



Annual Report

2024 - 2025



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CEO's Message

Cultivating Resilience: Message for FY 2024–25

It is with a profound sense of gratitude and cautious optimism that I present the Annual Report for APMAS for the financial year 2024–25. This year will be defined in our history not by expansive growth, but by strategic **resilience** and disciplined **consolidation**. Against a backdrop of shifting funding landscapes and evolving operational demands, our organization has demonstrated remarkable fortitude, ensuring that our mission — By 2030, APMAS, a cutting-edge resource organization, engaged in multi-stakeholder partnerships for systemic change; innovating and demonstrating sustainable livelihoods institutional models impacting one million households through: Co-creating and promoting quality standards and benchmarks; Capacity and capabilities development; Ecosystem services – Access to technology, finance, market, infrastructure; Interface among women-led and diverse community institutions; Integration of Nutrition, Health, Education & WASH services; and Evidence based policy advocacy, remains in the forefront.

A Year of Strategic Consolidation

Fiscal Year 2024–25 was a period dedicated to bolstering our foundations and preparing for long-term stability. This was a deliberate choice. While our total income saw a modest decline, we simultaneously managed to bring down expenditure, resulting in a crucial operating surplus. I want to emphasize that this surplus was strategically created by the unspent amounts in projects, allowing us to build a crucial safety buffer. This prudent fiscal management has been vital, ensuring that high-impact programs vital to our communities were protected from any financial volatility.

Our strategic focus moving forward must be to transform from a position of cautious consolidation to one of robust, sustainable growth. We are acutely aware of the risk posed by concentrated funding sources. Therefore, a major organizational priority is to aggressively enhance our **earned-income streams**—particularly through professional training fees, consulting services, and specialized service contracts—to diversify our funding base and reduce dependence on any single source of grants.

Impact Through Programmatic Focus

Despite the need for internal realignment, the impact of APMAS on the ground has been unwavering. Our teams executed several key projects that brought measurable change to communities across India:

Rural Entrepreneurship Development Program (REDP): This program continued to nurture self-reliance, transforming community members into entrepreneurs who drive local economic growth. The success stories emerging from the REDP are a powerful testament to the catalytic effect of strategic investments in human potential.

Comprehensive Skill Development Project: By focusing on upskilling and vocational training, this initiative has equipped many individuals, especially women, with the tools necessary to access better economic opportunities and move toward financial independence.

Urban Nutrition Project: Our commitment to the most vulnerable extends to urban centers, where this project addressed critical issues of malnutrition and public health, demonstrating our ability to adapt our socio-economic model to diverse geographical and demographic contexts.

A key operational focus this year was ensuring the successful delivery of our **CBBO (Cluster Based Business Organization) projects of promoting 47 FPOs as sustainable Business Organizations**. Going forward, we are committed to meeting all agreed-upon deliverables for these projects within their timelines and ensuring the timely collection of all receivables from implementing agencies. Accountability and precision in execution are non-negotiable standards for APMAS.

Our Roadmap for Sustainable Growth

To lock in the gains of this past year and secure our future, the Board and Management have collaboratively defined a clear roadmap anchored by financial stability and operational clarity.

Firstly, we will formally adopt an **operational reserve policy**, aiming to maintain an equivalent of three to six months of average expenditure. This reserve will act as a critical cushion against potential delays in grant releases, ensuring operational continuity and preventing disruptions to field activities.

Secondly, we are implementing a robust, Board-approved **Program Prioritization Framework**. This transparent mechanism will guide our decisions on accepting new

deliverable-based projects, especially those from government bodies. This framework ensures that every new commitment aligns perfectly with our vision & mission and does not overextend our operational capacity.

Finally, we are redoubling efforts on our **donor pipeline**. We are actively seeking multi-year funding agreements, particularly with Corporate Social Responsibility (CSR) partners and institutional funders. Multi-year commitments are essential to stabilize our receipts and enable the long-term planning required for complex development programs.

Acknowledging Our Pillars of Strength

None of these achievements or strategic directions would be possible without the exceptional & professional colleagues who drive APMAS.

To the **Board of Directors**, I extend my deepest gratitude. Your wisdom, strategic oversight, and unwavering commitment to good governance have been the bedrock of our stability this year. Your guidance was instrumental in establishing the critical financial and programmatic frameworks—the reserve policy and the prioritization framework—that will define the future sustainability of this organization. Thank you for your leadership and for continuing to hold us to the highest standards of integrity and accountability.

And to the **Staff of APMAS**, both in the head office and, most crucially, on the ground: you are the engine of our mission. Your passion, perseverance, and willingness to adapt during a year of intense consolidation are truly humbling. Whether you were working to collect receivables, manage project expenditures prudently, promote resilient & sustainable collective enterprises or stand shoulder-to-shoulder with the women entrepreneurs and farmers we serve, your dedication ensured that APMAS never faltered. Thank you for transforming strategy into sustainable impact every single day.

As we step into the next fiscal year with a year-long celebration of our silver jubilee year, we do so with renewed clarity and a stronger foundation. We are committed to achieving our vision of sustainable livelihoods for a million households. Let us embrace the year ahead with high spirit of innovation & dedication that has guided us thus far to celebrate our Silver Jubilee on 1st July 2026!!

CS Reddy

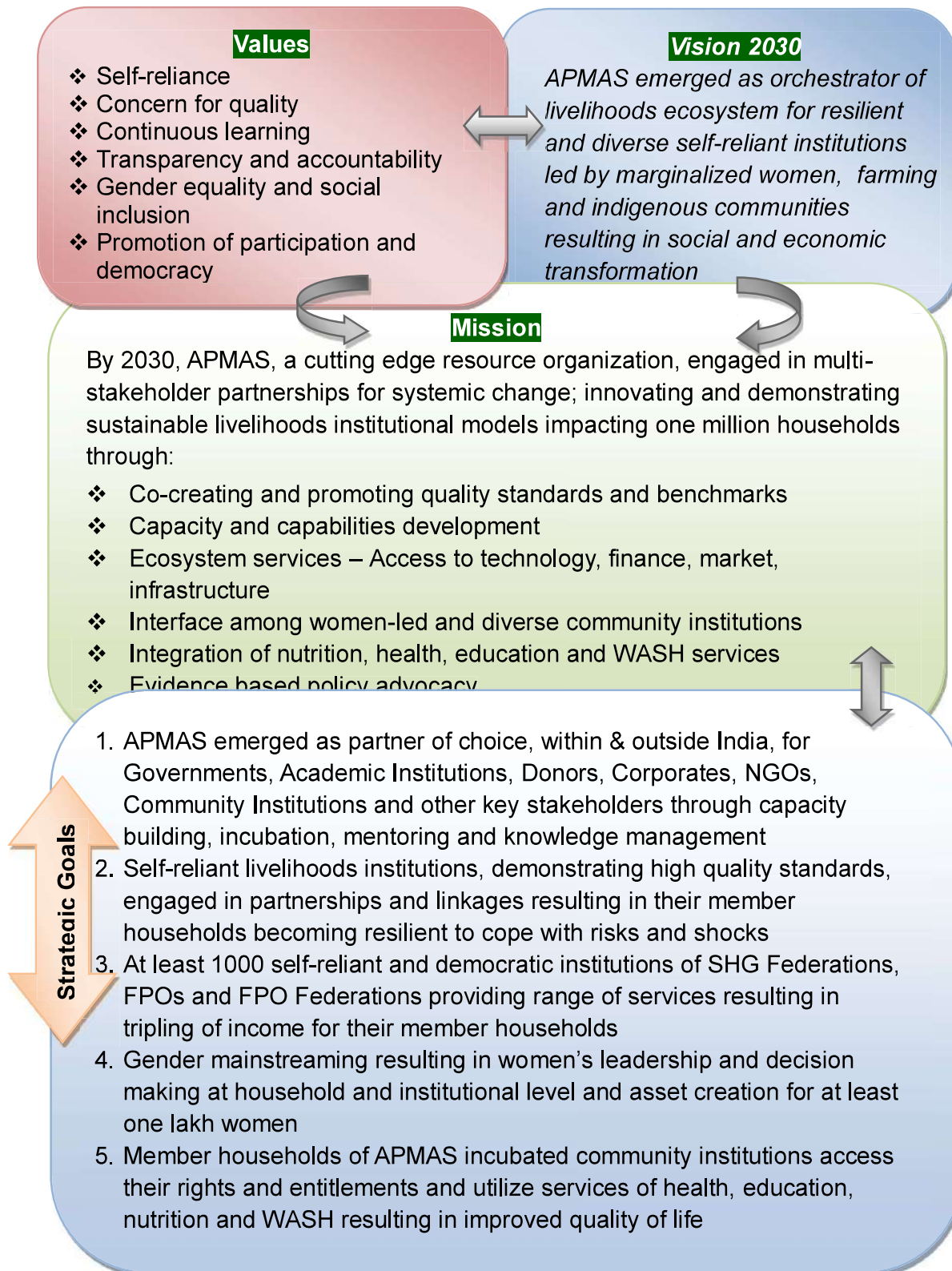
Chief Executive Officer, APMAS

Abbreviations

APMAS	Andhra Pradesh Mahila Abhrivruddhi Society
BAFA	Bharath Alliance for FPO Acceleration
BRC	Bank Reconciliation Certificate
CBBO	Cluster Based Business Organisation
CBO	Community Based Organisation
CHC	Custom Hiring Centre
CRP	Community Resource Person
CSA	Centre for Sustainable Agriculture
CSS	Central Sector Scheme
DCCB	District Central Cooperative Bank
EP	Enterprise Promotion
FES	Foundation Ecological Security
FPCL	Farmer Producer Company Limited
FPO	Farmer Producer Organization
HF	Health Facilitator
INM	Integrated Nutrition Management
IRMA	Institute of Rural Management, Anand
KGBV	Kasturba Gandhi Balika Vidyalaya
LEAP	Livelihood Enterprise Acceleration Programme
MAM	Moderate Acute Malnutrition
MANAGE	National Institute Of Agricultural Extension Management
MEPMA	Mission for Elimination of Poverty in Municipalities
MOA	Memorandum of Association
MoU	Memorandum of Understanding
NAARM	National Academy of Agricultural Research Management
NABARD	National Bank for Agriculture and Rural Development
NCDC	National Cooperative Development Corporation
NCUI	National Cooperative Union of India
NF	Natural Farming
NIMSME	National Institute for Micro, Small and Medium Enterprises
NIRDPR	National Institute of Rural Development and Panchayati Raj
NMSA	National Mission on Sustainable Agriculture

NRHM	National Rural Health Mission
PGS	Participatory Guarantee System
PKVY	Parampragat Krishi Vikas Yojana
PMDS	Pre Monsoon Dry Sowing
PMEGP	Prime Minister's Employment Generation Programme
RDT	Rural Development Trust
REDP	Rural Entrepreneurship Development Program
RSETI	Rural Self Employment Training Institute
RWSS	Rural Water Supply and Sanitation
SAM	Severe Acute Malnutrition
SBCC	Social Behavioural Change Communication
SBIF	State Bank of India Foundation
SDG	Sustainable Development Goal
SERP	Society for Elimination of Rural Poverty
SFFAC	Small Farmers' Agri-Business Consortium
SHG	Self Help Group
SIDBI	Small Industries Development Bank of India
TTM	Territory Marketing Manager
ULBs	Urban Local Bodies
UNP	Urban Nutrition Project
VAMNICOM	Vaikunth Mehta National Institute of Cooperative Management
VO	Village Organization
VOA	Village Organization Assistant
WASH	Water, Sanitation and Health
WASSAN	Watershed Support Services and Activities Network
WATER	Water and Agriculture for Transformational Ecological Resilience
WCD	Women and Child Development

APMAS Values, Vision, Mission and Goals



Overview of Projects

The list of projects implemented during the year 2023-25 and their contribution to different goals to achieve the vision and mission of APMAS is given below.

