regional Office should be able to generate income from the project to maintain its staff and offices. Project offices can be set up under each Region.



Regions	States
Western Region	Maharashtra, Gujarat
Southern Region	Telangana, Kerala, Andhra Pradesh, Karnataka, Tamil Nadu
Northern Region	Punjab, Himachal Pradesh, Madhya Pradesh, Haryana, Rajasthan
Eastern Region	Chhattisgarh, Assam, West Bengal, Bihar, Arunachal Pradesh, Tripura, Odisha

Regional Office and Project Office approach is now fully implemented, and this has been found quite effective in the administration of projects. Through this arrangement, we aim to execute projects efficiently, utilise resources effectively, and minimise risks, ultimately contributing to the overall success of our initiatives. This approach is quite effective in mobilising new projects and ensuring their timely implementation.

6.3 Interventions in Urban Areas while maintaining the Rural Focus

Currently, AFPRO is working on urban issues. Rural-urban continuum is a course of socio-economic interface between the villages and the towns or cities. It is the merging of town and village. Urban agglomeration and urban-rural integrated regions are emerging now in India. As per the recommendation of the 15th Central Finance Commission (CFC), the Government of India transfers grants to local governments for water supply, sanitation, and solid waste management. In urban-rural integrated regions, we have initiated interventions in the area of water, sanitation, and climate change. Now we will cover urban areas also along with rural areas. This will enable us to enhance our geographical coverage.

6.4 Project Administration Team: Procurement System

AFPRO has a strong procurement system. A minimum of three quotations are mandatory. Vendor approval is given after due negotiation. The contract/purchase order is awarded to the lowest bidder considering the price, experience, reputation, quality, delivery schedule, etc.

6.5 Human Resource Management

AFPRO has introduced salary band. Leave records are centralised now. Performance Management System is now introduced. Increment is based on performance and availability of funds. HR Policy is being updated regularly with the approval of the Governing Body.

AFPRO has a multi-disciplinary team consists of Civil Engineers, Hydrologists, Agriculture Engineers, Agriculture Specialists, Geophysicists, Hydro geologists, GIS Specialists, Rural Sociologists, NRM Specialists, Livestock/Veterinary Experts, MIS Specialists, Food Technology Experts, Agriculture Economist, Management specialists, Agribusiness specialists, Environment specialists, Finance specialists, etc.

6.6 Communication Strategy

We have streamlined communication with funding agencies and CSR partners. Both strategy communication and internal communication strategies are formulated to enhance the visibility of AFPRO.



STRATEGY ACTION PLAN FOR 2024-27

Strategy Action Plan: 1

7.1 Development Interventions: Focus on Newly Emerging Sub-Themes and Innovative Projects

AFPRO will create and strengthen partnerships for implementing various development interventions in its focal areas. We have redefined focal areas and added sub-themes under each focal area. These sub-themes include rural development, water audit, water budget, regenerative agriculture, etc. AFPRO will explore more opportunities in mapping technical expertise in its thematic areas, adding experts/expertise as per external environment, developing ground water technologies, etc. We will achieve a significant increase in the size of operations by focusing on innovative projects in line with AFPRO's core values.

Some examples are listed below:

7.1.1 Carbon Credit and Green Credit

Action for Food Production, will take up projects on Promotion of Carbon Credit for Climate Change Mitigation in commodity and agriculture sector. We will facilitate farmers in participating in the carbon credit market. Participating in carbon offset projects can provide farmers with additional revenue through the sale of carbon credits. Adopting carbon abatement farming practices can help to sequester carbon in the soil, which can contribute to the reduction of greenhouse gas emissions and help mitigate the effects of climate change. Many carbon abatement farming practices, such as conservation tillage and agro-forestry, can improve soil health, which can result in increased crop yields and improved water retention. Carbon abatement farming practices such as agro-forestry can also help to promote biodiversity and support the survival of wild species. Carbon offset projects can provide an incentive for farmers to adopt sustainable land-use practices, which can help to conserve natural resources and reduce environmental impacts. Carbon trading in the agricultural sector can also promote rural development, by creating jobs and income-generating opportunities in rural areas, and by supporting the development of small and medium-sized enterprises in the sector. Carbon credits or carbon offsets are 'points' issued to an entity for undertaking an activity that has the effect of either avoiding emission of carbon dioxide (CO₂) into the atmosphere or absorbing some of the CO₂ back from the atmosphere. One credit is given for a one-ton reduction in CO₂. Carbon Credit Trading Scheme (CCTS) provides the framework for the functioning of Indian Carbon Market. Corporates and their foundations are seeking more collaborations in the context of Carbon Credit Initiative. This is an emerging field where AFPRO will play a decisive role and will explore



this new avenue to foster collaboration with these institutions. With the help of funding partners, AFPRO plans to be involved actively in Climate Mitigating Projects. Green Credit is a market-based mechanism to incentivise voluntary environmental actions and is a form of environmental currency earned by individuals/entities. AFPRO is implementing afforestation programmes currently and will be focusing on generating Green Credits through plantation on degraded lands. We will be repositioning ourselves in this emerging market.

