



ARUN PANDHI

Director, P-Green Solutions | Water, Agriculture & Dairy Sustainability Leader

Gurgaon / Delhi / Dehradun, India 122017 • +91 7011375378 • apandhi@p-greensolutions.com

SUMMARY

Accomplished and multidisciplinary rural development professional with an impeccable track record, an entrepreneurial mindset and a reputation built over 30+ years of experience. A visionary and thought leader for advancing the strategic direction of rural development through innovation and organizational leadership critical to continuous growth and scalability in an evolving world. Currently leads P-Green Solutions as Director, driving sustainable, climate-resilient consulting and implementation across the agriculture, water and dairy sectors.

SKILLS

- Specialist in rural development, especially water and agriculture.
- Focus on climate change, green technologies and reducing the carbon footprint in rural areas; developing complete value chains through climate-smart interventions linking farmer organizations, corporates, IT platforms, biotechnology, blockchain, carbon credits, etc.
- Creating vision statements and strategic documents for development organizations; expert in converting strategic plans into ground-level action through initiatives that are viable, effective and have a sustainable impact on beneficiaries' quality of life. Cost-effective delivery. Mission approach.
- Expertise in planning, appraising, implementing and operating a variety of development projects.
- Leadership: building teams and motivating personnel to deliver outputs effectively and efficiently, including performance management.
- Effective communicator to beneficiaries, implementing teams, governing boards and the external world.
- Expertise in creating financially sustainable rural institutions, representative of communities, that continue providing viable services beyond a project's exit.
- Developing strategic partnerships to finance and strengthen projects/initiatives; liaison with multiple stakeholders including governments and the private sector.

EXPERIENCE

Director, P-Green Solutions | New Delhi / Dehradun, India

July 2024 – Current

Founded by Arun Pandhi, P-Green Solutions carries out the business of consulting, advising and implementing sustainable practices in the agriculture, water, dairy and ESG sectors, including supply-chain and value-chain development and ensuring the sustainability of water and sanitation interventions. The firm has a specific focus on climate change – providing innovative, technology-enabled solutions aimed at promoting adaptation and mitigation, social impact, environmental stewardship and reduced carbon footprint, delivering end-to-end consulting, advisory, implementation and monitoring & evaluation services in partnership with governmental, non-governmental and corporate stakeholders.

- **Agriculture:** Advise on regenerative farming practices (cover cropping, crop rotation, no-till), on-farm renewable energy (solar-powered irrigation, wind), integrated pest management, agricultural-waste-to-bioenergy solutions, precision agriculture (GIS mapping and remote sensing), and market-linked value chain development connecting farmers and farmer producer organizations to buyers.
- **Water:** Design and implement smart water management systems using IoT sensors and data analytics, solar-powered water pumping for rural communities, decentralized rural water supply and solar-powered filtration systems, water-harvesting check dams, and greywater/blackwater treatment.

- **Dairy:** Advise on dairy development, water-efficient dairy infrastructure, drought-resistant feed and forage diversification, agroforestry, and methane-mitigation interventions.
- **ESG:** deliver nature-based solutions (mangrove restoration, flood and water resource management), CSR–ESG integration for corporate clients, and data-driven M&E frameworks tracking outputs, outcomes and impact.
- **Key engagements:** gap analysis, value-chain studies and business planning for cooperatives and farmer producer organizations in Uttarakhand; a sustainability-of-water-interventions study under the IWMI–Tata Water Policy Research Program and a dryland-agriculture water-distribution pilot (solar lift irrigation, Water User Group development) across Tehri, Pauri/Chamoli, Nainital and Almora districts; a multi-year Pan-Himalayan irrigation-efficiency programme spanning Himachal Pradesh, Uttarakhand, Jammu & Kashmir and Ladakh; value-chain assessments (honey, millet, horse gram, tamarind, custard apple) and a proposed dairy-sector partnership in Tamil Nadu; FPO capacity-building workshops on compliance and business planning across Odisha, Madhya Pradesh and Gujarat; a five-year WASH, livelihoods and crafts strategic plan for Assam and Tripura; Detailed Project Report development for rubber, vegetable and piggery value chains in Assam; and water–dairy integration work in Vidarbha and Marathwada, Maharashtra.
- **Strategic partnerships:** signed MoUs and formal partnerships with organizations including CInI, CSPC, Himmotthan, ASQI and Team Athena.

Lead – ESG, Team Athena Pvt. Ltd. | Ludhiana, India

September 2024 – Current

Team Athena Pvt. Ltd. was established in India in 2022 by a group of agri and food professionals working to build an enabling environment for successful agriculture businesses across India and globally, helping clients with strategy, implementation and process-driven advisory across agri and food value chains.