#	Project	Contribution to APMAS Goals				
		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Stream 1: Women-led Enterprises, Skill Development, Nutrition and WASH						
1	Rural Entrepreneurship Development Program (REDP) in Telangana					
2	Comprehensive Skill Development Project in Annamayya district, Andhra Pradesh					
3	Urban Nutrition Project in Hyderabad, Telangana					
4	Water, Sanitation and Hygiene (WASH) in Andhra Pradesh and Telangana					
Stream 2: Climate Resilient Natural Farming, Water and Crop Security						
5	Climate Smart Village Project in Sri Sathya Sai district, Andhra Pradesh					
6	Rayalaseema Water Initiative in Annamayya district, Andhra Pradesh					
7	Rays of Hope in Rayalaseema, Andhra Pradesh					
Stream 3: FPO Acceleration						
8	FPO Acceleration in Andhra Pradesh					
9	Cluster Based Business Organisation (CBBO) in Andhra Pradesh, Bihar and Telangana					
10	WINGS in Andhra Pradesh, Bihar and Telangana					
11	AAPTHI in Andhra Pradesh					
Stream 4: Studies and Innovations						
12	P4 Study in Andhra Pradesh					
13	Impact assessment of CSR Projects in Andhra Pradesh and Telangana					

1. Rural Entrepreneurship Development Program

1.1. Project Profile

Title: Rural Entrepreneurship Development Program (REDP) for promoting Women-Led Enterprises in Telangana State
Project Period: April 2024 to June 2025
Overall Project budget: ₹37.21 lakhs
Geography: 135 villages of Bhadradri Kothagudem and Sangareddy Districts
Target Groups: 300 Women-led enterprises (200 existing and 100 new)
Donor: Small Industries Development Bank of India (SIDBI)
Partners: RSETIs
Human Resources: Project Manager, 2 Mentors and 6 CRPs

1.2. Project Objectives

- Enable rural poor women to set up their enterprises, through integrated capacity building, skill development and enterprise advisory services
- Facilitate linkages of entrepreneurs to required finance, both start-up capital for asset creation and working capital for business
- Develop local social capital by capacitating a pool of Community Resource Persons-Enterprise Development for rendering services to local entrepreneurs
- Enable the entrepreneurs for better financial management of their enterprises through digital tools and providing access to marketing for enhancing the effectiveness of their businesses

1.3. Project Interventions

- Conducted skill trainings and certification
- Established livelihood units, and facilitated access to credit, markets, financial literacy
- Promoted digital financial services and effective finance management

1.4. Project Outcomes

The REDP project has yielded substantial improvements in rural women's livelihoods, particularly among the Lambada (ST) communities in two project mandals.

Overall Progress

Block	Target (Existing + New)	Achieved (Existing + New)
Chandugonda	100+50 = 150	356
Narayankhed	100+50 = 150	210
Overall	300	566 (more than 100%)

- **Income Growth:** The average monthly household income increased over 90% from ₹22,500 at baseline to ₹43,000 at endline. Similarly, enterprise income doubled from ₹13,500 to ₹30,000, demonstrating strong business viability.
- **Digital Inclusion:** While only 5% of entrepreneurs used digital finance tools at the baseline (despite 96% owning smartphones), the endline shows 100% adoption of digital payments like PhonePe and Google Pay, marking a complete shift toward digital financial inclusion.
- **Credit Access:** Initially, credit access was limited to informal sources (SHGs, CIFs). By the endline, 100% of entrepreneurs were actively using formal and semi-formal credit from SHGs, Stree Nidhi, and banks.
- **Skills and Enterprise Development:** At baseline, only 51.46% had undergone skill training. Through the project, all 300 entrepreneurs received both entrepreneurship development training and domain-specific skill training, significantly improving their business readiness.
- **Enterprise Growth:** Every targeted entrepreneur either started or expanded their enterprise, surpassing the target of 300 supported enterprises and showcasing a complete transformation in self-employment capacity.
- **Empowerment in Decision-Making:** Women making independent financial decisions increased from 27% to 35%, and 60% reported joint decision-making indicating progress in household gender dynamics.
- **Satisfaction with Earnings:** Beneficiary satisfaction saw a significant leap from a fragmented baseline (only 3.18% very satisfied) to a robust 90% at the end, with 35% reporting high satisfaction.
- **Market Access:** From virtually no structured linkages at baseline, 60% of beneficiaries were linked to local and organized markets through exhibitions and rural fairs.

Alignment with National & State Goals and SDGs

- Aligns with the objectives of **PM's Employment Generation Programme** which promotes self-employment and entrepreneurship through a credit-linked subsidy
- Contributes to **Sree Sakthi Scheme (Telangana)** by leveraging SHGs, focusing on enhancing productivity, skill development, and effective resource utilization.
- Contributes to **SDG 5** – promotion of equal rights for women to economic resources, including ownership, and access to financial services

1.5 Pathways

Leveraging the progress of 2024-2025, the following pathways are envisioned to deepen impact, ensure sustainability, and scale up the Rural Entrepreneurship Development Program for promoting women-led enterprises.

- Continue to provide handholding support for the promotion of women-led enterprises through CSR and donor partnerships
- Strengthen rural entrepreneurs to adopt technology for promoting market-driven approaches, and creating local employment opportunities.

1.6 Case Stories

Mushroom Cultivation becomes Livelihoods!

In Pusugude village, Mulkalapalli Mandal, Bhadradi Kothagudem district, a group of SHG members, who had long depended on unstable, low-paid wage labour were introduced to the concept of mushroom cultivation by APMAS, with support from SIDBI. Motivated to explore a new income-generating opportunity, the women enthusiastically participated in a 10-day, hands-on training held in their own village, conducted by RSETI.



Following the training, four women decided to establish a mushroom cultivation unit. Impressed by their commitment and vision, SERP provided a **grant of ₹1.5 lakh**, enabling the group to procure the necessary equipment to launch the enterprise.

The unit now produces approximately **20 kg of mushrooms per day**, marketed at **₹250 per kg**, yielding gross revenue of **₹75,000 every 15 days**. After deducting **₹17,000 for purchase of seeds and other inputs**, the net income stands at **₹58,000**, which translates to a monthly net income of **₹14,500 per woman**. These women, once reliant on precarious daily wage labour, have now transformed into successful mushroom cultivators with markedly improved financial stability and empowerment.

“We will forever remain grateful to SIDBI and APMAS for transforming our lives,” the women expressed.

1.7 Photo Gallery



Training on Jute back making



Training on pottery



Tailoring training



Mushroom Cultivation Training

2. Comprehensive Skill Development Project

2.1. Project Profile

Title: Comprehensive Skill Development Project
Project Period: April 2023 to March 2025 (2 Years)
Budget for the year-2024-2025: ₹81,47,151/-
Geography: Pileru, KV Palli, Kalikiri mandals of Annamayya District, AP
Target groups: Farmers, Livestock Farmers and Students
Donor: Aurobindo Pharma Foundation
Human Resources: Project Manager and Project Officer

2.2 Project Goal and Objectives

Project Goal: Achieving comprehensive development through promotion of sustainable agriculture, value chain management, livestock management and enabling students access to safe drinking water in the 22 government schools, 2 colleges and 8 Anganwadi centres in the Piler region of Annamayya district, Andhra Pradesh.

Project Objectives

- Enhancing productivity and profitability of farmers by adopting sustainable agriculture and value chain management
- Ensuring alternate livelihoods through fodder development and livestock management
- Enabling students accessing to safe drinking water in all the 22 government schools, 2 colleges and 8 Anganwadi centres

2.3 Project Outcomes

Strengthening Farmer Producer Organisations (FPOs)

- An increase in membership and share capital of Piler and Kalikiri FPOs
- Both FPOs have expanded their business, strengthened governance with newly elected BoDs including 3 women directors each, and built farmer trust and confidence by declaring dividend of 1000/- each to 722 shareholders.

FPO	Membership (23-24)	Membership (24-25)	Share Capital (23-24)	Share Capital (24-25)	Input marketing turnover (24-25)
Piler	747	783	7.47 Lakhs	19.6 Lakhs	116.62 Lakhs
Kalikiri	550	555	8.25 Lakhs	14.92 Lakhs	107.68 akhs

Improved Access to Inputs, Services and Adoption of Sustainable Agriculture

- Conducted 24 Farmer Field Schools on crop management and pest control and trained 317 farmers on organic and natural farming, leading to the adoption crop diversification, and improved soil health for long-term sustainability.
- A Custom Hiring Centre (CHC), started operations in Piler, providing farmers with access to machinery services at affordable prices.
- Provided 500 kitchen garden kits to 500 women farmers, enabling them to grow their own produce naturally without chemicals. This reduced their reliance on the market and ensured healthier, more sustainable household nutrition.
- Provided 100 PMDS (Pre Monsoon Dry Sowing) kits to 200 farmers (1 kit for 2 farmers), each containing 6 kgs of 27 seed varieties, which helped improving soil health and served as an entry point for transitioning to natural farming.
- 50 farmers adopted Navadhanya intercropping in groundnut, covering approximately 75 acres of land.

Safe Drinking Water to Educational Institutions

- Supplied 4.76 lakh liters of safe drinking water to 22 schools, 2 colleges and 8 Anganwadi centres, benefitting 5,147 students, and significantly reducing the risks of water-borne diseases.
- Installed four community Kiosks (Chali Vendrams) in Pileru town, serving 3000 community members daily during the summer of 2024.

Live Stock Development

- Conducted 59 animal health camps, treating 19,527 animals, and benefitting 3,610 farmers.
- Provided 45 days of mobile veterinary services, treating 1,520 animals and benefitting 55 farmers.
- Dewormed a total of 2,241 calves and 5,300 small ruminants
- Provided deworming tablets to 200 dairy farmers, resulting in an 8–12% increase in milk yield among dairy cattle post-treatment.
- Provided Jowar SSG 898 multi-cut fodder seeds to 100 farmers, enabling 6–7 harvests per season and improving fodder availability.

Skill Development Centre

- Inaugurated a Skill Development Centre in Gorantlapalle and trained 45 members in tailoring, while 55 members received computer training.

Alignment with National & State Goals and SDGs

- Aligns with the **National Mission on Sustainable Agriculture (NMSA)** through organic farming, distribution of PMDS kits, and promotion of Navadhanya intercropping for climate-resilient agriculture.
- Supports **Jal Jeevan Mission (JJM)** by ensuring daily access to safe drinking water in schools and Anganwadi centres.
- Aligns with **SDG 2** by advancing sustainable agriculture through organic practices, local seed promotion, and enhanced food security. It also aligns with **SDG 6** by ensuring consistent access to safe drinking water in public institutions and communities, thereby improving health, hygiene, and overall well-being rural areas.

2.4 Case Stories

Mithun Reddy, a farmer from Bodumalluvaripalli village in Pileru mandal of Annamayya district, cultivates Himayat mangoes on his 2 acre farm. Known for their rich taste and delightful aroma, these mangoes held great potential, but Mithun's yields were sold locally in **gunny bags**, leading to significant damage during transport, depreciated quality, and low prices, which constrained his income.