7.1.2 Water Audit

We will create a technical team to carry out water audits for different clients. Water audit is a systematic process of objectively obtaining a water balance by measuring flow of water from the site of water withdrawal or treatment, through the distribution system, and into areas where it is used and finally discharged. Water audit is a useful tool to determine water use efficiency in an irrigation project by accounting water losses. A household water audit is an assessment of how much water is used and how much water can be saved at home. Similar to financial audits conducted by accountants, the water audit compares volumes of water treated and pumped to volumes consumed by customers.

Strategy Action Plan: 2

7.2 Reposition as Knowledge Partner and Policy Partner

Along with the ongoing role as Implementing Partner, AFPRO will now be repositioned as Knowledge Partner and Policy Partner. AFPRO can actively engage with government, private agencies, and institutions to facilitate policy formulation process. We can support the participation of private sector in multi-stakeholder policy dialogue related to Food Security, Livelihood, Water, Sanitation, Watershed Management and Climate Change. For the government, it can provide inputs in policy formulation. Several activities will be carried out in line with these plans.

Some of these activities are listed below:

7.2.1 Implementation of a plan to leverage Artificial Intelligence (AI) for frontline research.

7.2.2 Collaboration with state level and national level government think tank.

7.2.3 Collaboration with corporate think tank.

7.2.4 Collaboration with universities on frontier of knowledge.

7.2.5 Increasing use of digital infrastructure.

7.2.6 Creation of Dash Board for Data Management on AFPRO Website.

Strategy Action Plan: 3

7.3 Strengthening AFPRO's Four Regions

AFPRO is strategically restructured and works through its four regions – Eastern, Western, Northern and Southern Regions. To strengthen these four regions, we have set up four regional offices. Under each regional office, project offices are set up as per the project requirements.

The Eastern Region is actively implementing projects in Chhattisgarh, Odisha and Assam, Arunachal Pradesh, Tripura, West Bengal, and Bihar. Eastern Region is capturing the remote tribal villages and promoting climate resilient livelihood activities. The Western Region is addressing rural development issues of drought prone and tribal dominated regions of Maharashtra and Gujarat. Most of interventions are centred on water related issues both ground water as well as surface water, Watershed Management, Food Security, Water and Sanitation. We will refocus our lens to capture new projects on Regenerative Agriculture, Carbon Credits, and Green Credits for Western Region. Strong technical teams will be formed to achieve this goal. The Northern Region covers states of Haryana, Punjab, Rajasthan, Madhya Pradesh, and Himachal Pradesh. This region will focus on water security and climate change projects. The Southern Region registers its presence in the states of Andhra Pradesh, Telangana, Karnataka, and Kerala by implementing projects on water conservation, water, sanitation, and hygiene (WASH), livelihood, etc. For the Southern Region, the AFPRO strategy revolves around capturing projects in the commodity sector like millets, spices, castor, cotton, cocoa, tea, grapes, cumin, and groundnut, etc. Commodity standards and frameworks like regenerative agriculture, integrated pest management (IPM), and Organic Farming will be explored for this region. Our strategy includes an action-oriented approach like identifying low-risk commodities, mapping funding agencies, sustainable standards, crop expertise, etc. The commodity sector and holistic rural development sector will serve as strong platforms for the expansion of Southern Region.

Strategy Action Plan: 4

7.4 Applied Research on Ground Level Problems in AFPRO's Focal Areas

AFPRO will conduct applied research on ground level problems using a multi-disciplinary approach. It will have a focus on inter-disciplinary research, data management, knowledge management, and strategic communication. AFPRO has several models of interventions at community level in water, sanitation, agricultural practices, climate change. We undertake collaborative, multi-stakeholder discussion and networking. Our multi-stakeholder engagement results in sharing of insights and good practices derived from ground experience. This will contribute towards shaping effective policies and efficient program implementation. Development and testing of knowledge-based tools for planning, implementation and monitoring will be carried out continuously. Our capacity building programmes will lead to behavioural change. We will build skills and capacities of stakeholders across thematic areas. We can collaborate with companies, central and state governments. We have vast experience of working with the local community, understand key challenges and provide socio-technical support. This enables us to contribute to applied research projects and application of the knowledge generated to social concerns. Our core strength lies in connecting research to people and bringing people's perceptions to policy makers.