- Lead ESG advisory and process-driven consulting across agri and food value chains to strengthen both the top line and the bottom line of client organisations.
- Support strategy and implementation engagements that combine sustainable agri-ecology practices with technology-enabled solutions.
- Work to empower farmers and agri-businesses to achieve maximum profitability while fostering a sustainable agri-ecology.

Director, Program Implementation, Tata Trusts | Mumbai, India

June 2017 – April 2024

- Collaborated with governmental, non-governmental and corporate entities to advance sustainable development initiatives.
- Innovated technical and non-technical solutions to address environmental challenges and promote community empowerment.
- Focused on developing, strengthening and making sustainable agricultural value chains and farmer producer organizations, and on setting up viable agri-businesses and sustainable supply chains.
- Ensured financial and institutional sustainability of solutions in the WASH sector, with a specific focus on drinking water in rural and urban contexts, and a special emphasis on solid and liquid waste management.
- Provided leadership to Tata Trusts' program implementation across the country, through direct implementation and through Associate Organizations, aligning organizational strategy to achieve the Trusts' vision.
- Expertise in planning, appraising, implementing and operating a variety of development projects; building and motivating teams to deliver outputs effectively, including performance management.
- Effective communicator to beneficiaries, implementing teams, governing boards and the external world.
- Built financially sustainable rural institutions representative of communities, and developed strategic partnerships to finance and strengthen projects, liaising with governments, the private sector and other stakeholders.
- Led a team of around 2,000 professionals across disciplines, implementing projects covering over 2 million households across 21 states in India, with interventions in livelihoods, water, education, health, nutrition and sports.
- Supervised an annual budget of Rs. 350 Crores (US \$40 Million), 66% of it sourced through other donors.

- Implemented training programs to build capacities and skills and drive performance; recruited top-performing professionals to drive organizational growth.
- Managed daily operations, overseeing financials, KPIs and employee performance; developed and supervised staff through orientation, training, support and mentorship.
- Worked with internal and external stakeholders to identify and develop scalable initiatives and programs, and collaborated with Associate Organization boards on long-term strategic plans.
- Provided technical expertise and guidance on projects to meet beneficiary requirements, and implemented processes and structures to make operations effective without compromising quality.

Program Director, Livelihoods, Tata Trusts | Mumbai, India

May 2015 – June 2017

Chief Development Manager, Sir Ratan Tata Trust & Allied Trusts | Mumbai, India

June 2001 – May 2015

SGF Coordinator, World Bank – Water & Sanitation Program | New Delhi, India

March 1999 – May 2001

Program Specialist (Drinking Water), Aga Khan Rural Support Program | Ahmedabad, India

January 1996 – February 1999

MIS Manager, CHIRAG | Sitla, Nainital District, Uttarakhand, India

February 1995 – December 1995

EDUCATION

1994 Masters | Development Studies *University of Leeds, Leeds, United Kingdom*

1991 Bachelor of Arts (Honours) | Philosophy *St. Stephen's College, University of Delhi, New Delhi, India*

1988 Indian School Certificate (ISC) *The Doon School, Dehradun, India*

INITIATIVES

- **President (2020–23)**, Collectives for Integrated Livelihood Initiatives (CINI), Jamshedpur – Board member since 2007, anchoring the Central India Initiative (established 17 May 2007). CINI works to transform the lives of tribal households across the Central India tribal belt (cinicell.org) through programmes in agriculture and livelihoods (including the Lakshpati Kisan initiative), forest-based and renewable-energy livelihoods, water, sanitation and hygiene, education, health and nutrition, and community sports – addressing poverty among roughly 500,000 tribal people across Jharkhand, Odisha, Madhya Gujarat and Maharashtra. CINI has an annual budget of around Rs. 100 Crores (\$12.5 Million) and employs over 250 personnel.
- **Chairman (2020–23)**, Coastal Salinity Prevention Cell (CSPC), Ahmedabad (cspc.org.in) – Founding Director since 2008. CSPC is a not-for-profit set up in 2008 working in coastal Gujarat across five focus areas – water resource management, livelihoods/agriculture, water sanitation & hygiene, menstrual hygiene management, and education – tackling the impact of sea-water ingress along the Gujarat coastline in coordination with the state government, impacting around 100,000 households. CSPC has an annual budget of Rs. 15 Crores (\$1.5 Million) and employs over 100 personnel.
- **Chairman (2019–23)**, Livolink Foundation, Bhubaneswar (livolink.org) – addressing issues of tribal development in South Odisha.
- **Vice Chairman (2021–23)**, Centre for Micro Finance (CMF), Jaipur (cmfraj.org) – Board member since 2016. Seeded in 2007, CMF is a state-level resource organization catalyzing the growth of community-led microfinance (the women's Self-Help Group model) in Rajasthan; it now works with over 150,000 women through 200+ SHG federations across more than 5,000 villages, alongside programmes in education, health and nutrition, climate-smart livelihoods, and WASH, focused on strengthening livelihoods and reducing vulnerabilities in southern and eastern Rajasthan.
- **Member on the Governing Body (2007–23)**, Himmotthan, Dehradun (himmotthan.org). In 2001 Tata Trusts initiated the Himmotthan Pariyojana to target the root causes of underdevelopment in the Himalayan region of Uttarakhand;