In 2025, with support from the **Pileru Farmer Producer Organization (FPO)**, Mithun adopted several key improvements:

- Use of **protective fruit covers** to reduce bruising and spoilage,
- Assistance with **harvesting, grading, and proper packaging**,
- Direct marketing arrangement with buyers in **Mumbai**, thereby eliminating intermediaries.

These interventions extended the mangoes' shelf life from 3 to 4 days to nearly a week and significantly reduced the wastage. As a result, **covered mangoes sold for ₹120–₹135 per kg**, compared to ₹55–₹60 per kg for those sold without covers. The transformation in Mithun's earnings was remarkable:

- **2024:** Sold ~900 kg of mangoes locally, earning **₹45,000**.
- **2025:** Sold **400 kg of covered mangoes through FPO**, and the remaining locally which yielded **₹89,250**, nearly double the previous year's income.

This success boosted not only his earnings but also enhanced the credibility and reputation of the **Pileru FPO**, showcasing how collective interventions and better practices can uplift farmer livelihoods.

“Previously, almost 15% of my fruits spoiled before reaching the market, and there was no difference in price between covered and uncovered produce. After joining the FPO, however, we began using fruit covers and sent our produce directly to Mumbai. This led to nearly a 50% increase in price. Next year, I plan to cover all my fruits”.

2.5 Photo Gallery



Various activities under comprehensive skill development project

3. Urban Nutrition Project

3.1. Project Profile

Title: Engagement of Urban SHGs in improving nutrition and health outcomes of pregnant, lactating women, children below two years, and adolescent girls

Project Period: June 2022 to May 2025 (3 Years)

Overall budget: ₹1,07,19,738 and **Budget 2024-2025:** ₹34,47,338

Geography: 14 Anganwadi Centres in 10 slums of Karwan Sector, Golkonda Block, Hyderabad District, Telangana

Project Outreach: 1500 consisting of pregnant women, lactating mothers, children below 2 years, and adolescent girls.

Donor: Wipro Cares

Partners: ICDS, Departments of Health & Education, UCD-GHMC & MEPMA

Human Resources: Project Manager, 2 Mentors, 14 Health Facilitators and Project Advisor (part time)

3.2. Project Goal and Objectives

Project Goal: Improving health, nutrition, and WASH outcomes for pregnant, lactating women, children below two years, and adolescent girls in ten slums of Mehdiapatnam Municipal Circle in Telangana by addressing gender barriers through SHGs & their federations.

Project Objectives

- Capacitate SHGs & SHG federations to build strong social capital for reaching out to pregnant, lactating women, adolescent girls, and children below two years in the slums.
- Ensure 80% of the pregnant and lactating women consume a minimum of five food groups in their diet and avail supplementary nutrition from ICDS and other health service providers.
- Initiation of 70% early breastfeeding within one hour of childbirth and promoting 90% exclusive breastfeeding to the infant for the first six months.
- Make sure 70% complementary food is fed to children below two years.
- Ensure that 80% of adolescent girls practice menstrual hygiene, during menstruation and will have improved knowledge of their safety and security.
- Address gender barriers and myths on nutrition during the pregnancy and lactation period.

3.3. Project Strategies and Interventions

Strategies	Interventions
Social Behavioural Change Communication (SBCC)	<ul style="list-style-type: none"> • House visits • Small group discussion with pregnant and lactating women, care takers, family members and men. • Stakeholder convergence meetings • Thematic campaigns
Capacity Building for ASHA, HF and AWW	<ul style="list-style-type: none"> • Awareness sessions and trainings • Using IEC materials such as flip books, posters, games (snake & ladder etc.), and Alana-Palana videos
Demand generation for public health, nutrition services and improved service delivery	<ul style="list-style-type: none"> • Critical focus on the first 1000 days of the life cycle of the child for health, nutrition and overall development. • Promotion of Infant and Young Child Feeding (exclusive breast feeding and age-appropriate complementary feeding) • Promoting diet diversity and food demonstrations • Health camps, check-ups and supplementary nutrition
Menstrual health and hygiene management	<ul style="list-style-type: none"> • Awareness to adolescent girls and women
ICT based MIS	<ul style="list-style-type: none"> • Developed six modules • Data base and tracking progress on a monthly basis and generating reports

3.4. Project Outcomes

Capacity Building

- Enrolled 681 new registrations (151 pregnant women, 87 lactating mothers, 290 children below two years, and 49 adolescent girls)
- Conducted 49 trainings to 1506 participants (ASHAs, Anganwadi teachers, members of SHGs and Federations and Health Facilitators) covering health and nutrition, financial literacy, nutritious food preparation etc.
- Reached 2366 pregnant women and 2203 lactating mothers

Improved Nutrition and Supplementation

- **96.3 %** of pregnant and lactating women now consume **five or more food groups**, up from **33.3 %** at baseline.
- **71.9 %** are accessing ICDS services, up from **63 % at baseline**
- **93.5 %** consume Iron–Folic Acid (up from **26.2 %**) and 98.3% consume (up from baseline **24 %**)

- Regular IFA and calcium consumption plus diet diversity contributed to better maternal weight gain, improved haemoglobin levels, and delivery of healthy-weight babies from 2.5 to 3 kg
- ICDS and health department services availed which include supplementary nutrition and health check-ups.

Early Initiation and exclusive Breastfeeding

- Institutional births increased to 99% from a baseline of 97.2% and 81.3% of infants are breastfed within one hour of birth (baseline 50.5%)
- Exclusive breastfeeding among children under 6 months reached 81.3% as against the baseline of 50.5%.

Complementary Feeding

- Reached out to 3661 children of 7 to 23 months through prioritized home visits
- 82.6% of mothers with infants below two years are now aware of the importance of complementary feeding (baseline 60.4%)
- 85.4% of mothers are feeding five or more food groups to children of 7 to 23 months (baseline 73.6%)
- Organised Samuhika Annaprashana for 94 infants with 250 participants in collaboration with ICDS to promote age-appropriate complementary feeding
- Conducted campaigns during Breastfeeding Week, National Nutrition Month, Poshan Pakhwada, Global Handwashing Day, etc.

Menstrual health and hygiene management

- Reached 1565 adolescent girls through prioritized home visits
- Raised menstrual health awareness for 479 adolescent girls, covering menstrual cycle, myths (watering and touching plants, avoiding curd and touching pickles etc), and the importance of a balanced diet
- 100% of adolescent girls are now using sanitary napkins (baseline 97.6%)
- 98% of adolescent girls are aware of the need to eat nutritious diet consisting of minimum of five or more food groups (baseline 43.1%)

Addressing Gender Barriers

- Addressed myths and barriers during pregnancy and lactation such as limited mobility, food taboos (avoiding eggs and papaya, discarding colostrum, and isolating new mothers etc)
- Results include increased diet diversity, increased consumption of IFA and calcium uptake, acceptance of colostrum, consumption of papaya in diet and improved family support for maternal health.

3.5. Key Challenges and Pathways

The project faced significant challenges in addressing deeply entrenched myths and in enhancing access to services. Reaching daily wage earners, who typically leave

early and return late, required flexible home visits, active support from Self-Help Groups, and targeted SBCC (Social & Behaviour Change Communication) strategies.

Currently operating in 14 Anganwadi centres from 10 slums, the project is now set to scale up to four sectors, encompassing 107 Anganwadi centres. As part of this expansion, capacity building to 240 field functionaries and 100 SHG federation representatives will be done, strengthening community-based nutrition and health.

Alignment with National & State Goals, and SDGs

- Aligns with the objectives of **POSHAN Abhiyaan** and the **Telangana State Nutrition Mission**, through initiatives such as growth monitoring, tracking of Severe and Moderate Acute Malnutrition of children, prioritized house visits, Social & Behaviour Change Communication, and community events emphasizing convergence, real-time monitoring, and targeted outreach strategies consistent with POSHAN's mission-mode approach
- Contributes to '**SDG 3 - Good Health and Well-Being**' by promoting improved maternal and child health, enhanced nutrition, anemia reduction, universal access to essential health services, reducing maternal and under-5 mortality and ensuring reproductive, maternal, and child health across all ages.

3.6. Case Stories

Chennamma's Journey to Better Health!

Chennamma, a 23-year-old woman from Heeranagar, had limited knowledge of nutrition and health due to her incomplete education and financial struggles. During her first two pregnancies, she had limited awareness about proper diet, nutrition supplements, and government services. With the support of a health facilitator from APMAS, Chennamma was guided through her third pregnancy. She registered in the Anganwadi centre, received her Mother Child Protection card, and learned about nutritious food, rest, and the importance of iron, calcium supplements and vaccinations. As a result, she gained 11 kg during pregnancy, took over 150 iron and calcium tablets, and gave birth to a healthy 2.5 kg baby boy. Despite a home delivery, she initiated breastfeeding within the first hour and exclusively breastfed for first six months, following all health recommendations. Chennamma's story reflects the transformative impact of community-based health facilitation.



5.7 Photo Gallery



Review with ASHAs



Training for SHG representatives



Stakeholders Convergence meeting



Small group sessions



Health camp for adolescents



Spirit of Wipro Run

4. WASH Project

4.1. Project Profile

Title: Empower social capital to catalyse credit financing for improved access to safe water and sanitation in Andhra Pradesh and Telangana

Project Period: Sept 2021 to Dec 2024 (3 years)

Overall Budget: ₹5,00,99,569; **Budget for 2024-2025:** ₹1,92,61,350

Geography: 28 mandals & 12 ULBs in AP, and 18 mandals & 8 ULBs in Telangana

Project Outreach: 45,697 households, benefitting ~ 2,01,071 members

Donor: Water.org

Partners: MEPMA and SERP Andhra Pradesh and Telangana

Human Resources: 10 Full time staff and 6200 CRPs

4.2. Project Goal and Objectives

Project Goal: Increase awareness on safe water and sanitation among community and leverage resources from the existing SHG platforms in AP and Telangana

Project Objective: Bridge financial gaps to improve access to safe water and sanitation by facilitating WASH loans through SHG platforms in a collaborative manner.

4.3. Project Strategies and Interventions

The project aimed to strengthen community-level water, sanitation, and hygiene (WASH) outcomes through awareness raising, capacity building, infrastructure support, and financial facilitation.

- Collaborated with **MEPMA and SERP** functionaries across Andhra Pradesh and Telangana to scale community engagement and resource leverage
- Built the capacity of existing **Resource Persons (RPs) and Village Organization Assistants (VOAs)** on WASH topics in operational ULBs and mandals, empowering them to lead local interventions.
- Provided **supportive supervision** to RPs and VOAs to ensure effective dissemination of WASH awareness among SHG members.
- Facilitated **WASH loans** through SHG federations with the support of RPs and VOAs to finance safe water and sanitation infrastructure
- Promoted positive WASH behaviours through **community awareness campaigns** in partnership with CBOs, FPOs, and other local organizations

- Deployed **innovative engagement strategies** such as ice-breaker plays, board games, pamphlets, posters, one-minute motivational videos, songs, and other interactive formats, aligned with evidence-based hygiene promotion techniques

4.4. Project Outcomes

#	Planned Outcome	Achieved outcomes
1.	Enable households to invest in water and sanitation needs through the help of WASH loans.	45,697 households accessed safe drinking water and improved sanitation by availing WASH loans for purchase of water filters, storage tanks, installation of piped water connection, retrofitting of toilets, and placement of hand wash basins near toilets.
2.	Establish community-based water purification plants in underserved areas	Established 6 Community Water Purification Plants - 4 in Andhra Pradesh and 2 in Telangana managed by SHG members. These plants serve daily water needs of 1,000 to 1,500 households across six villages.
3.	Provide sanitation facilities that ensure inclusive access for SHGs	Installed Accessible Family Toilets (AFTs) in 9 SHG member households, prioritizing vulnerable and differently-abled individuals to promote safe and inclusive sanitation.
4.	Enhance knowledge and skills of MEPMA and SERP staff, to strengthen field-level implementation.	Trained 2,760 staff (RPs from MEPMA and VOAs from SERP) on WASH and equipped them to share key WASH messages during Self Help Group (SHG) meetings, supporting effective implementation at the community level.
5.	District workshops for sharing knowledge, best practices, and reviewing WASH project progress	Conducted 12 workshops under the leadership of District Collectors / Joint Collectors, with participation from key departments (MEPMA, SERP, Streenidhi, RWSS, WCD, Health, etc.) and shared project updates. This resulted in facilitating 45,697 WASH loans.
6.	Conduct awareness meetings on WASH practices	Conducted 628 community campaigns across rural and urban areas reaching approximately 18,840 members especially on World Water Day, Menstrual Hygiene Day, Global Handwashing Day, and World Toilet Day. This has encouraged households to adopt better WASH practices and a noticeable shift in attitudes and behaviours. CRP-led campaigns promoted Affordable Family Toilets and Rooftop Rainwater Harvesting structures and sustainable WASH practices.