It is planned to carry out the following activities:

7.4.1 Develop tools for effective planning, implementation, and monitoring

7.4.2 Disseminate knowledge at national and international levels through Conferences, workshops, and publications

7.4.3 Contribute to policy formulation through engagement between various stakeholders.

7.4.4 Contribute to formulating policies and programmes through increased awareness based on sound qualitative and quantitative information

7.4.5 Conduct Environment and Social Impact Assessment Study

7.4.6 Create Research Network

7.4.7 Identify educational and research institutions as potential partners in AFPRO's research and training programmes. Technical advisory committee in thematic areas may be set up to facilitate this process

7.4.8 Establish strong linkages with international organisations with special focus on technology, research, and training

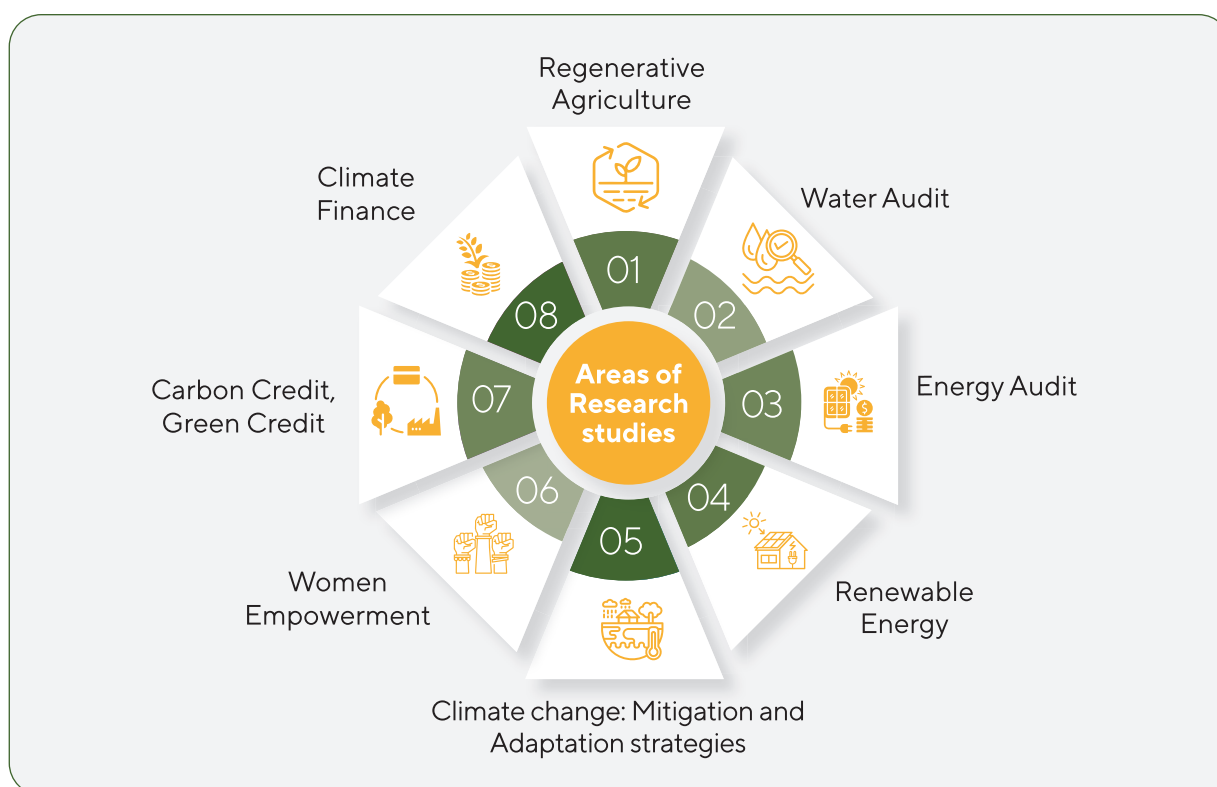
7.4.9 Get AFPRO's work published in national and international journals

Focal area-wise research activities are listed below:

Research Activities in AFPRO's Domain Areas

Focal Areas	Type of Activities/ Projects
Focus Area 1 Agriculture, Food Security and Livelihood Sub themes/Topics Regenerative agriculture	AFPRO's project based internal studies Sponsored Research studies Sharing of ground level experiences through Blogs, Working papers, Publication of Research Papers Meetings, Workshops, Seminars.
Focus Area 2 Climate Change and Renewable Energy Sub themes/Topics Climate Finance, Carbon Credit, Green Credit, climate adaptation, climate mitigation Renewable Energy Technology (RET) Solar	AFPRO's project based internal studies Sponsored Environment and Social Impact Assessment Study Sponsored Research studies of ground level experiences through Blogs, Working papers, Publication of Research Papers. Meetings, Workshops, Seminars. Energy Audit
Focus Area 3 Watershed Management/Natural Resource Management	AFPRO's project based internal studies Sponsored Research studies Sharing of ground level experiences through Blogs, Working papers, Publication of Research Papers. Meetings, Workshops, Seminars. Water Audit
Focus Area 4 Water and Sanitation	AFPRO's project based internal studies Sponsored Research studies Sharing of ground level experiences through Blogs, Working papers, Publication of Research Papers





Environment and Social Impact Assessment

Environmental Impact Assessment (EIA) is a statutory requirement for most developmental and industrial activities in India. National Accreditation Board for Education & Training (NABET), a constituent board of the Quality Council of India (QCI) has developed a voluntary accreditation Scheme. NABET will assess the capacity of a company/institution/organisation in relevant sectors/domains for giving accreditation. AFPRO will initiate steps to get accredited in suitable domains sectors/domains. After getting this accreditation, AFPRO can take up Environmental Impact Assessment projects.

Strategy Action Plan: 5

7.5 AFPRO as a Training and Audit Institution

Currently, we have been organising a large number of training programmes for its staff and field facilitators, farmers and community members and children/students in areas such as sustainable farming and allied activities, water and sanitation, water resource management, decent work practices, children safety and child labour, data management, digital and financial literacy and institutional building and livelihoods.

In addition, AFPRO will organise technical training programmes for government officials, corporates and other relevant institutions on water budgeting, aquifer mapping, sustainable agriculture, regenerative agriculture, carbon credits, soil, and water conservation. AFPRO can give training to Government agencies, Corporates, and Individuals. Some of the areas where AFPRO can give training are water budgeting, aquifer mapping, regenerative agriculture, carbon credits, hand pump maintenance technologies, GIS project development and management. The focus of AFPRO will be to develop into a training-cum-audit agency.

Strategy Action Plan: 6

7.6 STRENGTHENING AFPRO's ORGANISATIONAL EFFECTIVENESS

The non-profit sector is confronted with multi-faceted challenges including access to flexible resources and spaces. Effective contributions of AFPRO, a non-profit organisation, in empowering rural communities by strengthening their resource base and capabilities through improved knowledge and skills, depend on our ability to become more agile, adaptive, and strategic. Commendable entrepreneurship is essential to non-profit leaders and its staff to develop a stronger institution.

In this context, AFPRO will accelerate its Organisation Development (OD) process. It is important to strengthen the capacities of the staff to bring overall organisational effectiveness based on system-wide interventions through a learning process anchored in a set of AFPRO's vision, mission, and values.

OD facilitators need to be trained in facilitating organisational assessment and designing, and interventions to provide professional assistance to AFPRO to achieve maximum impact. Each Senior and Middle level staff member of AFPRO can be an OD Facilitator. The holistic growth of all key departments is important to strengthen the effectiveness of AFPRO as an organisation.

Strategy Action Plan: 7

7.7 Information and Technology Solutions

We must provide IT solutions to support all AFPRO Regional Offices and Project offices as well as AFPRO Head Office. Special emphasis will be given for the development of relevant software packages and purchase of various testing equipment. AFPRO will solidify its commitment to becoming a digitally enabled and data-driven organisation, with the usage of new technology and data to support the vision set out in this strategic plan. The IT solution work will focus on continuing to digitalise AFPRO's large operational footprint to generate meaningful real-time data for decision making and operational efficiency.

Strategy Action Plan : 8

7.8 Social Stock Exchange for Social Intervention Programme

Social Stock Exchange (SSE) is a separate segment created by stock exchanges to help social enterprises raise funds from the public. This will be an income generating alternative for AFPRO. This will improve market access and will be a continued stream of financing. After registering itself under Social Stock Exchange, AFPRO can generate funds for social intervention programs. This will be an opportunity for increasing the credibility and visibility of AFPRO.