4.5. Challenges and Pathways

Building on the achievements and learnings of the 2024–25, the following pathways are envisioned to deepen impact, ensure sustainability, and expand outreach of the WASH Project:

- Strengthening Institutional Convergence
- Scaling Blended Finance Models
- Enhancing Capacity Building and Technology Use
- Promoting Climate-Resilient WASH Solutions
- Strengthening Monitoring and Evaluation (M&E)

Alignment with National & State Goals, and SDGs

- Aligns with the objectives of **National Jal Jeevan Mission** in promoting access to safe drinking water at the household level through community-managed borewells and water purification units.
- Contributes to **Swachh Bharat Mission** in promoting sanitation and hygiene behaviours and **National Rural Health Mission** in addressing root causes like contaminated water and poor sanitation, and healthcare promotion, especially among vulnerable women and children.
- Contributes to **Andhra Pradesh & Telangana State Policies** in achieving water safety, sanitation coverage, and financial access to WASH services.
- Contributes to **SDG 3** in reducing the incidence of waterborne diseases and improving overall community health and **SDG 6** in ensuring the availability and sustainable management of water and sanitation for all.

4.6. Case Stories

WASH Project made our family Happy!!

T. Swarnamanjari, a 37-year-old resident of Krishnamreddy Palli village in Chittoor district, lived with her husband Ravi and two children in a lower-middle-class agricultural household. Without a toilet at home, her family was compelled to practice open defecation, leaving them feeling vulnerable and helpless. An active member of the Sri Lakshmi SHG for the past 18 years, Swarnamanjari learned about **WASH** and the option of obtaining a WASH loan in SHG meeting with the guidance of VOA, T. Radhamma. She took ₹50,000 loan and constructed a toilet at home. Today, her household is free from open defecation. Swarnamanjari expresses heartfelt gratitude to **APMAS** and **Water.org** for catalyzing this life-changing transformation.



4.7. Photo Gallery



Training on WASH



Facilitation of Accessible Family Toilets

5. Climate Smart Villages Project (CSVP)

5.1 Project Profile

Title: Climate Smart Village Project

Project Period: April 2022 to January 2026

Budget for 2025-26: ₹81,02,828

Geography: 18 villages from 2 mandals, Sri Sathya Sai District, Andhra Pradesh

Target groups: 1400 families

Donor: AEIN Luxembourg, DGRV Germany and Rays of Hope

Partners: Department of Agriculture, RDT, SERP, FPOs, SHG Federations, Timbaktu Kutumbam Foundation, Krishna Sudha Academy and Centre for Sustainable Agriculture.

Human Resources: Project Manager 1, Agricultural Officers 2, CRP 1, Back office support 1, Senior management 1 and Accountant 1

5.2 Project Goal and Objectives

Project Goal: Enable 1,400 poor and marginalized families across 18 habitations including all smallholder farmers in 4 habitations to sustainably improve their livelihoods through the adoption of proven and innovative climate-resilient agricultural practices, thereby reducing their vulnerability to climate change.

Project Objectives

- Strengthen the adaptive capacities of community-based organizations and their members to effectively plan and implement climate-smart interventions, enhancing their ability to cope with drought and water scarcity.
- Build the resilience of 1,400 vulnerable families through the adoption of innovative climate adaptation strategies in agriculture and allied sectors.
- Promote agroforestry on both common and private lands to enhance drought resilience and contribute to climate change mitigation.
- Facilitate knowledge management and cross-learning by documenting and sharing best practices on climate resilience for replication across other districts and states.

5.3 Project Interventions

- **Cultivated 38 acres of previously fallow land** (23 acres in Gudibanda Mandal and 15 acres in Nallamada Mandal), enabling SC, ST, and single-woman farmers in saturation villages to engage in seasonal and horticultural crop cultivation.

- **Promoted green leaf manure** across **235 hectares** through intercropping with **horse gram** and **sun hemp**, enhancing soil fertility and nutrient cycling.
- Constructed **5 farm ponds** to support ground water recharge, conserve soil, and provide vital irrigation during dry spells.
- Promoted **diverse cropping systems**, including crop rotation and intercropping, to bolster farm resilience, improve soil health, increase biodiversity, and naturally suppress pests, resulting in more stable yields and incomes amid climate variability.
- Identified **62 farmers**—comprising 48 men and 12 women—from Nallamada and Gudibanda Mandals to cultivate fodder, enhancing livestock resilience.
- Advanced **natural and integrated farming practices** for **1,400 marginalized families**, focusing on livelihood improvement, reduced vulnerability, and climate change mitigation through sustainable agriculture.
- 34 farmers in Gudibanda Mandal and **26 farmers** in Nallamada Mandal are enabled to avail **Participatory Guarantee System (PGS)** certification
- Conducted **capacity-building programs** for farmers, demo farmers, Village Level Risk Management Committees, FPOs, Vos, and Panchayat members on climate resilient natural farming, and adaptation and mitigation strategies.

5.4 Project Outcomes

- Constructed 5 farm ponds and 1 percolation tank which resulted in improving water levels in 9 borewells; protective irrigation in 40 acres of mango crops
- 1419 farmers improved resilience - 38 acres brought under cultivation; 843 adopted crop diversification on 758 ha; 350 used dung-based inoculants, 126 adopted green manuring on 160 ha; 100 farmers adopted fodder cultivation
- 209.2 ha covered under agroforestry and tree plantations; 7,320 trees planted with 80–90% survival rate; 80 farmers adopted agroforestry on 30 ha; and Miyawaki forests established in 2 habitations
- 76 cow urine pits set up for use in bio-inputs; 22 demo plots on 13.6 ha showcased best practices; 112 FFS sessions held with 435 farmers adopting IPM/INM; 1,581 farmers received climate-related advisory services

Alignment with National & State Goals and SDGs

- Aligns with the **National Mission on Sustainable Agriculture** by promoting climate-resilient practices, and soil health restoration.
- Contributes to **SDG 1** by improving farmer incomes through climate-resilient and diversified farming systems. Also enhances **SDG 3** by reducing chemical usage in agriculture, thereby lowering health risks and promoting safer, more nutritious food systems, and strengthens **SDG 13** by building resilience through drought-tolerant crops, integrated farming, and soil carbon-enhancing practices.

5.5. Challenges and Pathways

Building on the 2024 - 25 learnings, the project will drive adoption of sustainable practices by equipping farmers with knowledge and extending timely support.

- Natural farming, crop diversification, and fodder development will be scaled up through training, demonstration plots, and exposure visits
- Collective marketing through SHGs and FPOs, supported by storage, transport, and credit access, will enable farmers to secure fair prices and stable incomes.
- Parallel investments in water conservation, land development, and climate-resilient practices will strengthen productivity and resource efficiency.
- Together, these pathways are designed to enhance farmer resilience, ensure environmental sustainability, and create lasting socio - economic impact.

5.6. Case Stories

Mallamma's Success with Five-Layer Farming and Fodder Integration

Mallamma, leader of the VO and an active member of Sri Siddeswara FPO, is a demo farmer and a member of the Village Climate Risk Management Committee (VCRMC). Previously she had cultivated only groundnut, the dominant crop in her village.

With technical guidance from APMAS, she adopted the Five-Layer Farming model, which integrates fruit trees, millets, kitchen gardens, and diverse fodder crops such as COFS-31, multi-cut bajra, hedge lucerne, red Napier, and super Napier. This diversified approach improved soil health, enhanced crop yields, and addressed the recurring challenge of summer fodder scarcity.

Today, her monthly income has increased. She earns approximately **₹20,000 from dairy farming** and an additional **₹2,000 to ₹3,000 from fodder sales**. Beyond her own gains, Mallamma shares her knowledge generously, providing fodder slips to ten other farmers in her community. Inspired by her achievements, several farmers have begun replicating her model, creating a ripple effect of climate-resilient farming practices in the region.



Her growth did not stop there. With additional support from the **Rural Development Trust (RDT)** and her VO, Mallamma expanded her dairy to four hybrid cows. This not only secured her family's income but also contributed to strengthening the local economy. By demonstrating how climate-smart practices can enhance both

productivity and resilience, Mallamma has emerged as a role model proving that women-led innovation in farming can empower families and communities alike to withstand the vagaries of climate change.

5.7. Photo Gallery



Check dam Repair before Rains and after rains



Miyawaki Plantation



Farmer Field Schools



Multi fodder plot and using of chatter for fodder cutting in small pieces

6. Rayalaseema Water Initiative

6.1 Project Profile

Title: Water and Agriculture for Transformational Ecological Resilience

Project Period: April 2024 to March 2028 (4 Years)

Overall project budget: ₹8,16,39,868 **Budget 2024-2025:** ₹1,87,19,691

Geography: 139 Habitations of Madanapalle and Kurabalakota Blocks of Annamayya District, Andhra Pradesh.

Target groups: Small and Marginal Farmers

Donor: Azim Premji Foundation

Partners: WASSAN, CSA, FES, APMAS, Jana Jagriti, Reds, RIDs and TC

Human Resources: Programme Coordinator, Thematic Experts 3, Field Accountant, MIS and Data Coordinator, Technical Coordinator, CRPs 25

6.2 Project Goal and Objectives

Project Goal: Over the next four years, 9,200 farmers across 110 villages in 14 Gram Panchayats of Madanapalle and Kurabalakota mandals, Annamayya district (Andhra Pradesh), will achieve assured crop security through sustainable water management and natural farming practices, supported by community cadres and institutions.

Project Objectives

- **Water and Crop Security:** Support farmers in securing their crops through on-farm water conservation measures, rejuvenation of water sources, and adoption of protective irrigation techniques.
- **Transition to Natural Farming:** Facilitate the shift of small and marginal farmers to natural farming by promoting sustainable practices in soil health, water use, pest & disease control, and crop management leading to reduced cultivation costs.
- **Community-led Water Governance:** Strengthen community decision-making and governance mechanisms for the sustainable management of local water resources and adoption of natural farming practices

6.3 Project Interventions

Water and Crop Security

- Renovation - tanks, feeder channels, check dams,, farm ponds; construction of mini check dams, farm ponds, rockfill dams, stone boulders & trenches, water measuring equipment
- Borewell recharge, pooling of borewells (water sharing), protective irrigation – sprinkler

Natural Farming

- Resource materials (modules & pamphlets), training & exposure to staff, cadres and lead farmers on natural farming practices through farmer field schools
- Input support to farmers for adopting natural farming (seeds – millets, navadhanya & green manuring, bio inputs), and convergence meetings

Community Institutions and Community Awareness

- Baseline of farmers, water structures, geology and crop water budgeting
- Farmers meetings and staff meetings
- Training of village leaders, formation of committees, exposures
- Awareness to farmers on water management /measurement and natural farming

6.4 Project Outcomes

#	Planned Outcome (4 years)	Achieved Outcomes
1	Crop Water Security	
1.1	246 (846) farmers who depend on rainfall will be able to withstand dry spells and have secured Kharif crop on their ~200 ha (608 ha) land	395 SMF secured crops in 140.48 ha of land through cultivation of Horse gram
1.2	1300 (4328) farmers who have intermittent irrigation through their borewells, have stabilized irrigation and have Kharif and Rabi crops on their 1420 (4717) hectares	315 farmers in 232 hectares benefitted through IWMP convergence works in the GPs of Dubbiganipalli, Kothavaripalli and Pothabolu GPs
1.3	150 (545) ha of fallow land is brought into cultivation	45 ha of fallow land brought into cultivation through Horse gram cultivation in the project area
2	Shift to Natural Farming	
2.1.	1500 (4264) small and marginal farmers move to Natural Farming and reduce their investment by 30%).	363 farmers shift to natural farming. Base line cost of cultivation for 3 major kharif and rabi crops is collected and reduction in cost of cultivation will be worked out at the end of the kharif 2025.
2.2.	1500 ha (4766 ha), 71% of total cultivable area (6713 ha) will come into natural farming.	140.48 ha of cultivable area came into natural cultivation by adopting Horse gram and castor.
2.3.	2500 (6283) farmers will have enhanced awareness on natural farming.	1706 farmers are aware of natural farming Practices.

3	Institution Building and Community Governance	
3.1.	All GPs have empowered community water management institutions to manage their water resources efficiently (~14 community institutions).	12 out of 14 GPs have community water management institutions. Two community Institutions are formed and being strengthened.
3.2.	All GPs have a strong frontline cadre of Community Resource Persons (~25 CRPs)	22 CRPs are placed and their capacities are being built.

6.5 Pathways

Building on the achievements and learnings of 2024–25, the following pathways are envisioned to deepen the impact, ensure sustainability, and scale up initiatives in natural farming, water management, resilient agriculture, and institutional strengthening.

- Expansion of natural farming adoption through lead farmers, FFS, and local BRCs.
- Promote water budgeting, renovate water structures, and support collective governance.
- Diversifying the crop systems by encouraging millets, Navadhanya, and integrated livestock for resilience and nutrition.
- Empower CRPs, FPOs, and women’s groups for delivery, entrepreneurship, and market access.
- Enhancing Monitoring & Advocacy by Improving MIS and documenting outcomes timely.

Alignment with National & State Goals, and SDGs

- Aligns with the **National Mission on Sustainable Agriculture (NMSA)** by promoting climate-resilient practices, efficient resource use, and soil health.
- Supports the **Parampragat Krishi Vikas Yojana (PKVY)** through natural farming, local input production, and farmer capacity building.
- Contributes to **SDG 1** by increasing incomes of small and marginal farmers, to **SDG 3** by reducing chemical use and promoting safer food systems and **SDG 6** is addressed through water conservation and efficient use of water.

6.6 Case Stories

Case Story: Reviving Land and Income through Natural Farming

Mr. M. Janardhan Reddy, a farmer from Enumulavaripalli in Annamayya district, once struggled with chalky land and earlier dependent on chemical farming, decided to fully

embrace Natural Farming (NF) with support from the APMAS – under Rayalaseema Water Initiative Project. Using his own cattle and the trainings received, he prepared



and applied Jeevamrutham, Panchagavya, neem-based extracts, and other bio-inputs on half an acre of chilli. Despite a major setback in January 2025 when frost and rains caused a severe anthracnose outbreak, he persevered with regular natural treatments. The crop recovered, and by March he harvested 3,400 kg of fresh chillies, earning a net profit of ₹41,935. Encouraged by this success, he also established a 5-layer Natural Farming model, cultivating crops like desi tomato and okra, which improved soil fertility and reduced costs.

Today, Janardhan Reddy has converted all 2 acres of his land to Natural Farming and has become a demonstration farmer, inspiring others in his village. His commitment was recognized with the prestigious Ugadi Puraskara 2025 by the Department of Agriculture, making him a role model for sustainable and profitable farming.



Reddy receiving Ugadi Puraskara 2025 by the department of Agriculture

6.7 Photo Gallery



Orientation to school children on benefits of Bheejamrutham and Preparation



Visit to lead farmers field site

7. Rays of Hope

7.1 Project Profile

Title: Rays of Hope

Project Period: September 2024 to August 2025

Budget for 2024-25: ₹ 11,01,684/- Lakhs **Farmer contribution:** ₹2,25,400/-

Geography: Sri Sathya Sai and Sri Annamayya districts of Andhra Pradesh

Donors: Rays of Hope Foundation

Human Resources: Project Managers 2, Programme coordinator, NF-Thematic expert, Agricultural technical officers and 1 MIS CRP.

7.2 Project Goal and Objectives

Project Goal: Promote adoption of natural farming practices in the Rayalaseema region by building the capacities of small and marginal farmers and FPOs

Project Objectives

- Enhance the capacities of farmers and support with inputs to encourage climate-resilient agricultural practices that enhance productivity and income

Project Activities

- Two-day training to 50 farmers on practical and theoretical aspects of natural farming practices
- Three-day exposure visit for 20 farmers and staff to understand natural farming models, followed by a one-day awareness meeting for 200 farmers
- Bringing fallow land under cultivation to strengthen food and fodder security
- Biochar application to improve soil fertility, water retention, and organic matter
- Promotion of green manuring to boost soil health and sustainable crop growth

7.3 Project Outcomes

- Green Manuring with Horse gram: 88 farmers cultivated horse gram on 88 acres as a contingency crop, earning ₹16,000–₹25,000/acre. Follow-up crops saw reduced weeding costs and 4–5% yield improvement.
- 25 farmers and 3 facilitators were trained at Timbaktu Collective, on natural farming practices, including soil health, seed preservation, along with market linkages, with a field visit to Dharani FPO.
- 152 Farmers attended a Farmers Awareness Meeting at Nallamada FPO to discuss, understand the FPO performance, availing the benefits of specific government schemes, and benefits of agroecological practices.

Alignment with National & State Goals, and SDGs

- Aligns with the **National Mission on Sustainable Agriculture** by promoting climate-resilient practices, efficient resource use, and soil health restoration.
- Under the **Paramparagat Krishi Vikas Yojana (PKVY)**, it advances natural farming through farmer capacity building and local input support.
- Contributes to **SDG 1** by improving farmer incomes through climate-resilient and diversified farming systems, with a focus on small and marginal farmers; to **SDG 3** by reducing chemical usage in agriculture, thereby lowering health risks and promoting safer, more nutritious food systems and to **SDG 13** by building resilience through drought-tolerant crops, integrated farming, and soil carbon-enhancing practices.

7.4 Challenges and Pathways

The project encountered key challenges, including prolonged dry spells and erratic rainfall, which affected the timely adoption of agroecological practices. Additionally, climate change and the declining interest among youth in agriculture posed significant constraints, underlining the need to make farming more viable and economically rewarding through diversification. To address these issues, the project will focus on enhancing awareness among farmers and enabling them to adopt natural farming practices and strengthen their resilience by reducing risks due to climate change.

7.5 Photo Gallery



Enriched Compost Preparation



Green Manure Field

8. FPO Acceleration

8.1 Project Profile

Title: Accelerating Farmer Producer Organisations (FPOs)

Project Period: March 2025 to February 2028

Overall Budget: ₹4,99,86,000

Donor: SBIF

Location: Sri Sathya Sai, Annamayya, Nandyal, Ananthapur, Kurnool and Chittoor Districts of Andhra Pradesh.

Outreach: 30 FPOs and approx. 17,430 farmers

Human Resources: Programme Head, Lead input marketing, Project Managers 3, TMMs 4, Accounts Officers 3, M&E & Lead Accountants

8.2 Project Goal

The project aims at transforming 30 FPOs in Andhra Pradesh into sustainable and thriving business organisations, directly benefiting 17,430 farmers through enhanced capacity, market access, and value chain development.

8.3 Progress Highlights

Baseline Diagnosis

- Conducted a baseline diagnosis at two stages to select the FPOs for acceleration. Firstly, desk review of 37 FPOs was done using standard tools. Based on this, 33 FPOs were shortlisted.
- Carried out a diagnostic study for 30 FPOs and looked at key areas like business operations, governance, technology use, financial health, and legal compliance. A special tool with 24 ranking factors was used to score each FPO.
- Out of 30 diagnosed FPOs, 18 FPOs were qualified for the Acceleration Program and 4 FPOs were in a 3-month Pre-Acceleration phase for improvement.

Capacity Building

- One-day project kick-off meeting for the APMAS team held in March.

Facilitating Credit Linkages

- Pendlimarri (Chittoor) FPO received a ₹2 lakh loan (CCL) loan from DCCB.
- Nandeeswara (Ananthapur) FPCL got an approval for CCL from Union Bank

Facilitating Market Linkages

- In the Anantapur cluster, FPOs primarily engaged in output marketing of maize and foxtail millet, achieving cumulative output sales of ₹216 lakhs and cumulative input sales of ₹32.79 lakhs during the previous quarter.

- In the Kurnool cluster, the focus was largely on input marketing. Collectively, FPOs in this cluster recorded input sales turnover of ₹222.68 lakhs. Additionally, one FPO involved in turmeric marketing registered output sales of ₹62.27 lakhs.
- For the Chittoor cluster, FPOs concentrated mainly on input business as the output business cycle is scheduled to begin only from June. During Jan-March 2025, the FPO reported cumulative input sales of ₹259.54 lakhs and output sales of ₹10.62 lakhs.

Gender Mainstreaming

- The project promoted women’s participation in FPO governance and business activities. This included awareness sessions with Board members and CEOs to encourage women farmers to become shareholders and leaders. Efforts were also made to include gender perspectives in FPO policies and to remove barriers limiting women’s involvement.

Technology adoption in FPOs

- The software used by FPOs were reviewed to find gaps and for improvement.

Institutional Capacity Building

- The team took part in FPO Board meetings, offering support on governance, business planning, and solving key issues. Visioning and orientation workshops were also held for FPO CEOs to help them better understand the project and strengthen their leadership skills.

Policy engagement for strengthening FPOs eco system.

- Crucial policy interventions were taken up for improving the overall support system for FPOs. Key efforts included a virtual meeting on FPO financing, pushing for MSP procurement through FPOs, and holding awareness sessions with government officials to promote FPOs as reliable business entities.

Initiation of input & output

- Crop Data collection was started at the Anantapur, Chittoor and Kurnool Clusters.

Alignment with National & State Goals, and SDGs

- Contributes to **Central Sector Scheme of formation of 10,000 FPOs.**
- Contributes to **SDG 5** by promoting women’s leadership in FPO governance and **SDG 17** by fostering policy dialogue, financial linkages and institutional collaboration for accelerating FPOs.

8.4 Photo Gallery



Acceleration Orientation Workshop



Diagnostic Study at Peddamandyam FPO



Project Orientation & Visioning workshop



Mango Procurement



AGM Meetings of Tadipatri FPO



Village Level Meetings at Pattikonda

9. CBBO – Project

9.1 Project Profile

Title: Central Sector Scheme of Formation and promotion of 10K FPOs.