CHAPTER 8

INCOME GENERATION PLAN

AFPRO's income generation plan aims at financial resilience and sustainability of the organisation. Underpinned by a non-profit mindset, income generation provides the framing for a way of working which seeks to maximise efficiency and provide the best value in all we do.

AFPRO has identified different potential sources of income generation as listed below:

Income Source	Target Funding partners	How to target the funding partners
Government Service Agreements	Various Ministries, Departments, Institutions of Government of India, and State Governments	RFP, Proposals, Concept Notes, Brochures, Annual reports, Newsletters
CSR funds	Companies	RFP, Proposals, Concept Notes, Brochures, Annual reports, Newsletters
Grants and Donations	National and International Foundations	RFP, Proposals, Concept Notes, Brochures, Annual reports, Newsletters
Training programmes	Institutions, Corporates and Individuals	
Social Stock Exchange	Institutional and non-institutional investors	Zero Coupon Zero Principal (ZCZP) bonds, Social Impact Funds (these are Social Venture Funds) and Mutual Funds, Development Impact Bonds



Marketing: of focal areas of AFPRO needs to be strengthened. AFPRO will invest its dedicated resources in marketing and branding of the organisation. Strong communication team will be formed. Digital marketing platforms will be used as tools for the branding of AFPRO.



CSR Funding: CSR funding will be mobilised. There are several challenges in mobilising CSR funds. Special technical team will be formed to examine these challenges, identify solutions, and monitor the formulation and effective execution of CSR Projects.



Social Stock Exchange: Social Stock Exchange (SSE) is a separate segment created by stock exchanges to help social enterprises raise funds from the public. After registering itself under SSE, AFPRO can raise funds for implementing projects of social impact.



CHAPTER 9

FINANCIAL PROJECTIONS FOR 2024-27

Action Plan 2024-2027										
Sr.	Program/ Focus Areas	Partners	Target Beneficiaries		No of Projects	Turnover/Budget			Turnover/ Budget	% Share
			Type	Number		Y1	Y2	Y3		
1.	Agriculture, Food Security & Livelihoods									
1.1	Commodity Sustainability frameworks									
1.2	Sustainable Agriculture-IPM, INM	CSR Agencies	Small holder Farmers							
1.3	Livelihood Diversification	NABARD	Women SHGs	250000	25	158860000	166000000	169500000	494360000	51%
1.4	Living Income	IFAD	Youths							
1.5	Promotion of millets/cereals & Pulses	Brands and Retailers	Landless and disadvantaged groups							
1.6	Farmers Producer Organization									
2.	Water and Sanitation									
2.1	Safe Drinking water									
2.2	DOW source security	CSR agencies								
2.3	HH sanitation	Government								
2.4	Liquid & Solid waste management	Dept. -WASH prog/ National	Rural community (Men, Women & Children)	46014	10	19200000	11000000	12000000	42200000	4%
2.5	Bahavioural change in Community	Water Mission								

(CONTINUED)