Project Period: Phase 01 (April 2021 – March 2026);
Phase 02 (August 2022 – July 2027) and
Phase 03 (March 2024 – February 2029)

Overall Budget: ₹1175 Lakhs

Donor: NABARD, NCDC, and SFAC

Location: Andhra Pradesh, Bihar and Telangana

Human Resource: Program Head, Program Coordinator, Project Managers (IB/CB expert and Agri-Expert), Business Development Officers, MIS officer and Accountant.

9.2 Project Goal and Objectives

Project Goal: To form and promote 47 FPOs as viable business organizations spread across 47 blocks, 17 districts in three different states.

Project Objectives:

The primary objectives of the CSS 10k FPO program are as follows:

1. Provide holistic and broad-based supportive ecosystem to form FPOs to facilitate development of vibrant and sustainable income-oriented farming and for overall socio-economic development and wellbeing of agrarian communities.
2. Enhance productivity through efficient, cost-effective and sustainable resource use and realize higher returns through better liquidity and market linkages for their produce and become sustainable through promotion of FPOs.
3. Provide handholding and support up to 5 years from the year of creation in all aspects of management of FPO, inputs, production, processing and value addition, market linkages, credit linkages and use of technology etc.
4. Provide effective capacity building to FPOs to develop agriculture entrepreneurship skills to become economically viable and self-sustaining beyond the period of support from government.

9.3 Project Interventions

The five-year project (in different phases) comprises of the following interventions:

- Facilitate community mobilization, baseline survey, cluster finalization, diagnostic study, formation of farmer interest groups and FPOs.
- Registration of FPOs, fulfilling compliances, timely audit and ensure required internal systems, policies and process at FPO level.

- Formation and promotion of FPOs on the foundation of co-operative values and principles and gender mainstreaming practices.
- Training needs identification, develop training modules, conduct training and exposure visits on different aspects of institutional and business development of FPOs
- Preparation and execution of Business Plans for long-term sustainability of FPO (for different incubation services), assisting in input management, adoption of proper and good agricultural practices and market linkages with buyers/processors/exporters
- Get required licences and permits like GST, PAN, TAN, Seed / Fertilizer / Pesticide, MAAPTOL, Shops and Establishment, FSSAI, Import & Export, MSME, etc.
- Get required dealership and vendor registration with different input and output marketing players.
- Register FPOs on online trading platforms like ONDC, NCDEX, ENAM, etc and initiate online trading business.
- Facilitate establishment of necessary common pool production, marketing and processing infrastructure facility by the FPO
- Facilitating credit linkage under credit guarantee scheme for business development of FPOs.
- Help FPO apply for Equity Grant and Management Grant and ensure timely update of all FPOs on the MIS portal.

9.4 Project Outcomes

#	Planned Outcomes	Achieved Outcomes
1	Mobilizing 30000+ shareholders across all 47 FPOs Phase 1 (750 per FPO) Phase 2 (500+ per FPO) Phase 3 (300+ per FPO)	Mobilized 20795 shareholders cumulatively in all 47 FPOs with 43.71% women shareholders. Phase 1 (15187 for 31 FPOs) Phase 2 (4949 for 14 FPOs) Phase 3 (659 for 02 FPOs)
2	Mobilizing INR 780 lakh as FPO Management Grant to carry out operational expenses	Mobilized ₹406 lakh for 47 FPOs, helping address cash flow gaps, retain staff, and manage operational costs.
3	Mobilizing INR 611 lakh as FPO Equity Matching Grant	<ul style="list-style-type: none"> • Mobilized total of INR 148.11 lakh as FPO Equity Matching Grant for 47 FPOs. • Slow shareholder mobilization limited equity growth, affecting eligibility for subsequent grants. FPOs that received the grant used it to scale their operations and sustain services.

4	Availing credit linkages for FPOs to strengthen their business.	<ul style="list-style-type: none"> • Credit linkage of INR 176.92 lakh has been availed by 27 FPOs through cash credit limits under the credit guarantee scheme (collateral-free loans). • This support helped address working capital needs for input and output marketing, resulting in a 71.22% increase in overall business turnover from FY 2023–24 to FY 2024–25.
5	Obtain required licenses and permits for carrying out businesses.	<ul style="list-style-type: none"> • Around 85% of the FPOs acquired different licenses such as, Seed, Fertilizer, Pesticides, FSSAI, GST, Trade, Weights and Measures, which has helped the respective FPOs to carry out legal business operations.
6	Enabling FPOs to carryout business activities on online platforms.	<ul style="list-style-type: none"> • 36 out of 47 FPOs have been registered on one or more of the online trading platforms like ENAM, ONDC, and NCDEX. • 06 FPOs have on-boarded their value-added products on ONDC and initiating small scale transactions. • 05 FPOs have done trading through E-NAM platform.
7	Facilitated two units of training and exposure visits for all FPOs to strengthen the capacity of Board of Directors and staff of FPOs.	<ul style="list-style-type: none"> • Multiple capacity-building programs were conducted, covering over 1,700 participants across states. Key trainings included digital accounting (Simply Khata, NPMA MIS portal, Commons. Farm), self-regulation, business management, and sustainable agriculture • Crucial impact of these trainings and exposure visits includes improved digital adoption, enhanced governance, and better preparedness for MSP and PSS operations. • A Farmers Connect Program on Climate Smart Agriculture reached 1,620 farmers, with around 30% adopting more than three CSA practices. • Exposure visits and technical trainings have strengthened the operational and business capacity of FPOs and their staff respectively

9.5 Challenges and Pathways

The project faced key challenges in strengthening the FPO ecosystem, especially in farmer mobilization, business development, and long-term sustainability. New farmer enrolment remained low due to limited visible incentives, minimal departmental

support, and low engagement from existing members, affecting access to further funding and leading to staff attrition.

In response, APMAS introduced strategies such as distributing patronage dividends, incentivizing mobilization through BoDs and community cadres, conducting village-level awareness campaigns, and engaging with government departments. Business operations were further constrained by limited working capital, weak market linkages, and inadequate infrastructure.

To address this, APMAS facilitated access to credit, promoted inter-FPO linkages, supported dealership through federations, and aligned with government schemes. While 36 FPOs registered on platforms like ONDC, actual transactions remain low due to high charges and limited product onboarding. Efforts are ongoing to promote value-added products and boost digital visibility.

To strengthen governance, APMAS conducted training on accounting, financial management, and internal audits. For long-term impact, APMAS in collaboration with Vrutti has developed a “FPO acceleration framework” with the concept of transforming FPOs into thriving business organizations in the longer run. To prompt this concept and approach, APMAS is also leading the initiative of Bharat Alliance for FPO Acceleration (BAFA) which is a pan-India informal network of diverse stakeholders working on accelerating FPOs in India.

Alignment with National & State Goals, and SDGs

- Contributes to the **Central Sector Scheme of Formation and Promotion of 10,000 FPOs**
- Contributes to **SDG 5** by promoting gender equality through active inclusion of women in leadership roles and decision-making within FPOs. In line with **SDG 12**, it encourages sustainable consumption and production by supporting eco-friendly and resource-efficient agricultural practices, and the project also aligns with **SDG 13** by fostering climate action through the adoption of climate-smart agriculture and reduction of greenhouse gas emissions from farming.

9.6 Photo Gallery



FFS, Sri Palekhar FPO



Training on Digitalization of FPO



Meeting of CEO APMAS with farmers



Meeting with FPO – BOD



Marketing of Value-Added Products- Andar Jagriti Mahila FPC, Siwan, Bihar

10. WINGS – II

10.1 Project Profile

Title: Economic Inclusion through Sustainable Cooperative Systems in Asia

Project Period: January 2024 to December 2026

Overall Budget: ₹ 1,05,55,721

Donor: DGRV

Location: Andhra Pradesh, Bihar and Telangana

Outreach In current Reporting period: 2 FPO Federations, 20 member FPOs and 18 FPOs under 2 CBBO projects (Telangana 7 & Bihar 11). 29 Cluster Level Federation, 978 VO's and 13,644 SHGs in Bihar

Human Resource: Programme Staff 7, Consultants 3

10.2 Project Goal and Objectives

Project Goal: Enhance economic and social inclusion across diverse population groups by strengthening local and regional economic and social systems, ultimately contributing to poverty reduction and decreased inequality in India.

Project Objectives

- Strengthen cooperatives in selected Asian countries as key drivers of economic development
- Enhance sustainable internal control mechanisms to support efficient and accountable cooperative systems
- Improve the local integration of cooperative knowledge through structured training, education, and capacity-building efforts

10.3 Project Interventions and Outcomes

Policy and Advocacy Engagements

- APMAS has been actively engaged in cooperative policy and FPO financing, although progress slowed due to elections. It organized a virtual consultation on the draft National FPO Policy and prepared key policy recommendations.
- Three supported FPOs created reserves for losses, staff welfare, and asset creation
- Drawing from its FPO financing experience, APMAS supported the Ministry of Agriculture & Farmers Welfare in organizing a national workshop in Delhi.
- A strategy paper for strengthening the rural SHG movement in Telangana and Andhra Pradesh was developed and submitted to the respective state governments.

- APMAS organized seven FPO financing conclaves, securing provisional sanctions for 259 out of 302 FPOs.
- A policy paper outlining key challenges in India's FPO sector was submitted to major stakeholders including the Government, NABARD, SFAC, NCDRC, RBI, and banks.
- The APMAS-Vrutti consortium engaged with NABARD, SBI, and Reliance Foundation to build strategic partnerships.
- Meetings with the Special Chief Secretary (PR & RD) and CEO SERP in Andhra Pradesh focused on strengthening Zilla and Mandal Samakhya.
- APMAS facilitated a high-level dialogue between CBBOs and MoA&FW to review challenges in the 10,000 FPO scheme and push for improved CSS guidelines.
- A national workshop on FPO Financing at Krishi Bhawan featured a presentation by CEO CS Reddy and resulted in eight key recommendations, including the formation of a NABARD-led task force.
- APMAS co-launched the BAFA alliance to support 1,000 FPOs in becoming sustainable and thriving business organisations.
- APMAS, Vrutti, and Access Development Services co-hosted the BAFA event at the Livelihoods India Summit, bringing together 42 participants to discuss farmer incomes, sustainability, and green FPO models.

Bharat Alliance for FPO Acceleration (BAFA)

Vision: Resilient and prosperous women and men farmers, led by their collectives.

Mission: 1,000 FPOs transformed into thriving business organizations by 2035.

The Bharat Alliance for FPO Acceleration (BAFA) is an informal collaborative initiative of diverse stakeholders committed to develop an enabling ecosystem to transform at least 1,000 Farmer Producer Organizations (FPOs) into thriving business organizations. This alliance emerged from the recognition that no single organization can independently address the continued complex challenges confronting FPOs in India. These challenges include limited market access, weak governance and institutional resilience, poor financial management, restricted institutional finance, and inadequate compliance capabilities. By coming together as an alliance, BAFA aims to co-create, collaborate, innovate, and provide a strategic, multi-stakeholder approach to take FPOs into acceleration mode.

Capacity building

- Conducted 24 training sessions for 2,464 FPO members and staff, plus 4 staff training sessions. Regional and national trainings reached over 210 participants, with a total outreach of around 3,000 individuals.
- Signed MoUs with NCUI, VAMNICOM, and MANAGE; more are in progress with NAARM, ICA, and IRMA. Supported MANAGE in four training sessions for 123 staff from Kashmir Agriculture Department.
- Partnered with NCUI to celebrate the International Year of Cooperatives and presented at the Global Cooperation Conference.
- Co-organized a national FPO best practices workshop with IRMA in Bangalore. Also hosted 32 VAMNICOM students for an orientation on civil society's role in community collectives.
- Between January and December 2024, APMAS organized 45 capacity-building events, training over 3,245 participants including FPO CEOs, Board members, SHG federations, CRPs, and government staff on governance, business planning, accounting, digitization, sustainable agriculture, and self-regulation through workshops, exposure visits, and national-level conferences.
- APMAS helped NIRD-PR develop a 30-day certificate course on internal audits for SHG institutions, now underway with participants from five states.
- In 2024, APMAS organized 49 CSVP events and multiple trainings to strengthen FPO and SHG Federations across Jangaon, Kurnool, Ananthapur, and Madanapalle. Activities included 10 workshops for FPO Boards, 3 SHG exposure visits, 12 planning sessions, and 6 member awareness programs. National and state-level trainings and visits were held, along with CLF strengthening, material development, cooperative knowledge promotion, and a national conference under the ENABLE advocacy network.

Impact through Integrated Support for Sustainable Agriculture and FPO Growth

- APMAS supported Raithu Vikas Federation (Jangaon) in exploring business ideas and planning a demand study. Ikya Krushi Federation (Kurnool) was helped to secure IFFCO and Coromandel dealerships and develop an input-output marketing plan.
- Ongoing discussions on conservation continue in FPOs and SHG Federations. In the year, 3,250 farmers were trained on sustainable agriculture, with 1,400 adopting improved soil and water management practices.
- APMAS reviewed local materials and printed a brochure on Climate Resilient Practices. Earlier brochures covered millet crops, livestock, Navadhanya seeds, and integrated farming. In 2025, new materials on natural farming, millet promotion, nutrition, and health awareness are planned with government and NGOs in AP.

- Around 167 FPO staff and Board members in 6 batches were trained on seasonal planning which limited few commodities. However, they need to train on business planning for adoption of good agriculture practices.
- Three FPOs have adopted the Weather Advisory Services app, and APMAS is currently training other FPOs to use it.

Alignment with National & State Goals, and SDGs

- Contributes to **National Policy on Cooperatives** by Strengthening cooperatives as inclusive, member-driven institutions.
- Aligns with **SDG 5** by promoting women’s leadership in cooperatives, **SDG 10** by fostering inclusive economic opportunities, and **SDG 17** by building strategic collaborations with government, financial institutions, and civil society organisations.

10.4 Challenges and Pathways

- APMAS has been consistently promoting self-regulation systems to strengthen SHG federations and FPOs; however, aligning these efforts with national policy frameworks that emphasize external monitoring and compliance has remained a challenge, creating hurdles in mainstreaming self-regulation as a sustainable model. Delayed implementation of state-level policies further limited federations and FPOs’ access to government schemes, while frequent shifts in government and donor priorities disrupted long-term planning and continuity of interventions. Additionally, socio-cultural barriers restricted women’s active participation in leadership and decision-making processes.
- To address these challenges, APMAS adopted multiple pathways, including capacity building workshops for federation leaders and FPO Boards on governance, compliance, and business planning; promoting digital accounting systems and MIS training with continuous handholding support; facilitating market linkages with local companies, suppliers, and banks for improved prices and services; strengthening convergence with SERP, SRLM, NRLM, and line departments to leverage schemes; and encouraging women’s leadership through peer learning, exposure visits, and mentorship.

10.5 Photo Gallery



Meeting with SERP



Meeting with Janagaon SHG Federation



BAFA Workshop – Hyderabad



ECS Nagaland SHG Federation

11. Aapthi Project

11.1 Project profile

Title: AAPTHI

Project Period: April 2024 to September 2025

Overall Budget: ₹1176000

Donor: Vrutti, Bangalore with the financial support from SAP

Location: Anantapur and Chittoor of Andhra Pradesh

Partners: Vrutti

Human Resource: Project manager, Business development manager, Experts for Input marketing, Output marketing, credit linkage and capacity building

11.2 Project Goal and Objectives

Project Goal: Aims to build resilient and self-sustaining FPOs by enhancing financial literacy, market access, governance, technology adoption, and legal compliance, thereby ensuring sustainable growth, improved productivity, and increased income opportunities for farmers while fostering rural prosperity through a holistic support.

Project Objectives

- Empowering FPOs to access affordable credit to strengthen financial capacity.
- Facilitate FPOs to have strong connections with suppliers, buyers, and value chains to unlock growth and income opportunities.
- Enhance FPOs organizational structures and leadership to promote transparency, accountability, and effective decision-making.
- Enable the use of affordable, innovative technologies in the FPOs to boost productivity and operational efficiency.
- Ensure FPO on time compliances with legal and statutory requirements to safeguard operations and protect stakeholder interests.

11.3 Project Outcomes

One of the major indicators of acceleration is year on year business turnover, the FY 2024 – 2025 total turnover and input and output turnover for each of the 21 FPOs was compared with that of FY 2023-2024. The overall results are positive for most FPOs.

Alignment with National & State Goals, and SDGs

- Aligns with **National Policy on FPOs** which emphasizes institutional strengthening, access to credit, and market linkages for smallholders
- Contributes to **SDG 2** by strengthening FPOs for improved productivity, sustainable farming, and enhanced farmer incomes, and to **SDG 5** by promoting women's participation and leadership in FPOs.

12. P4 Study in Andhra Pradesh

12.1 Background and Context

The **Zero Poverty: Public-Private-People Partnership (P4) Initiative** is a transformative effort to eliminate poverty in Andhra Pradesh by **2029**, aligned with the broader **Swarna Andhra 2047** vision for sustainable and inclusive growth. It brings together government facilitation, private-sector participation, and community engagement. The initiative targets the state's most disadvantaged families, identified as **Bangaru Kutumbams (Golden Families)**, and connects them with benefactors known as **Margadarsis**.

Within this framework, **Megha Engineering & Infrastructures Ltd. (MEIL)**, as a **Margadarsi**, adopted Gudlavalleru Mandal in Krishna District and commissioned APMAS to conduct a study "**Identification of Livelihoods of the Poorest of the Poor,**" covering **22 Gram Panchayats** in the Mandal. The study was conducted using the participatory methodology and tools and key study findings are given below.

12.2. Key Highlights of P4 Study

The participatory rural appraisal tools were used to conduct the P4 study in Gudlavalleru mandal and the key findings are given below.

- The mandal is strategically positioned on the Gudivada–Machilipatnam route, approximately 40 km northwest of Vijayawada. It comprises of 22 panchayats and 17 hamlets under 17 Secretariats. Total households are 17535 and the population is 53,000 (2011 census). The Scheduled Caste makes up 32% of the population, and Scheduled Tribe accounts for 5%. The literacy rate stands at 80%, surpassing the state average of 67%.
- The region experiences a tropical climate, with hot summers and moderate winters. The economy is predominantly agrarian, with key crops including paddy, black gram, sugarcane, and cotton. Additionally, small-scale industries such as rice mills, oil mills etc contribute to the local economy. Despite the region's agricultural prominence, a significant segment of the population remains vulnerable due to socio-economic disparities, landlessness and lack of livelihood opportunities.
- Out of 17535 households in the mandal, about 1560 families were identified as Poorest of the Poor based on multiple vulnerabilities faced by the families. The socio-economic profile of 1560 families are given below.
 - The Poorest of the Poor households constitute 9.1 % of the total 17535 households
 - Out of 1560 HHs, 40% (627) belong to SC, 40% (628) BC, 13% (207) OC and 6% (98) ST

- Mala community is prominent than the Madiga among the Scheduled Caste (SC), and Chenchu, Lambada and Yerukala castes are predominant among the Scheduled Tribe (ST)
- 39% of HHs are headed by women consisting of widows, separated, single women, divorced, and wives of disabled or men suffering from chronic illness.
- Out of 4228 individuals from 1560 HHs, 33% are illiterate, 54% studied up to 10th class and only 13% studied intermediate and beyond.
- Majority earn below Rs.1,00,000 per annum and only 15% earn more than Rs.1,00,000 (extreme poverty Rs.67,300 per annum as per World Bank)
- About 1249 families spend up to Rs 1.2 lakh per annum and the remaining spend up to Rs.2 lakh. The major expenditure goes into healthcare, education, celebration of marriages, festivals and agriculture inputs.
- 1,174 households (75%) are in debt and only 386 (25%) are debt-free. The amount of debt ranges from Rs. 2,000 to Rs. 20,00,000. The source of debt is SHG, Micro Finance Institutions, and relatives for the purpose of celebrations of marriages, festivals, healthcare and education of children.

Based on the findings of the study and subsequent discussion held with MEIL, APMAS has prepared and submitted a proposal titled **“Transforming Lives Together: A P4 Model for Holistic Progress of the Poorest of the Poor,”** The goal of the project is to ‘contribute to the Zero Poverty P4 Vision by increasing the average income of PoP families up to 20% through targeted interventions in livelihoods enhancement, skill development, access to welfare entitlements and schemes, and the development of basic amenities in 22 panchayats of Gudlavalleru mandal by end of August 2029



VO Meeting



Household Survey

13. Impact Assessment Study – CSR Projects

13.1 Background of the Study

Aurobindo, a leading Pharma Company, has established Aurobindo Pharma Foundation (APF) for undertaking CSR activities. The Foundation has undertaken several activities for promoting Education, Preventive Health Care, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking Water, Environment Sustainability, Ecological Balance & Conservation of Natural Resources, Rural sports and Setting up Old Age Homes etc. APMAS, being a partner of APF, has been provided with the assignment of undertaking impact assessment of the following eleven projects in the states of Telangana and Andhra Pradesh during November 2024 to January 2025.

#	Project	Location
1	Skill development - Pratibha for unemployed rural youth & Women's Vocational Training Centre for rural unemployed	Kakinada
	Education, additional classrooms, repairs & renovation at schools, lab & sports equipment, computers, bicycles to girls	
	Health clinics, equipment to PHCs, solid waste management project, RO Water plants	
	Nutrition - Centralised kitchen, Perumallapuram – Hari Krishna Movement	
	Rural development - CC roads n Tuni, Thondangi and U.Kothapalli Madnals)	
2	Construction of Vedasadanam Block at Sri Sankara Gurukula Veda Patasala, Ponnala V,	Shameerpet
3	Financial support to Kalyana Venkateswara Veda Patasala Trust at Thummalagunta village	Tirupati
4	Construction of Modern Police Station at Bachupally, Hyderabad	Hyderabad
5	Construction of Oncology Block at MNJ Institute of Oncology and State Cancer Institute, Red Hills	
6	Construction of Sangareddy Government Junior College for Girls	Sangareddy
7	Construction of Bharosa Centre	
8	Distribution of 2,550 bicycles to girl students from 31 rural high schools	Anakapalli
9	Digital infrastructure and STEM education in 10 Govt High Schools	Srikakulam Vizianagaram
10	Extension of Alluri Sita Ramaraju Skill Development Centre	Visakhapatnam
11	Construction of ZP High School, Mustabad Mandal	Rajanna-Sircilla

13.2 Objectives of the Study

1. Evaluate the projects for their outputs, outcomes and impacts
2. Assess the visibility created for the project, local acceptance and ownership
3. Assess the perceptions of different stakeholders
4. Sustainability for the project

13.3 Methodology for the Study

The methodology is bounded by the scope and the objectives of the impact assessment. The tools were developed for various stakeholders to assess the objectives and the impact of the projects. The process of the assessment consists of:

- Review of documents shared by the Aurobindo Pharma Foundation
- Visit to the project sites and physical verification of the construction/infrastructure facilities
- Interaction with the primary and secondary stakeholders
- Review of registers and records maintained, awards received, annual reports, media coverage, etc
- Data analysis, preparation and submission of draft report to Aurobindo Pharma Foundation
- Final report submission to Aurobindo Pharma Foundation

Timeline

The time taken to complete the impact assessment study was about four weeks in December 2024 and the report was finalised and submitted in January 2025.