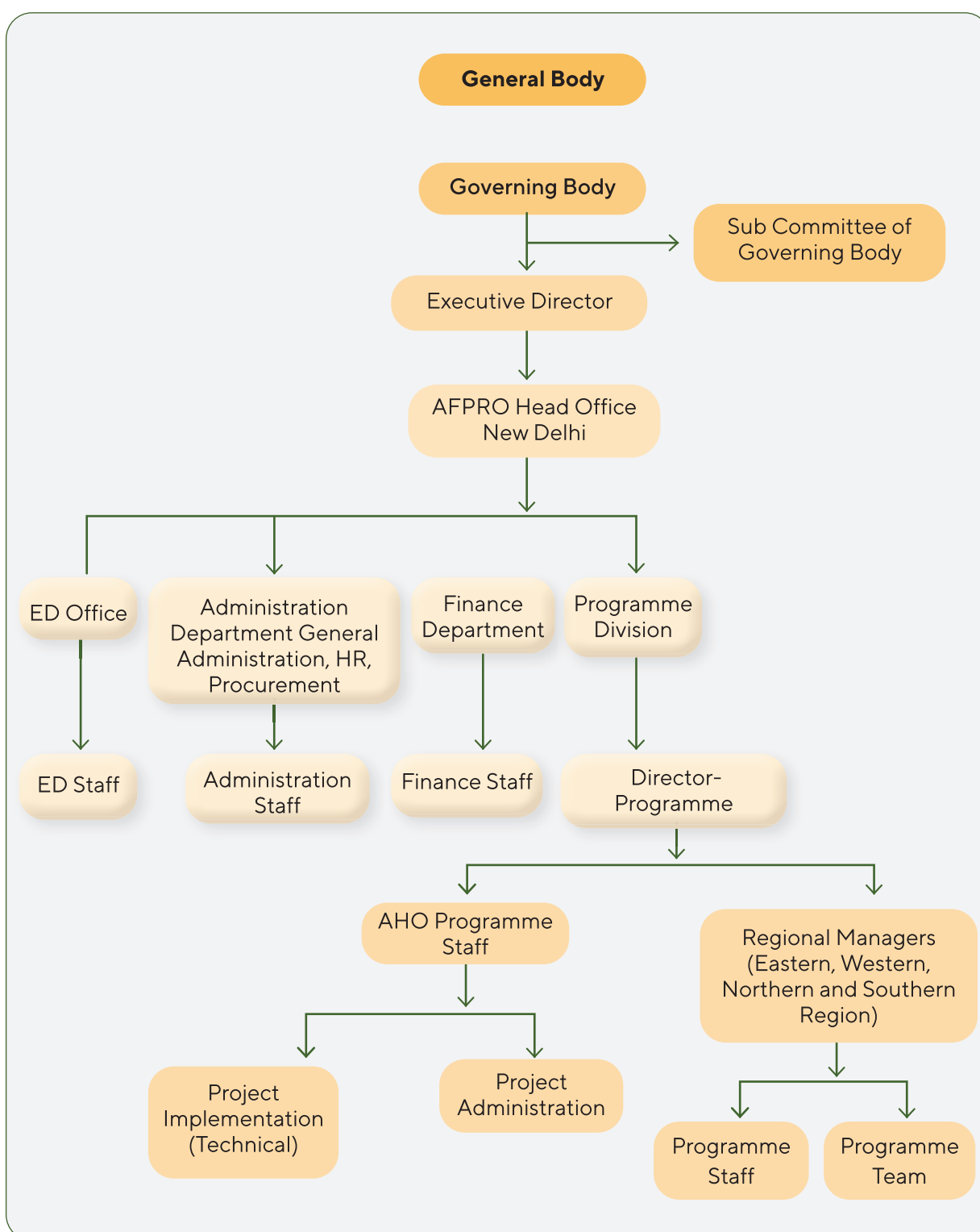
Sr.	Program/ Focus Areas	Partners	Target Beneficiaries		No of Projects	Turnover/Budget			Turnover/ Budget	% Share
			Type	Number		Y1	Y2	Y3		
3.	Watershed Management/ Natural Resource Management									
3.1	Integrated Watershed Dev. Proq									
3.2	Recharge of water bodies/ Tank Restoration/ Roof top rain water harvesting	CSR agencies								
3.3	Water Audit studies	State & central Government	Small holder Farmers							
3.4	Acquifer	International agencies	Women SHGs	190998	20	68200000	84000000	100500000	252700000	26%
	Management/ Mapping/ Hydrological Modelling	/Development Banks NIRD/ SIRDs	Landless and disadvantaged groups							
3.5	Water Stewardship	IWMP								
3.6	Land and water resource Development	NABARD								
3.7	Demand side management of GW									



(CONTINUED)

Action Plan 2024-2027										
Sr.	Program/ Focus Areas	Partners	Target Beneficiaries		No of Projects	Turnover/Budget			Turnover/ Budget	% Share
			Type	Number		Y1	Y2	Y3		
4.	Climate change									
4.1	Regenerative Agriculture	Brands Retailers	Small holder Farmers Women Youths Landless	67254	13	69300000	49300000	51180000	169780000	17%
4.2	Carbon Credit	Traders								
4.3	Green Credit	Development banks like								
4.4	Adaption and mitigation	ADB, NABARD etc								
4.5	Promotion of renewable energy	CSR companies State Govt.								
5.	Research & Documentation									
5.1	Applied Research	Universities		NA	NA	55000000	55000000	60000000	170000000	2%
5.2	Publications	Govt Deppt								
5.3	Training	ICAR/ CICR								
5.4	Workshops/ webinar / conferences	Corporate Agencies NGOs								
5.	HID									
2.1	PME-MIS		AFPRO and Its STAFF	NA	NA	1000000	1000000	1000000	3000000	0.31%
2.2	Performance management System									
2.3	Staff CB	Internal								
2.4	Infrastructural requirements- Survey equipments. IT Infra etc									

ORGANOGRAM OF AFPRO IN THE CURRENT PHASE





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