Impact Assessment Reports

Out of eleven projects, six projects are in the state of Telangana and five are in the state of Andhra Pradesh. Out of six projects in Telangana; two are in Sangareddy, two in Hyderabad, one in Siddipet and another project in Sricilla districts respectively. Out of five projects in Andhra Pradesh, one is in Kakinada (5 individual projects), one in Ankapalli, one in Visakhapatnam, one in Srikakulam and Vijayanagaram and another in Tirupati districts respectively.

The impact assessment report is prepared for each of the eleven projects as per the reporting format. The draft report of all the eleven projects were presented to the APF team on 12 January 2025. Based on the feedback and inputs received from APF, the reports have been revised and submitted to APF on 20 January 2025.

14. Capacity Building Initiatives

- Under Capacity Building Initiative, a total of 175 trainings and 7 workshops were conducted with the total participants of 7125. The participants included, FPOs – CEOs, board of directors, accountants, SHG members, cadres, promoting institution staff and other crucial stakeholders.
- The trainings covered a wide range of topics including FPO governance and management, legal compliances, financial planning and business plans, business accounting and development, bookkeeping, technology inclusion in farmer institutions, SHG federation concepts, as well as health, nutrition, and WASH.
- The workshops primarily addressed organizational visioning, governance and strategy, promotion of agroecology and partnerships with financial institutions.

Quarter	Trainings	Participants	Workshops	Participants	Events	Participants
1 st Quater	73	2995	2	75	75	3070
2 nd Quater	46	1676	1	16	47	1692
3 rd Quater	32	1107	1	250	33	1357
4 th Quater	24	851	3	155	27	1006
Total	175	6629	7	496	174	7125

15. Human Resources

APMAS - Employees & Consultants for the year (2024-2025)						
APMAS Regular Employees						
#	Position	Male	Male %	Female	Female %	Total
1	Management	1	50	1	50	2
2	Directors & Joint Directors	4	100	0	0	4
3	Managers	14	78	4	22	18
4	Officers	11	85	2	15	13
5	Prog. Support Assistants	10	48	11	52	21
6	Office Assist & Driver	9	100	0	0	9
	Total	49	73%	18	27%	67
APMAS Consultants, Supervisors & Interns						
#	Position	Male	Male %	Female	Female %	Total
1	Consultants	11	92	1	8	12
2	Supervisors & Interns	3	30	7	70	10
	Total	14	64%	8	36	22
	Grand Total	63	71%	26	29%	89
	On Rolls	67	75%			
	Consultants, FPO-CEOs & Interns	22	25%			
	Total	89	100%			

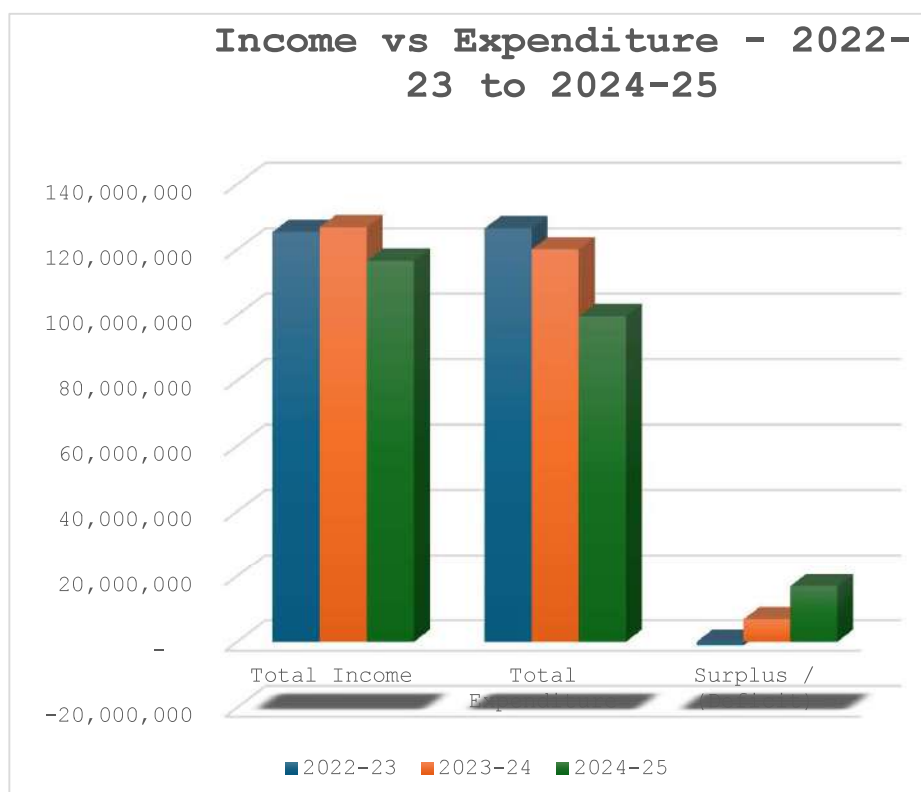
16. Finances

16.1 Key Financial Highlights (at a glance)

- **Total Income**
 - 2022–23: INR 12.54 Crores
 - 2023–24: INR 12.69 Crores (▲ 1.18% vs prior year)
 - 2024–25: INR 11.66 Crores (▼ 8.12% vs prior year)
- **Total Expenditure**
 - 2022–23: INR 12.65 Crores
 - 2023–24: INR 12.00 Crores (▼ 5.12% vs prior year)
 - 2024–25: INR 9.97 Crores (▼ 16.99% vs prior year)
- **Surplus / (Deficit)**
 - 2022–23: INR 10.99 Lacs Deficit
 - 2023–24: INR 68.47 Lacs Surplus
 - 2024–25: INR 16.93 Lacs Surplus

Income vs Expenditure Analysis

Year	Total Income	Total Expenditure	Surplus / (Deficit)
2022-23	12,53,80,415	12,64,79,936	(10,99,522)
2023-24	12,68,61,842	12,00,14,960	68,46,882
2024-25	11,65,63,333	9,96,29,074	1,69,34,260



1. The decreasing in Income as well as expenditure is due to completion of major donor Projects such as GIZ – GIC, Heifer – HHAI, AEIN – Ageewa and AEIN Padipantalu. Further, the CBBO projects receipts are delayed due to the delay in achieving deliverables as per the agreed timelines.
2. Despite an 8% fall in income in 2024–25, there is a surplus because of unspent amount in 2 major projects – Azim Premji Foundation – RWI project and SBIF – FPOs Acceleration (Grant Received on 28th March 2025).
3. The management is acting promptly, and necessary actions are being taken for portfolio enhancement through CSR and FCRA partnerships.

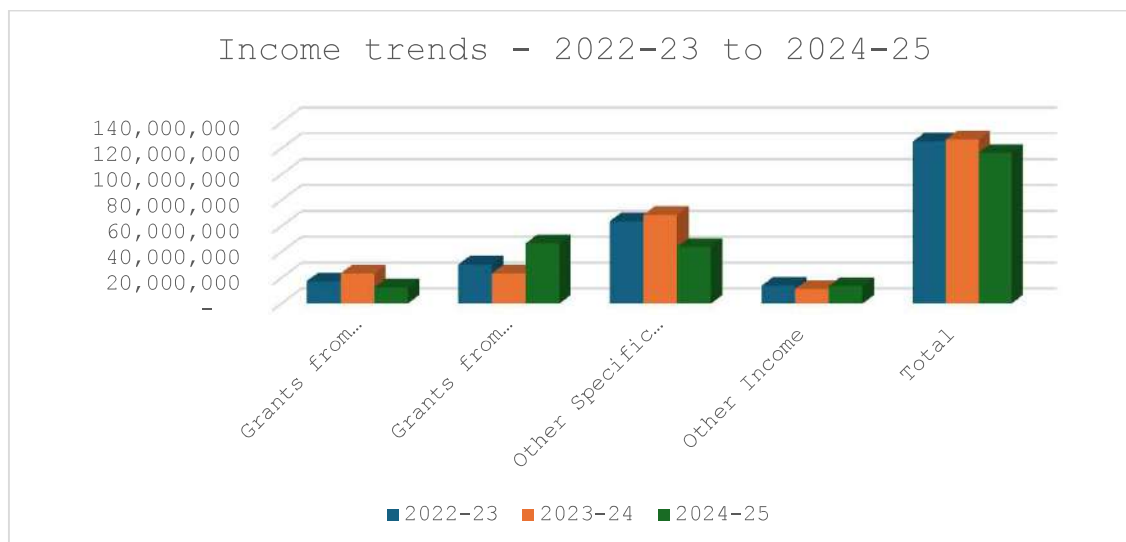
Income Composition and Trends

APMAS's income is diversified across four principal sources. The FY 2024–25 composition (amounts rounded) is:

- Grants from Central / State Government: **INR 1. 24 Crores (10.6%)**
- Grants from Companies (CSR): **INR 4.67 Crores (40.0%)**
- Other Specific Grants (FCRA & LC non-CSR project grants): **INR 4.39 Crores (37.7%)**
- Other Income (fees, interest, Training Hall etc.): **INR 1.36 Crores (11.7%)**

Year	Grants from Central/ State Government	Grants from Companies under CSR	Other Specific Grants	Other Income	Total
22-23	1,73,62,112	3,03,43,256	6,38,44,439	1,38,30,608	12,53,80,415
23-24	2,33,27,719	2,34,34,325	6,87,80,263	1,13,19,535	12,68,61,842
24-25	1,23,86,090	4,66,63,028	4,39,08,798	1,36,05,417	11,65,63,333

CSR and project-specific grants (Including FCRA grants) together constituted the majority (77.7%) of revenue in 2024–25. Over the three-year period CSR and FCRA grant receipts have been the mainstay of funding; Government grants showed a decreasing trend due to the delay in receiving the CBBO funds.



Risks and Implications

- Revenue concentration in CSR / FCRA project grants increases exposure to donor-cycle variability.
- A sustained fall in grant receipts could affect programme continuity unless offset by cost control or alternate income.
- A declining portfolio trend may affect the vision and mission of APMAS i.e. sustainable livelihoods for one million households.

Recommendations

1. Increase efforts to achieve the deliverables of CBBO projects as per the agreed timelines and collect the receivables from the implementing agencies.
Enhance the earned-income streams (training fees, consultancy, service contracts) to reduce concentration risk.
2. **Reserve policy:** Adopt an operational reserve equivalent to 3–6 months of average expenditure to cushion grant delays.
3. **Programme prioritization framework:** Maintain a transparent, board-approved prioritisation to decide on the acceptance of deliverable based projects from governments.
4. **Donor pipeline and multi-year grants:** Pursue multi-year funding agreements, especially with CSR partners and institutional funders, to stabilise receipts.

Conclusion

FY 2024–25 was a year of cautious consolidation: income declined modestly as well as expenditure resulting in a surplus due to unspent amounts in the projects. The immediate priority should be to stabilise diversified income pipelines and agree on a reserve fund strategy while protecting high-impact programme expenditures.