Himmotthan has managed the programme since 2007, organically expanding from the Central to the Western Himalayan region. It now works across 15 districts, 49 blocks and over 2,000 villages in Uttarakhand, Himachal Pradesh and Ladakh, reaching around 124,000 households (roughly 496,000 people) through community-owned enterprises linked to livestock, agriculture and non-timber forest produce, springshed and water-source management, sanitation, energy and education, supported by more than 5,000 self-help groups and 50 women's cooperatives. Himmotthan has an annual budget of Rs. 25 Crores (US \$3.1 Million) and employs over 250 personnel.

- **Member on the Governing Body (2008–23)**, Reviving Green Revolution (RGR) Cell, Ludhiana (rgrcell.org) – set up in 2008 in collaboration with Punjab Agricultural University (PAU) and Tamil Nadu Agricultural University (TNAU), the RGR Cell works on second-generation green-revolution issues such as integrated pest and productivity management on cotton and rice, crop-residue management, and crop diversification (including groundnut and turmeric) across roughly 30 districts of Punjab and Tamil Nadu, reaching over 54,000 farming households in partnership with organizations including WWF and the Better Cotton Initiative.
- **Member on the Governing Body (2012–23)**, North East Initiative Development Agency (NEIDA), Kohima (neida.org.in) – founded in 2012 as a Tata Trusts Associate Organization, NEIDA works in rural livelihoods (agriculture, horticulture and livestock), forest-based livelihoods, drinking water and sanitation, and grassroots sports promotion across Nagaland, Mizoram and Arunachal Pradesh, covering 32 districts, around 2,530 villages and over 154,000 households. NEIDA has an annual budget of Rs. 15 Crores (US \$1.8 Million) and employs more than 150 personnel.
- **Founding Director (2016–23)**, Dairy Health and Nutrition Initiative India Foundation (DHANII), Jaipur (dhanii.org) – in collaboration with National Dairy Development Board Dairy Services (NDS), DHANII has set up five Milk Producer Companies across Punjab/Haryana, Uttar Pradesh, Rajasthan and Maharashtra, providing sustainable livelihood options to around 100,000 women farmers through the procurement and marketing of some 500,000 litres of milk per day, along with multiple Productivity Enhancement Services. The five MPCs cover over 2,700 villages and have an annual turnover of around Rs. 1,500 Crores (US \$187 Million).
- **Director (2017–23)**, Hockey Ace Foundation, Jamshedpur – a joint initiative of Tata Steel and Tata Trusts with technical support from the Bovelanders Hockey Academy, Netherlands, incorporated in 2017. The Foundation runs the Naval Tata Hockey Academies, Centres of Excellence with feeder programmes across Jharkhand and Odisha, in Jamshedpur (jsr.navaltatahockey.com, which has since added a girls' wing alongside the boys' programme) and Bhubaneswar (odisha.navaltatahockey.com, a residential high-performance centre with capacity for 50 boys and 50 girls). Alumni of both academies have gone on to represent India at junior and senior national level. The academies' annual budget is around Rs. 24 Crores (US \$3 Million).
- **Pioneered the setting up of the Tata Water Mission (TWM) (2015–21)** to tackle the water crisis in India through a multi-pronged approach: (i) technology innovation; (ii) improved and sustainable service delivery through water conservation and water supply; and (iii) behavioral change communication (BCC). Achievements included providing potable water to 6 million people in 7,000 villages across 12 states by March 2020. TWM also took on the role of development-support partner to the Government of India's Swachh Bharat Mission (SBM), which created sanitation facilities for over 500 million Indians. TWM had a budget of Rs. 75 Crores (US \$9 Million).
- **Member on the Governing Body (2018–23)**, Centre for Microfinance & Livelihoods (CML), Guwahati (cmlnortheast.com) – a Tata Trusts initiative and specialized umbrella support organization set up in 2008 for capacity building, research, collaborative interventions and policy advocacy in North East India. CML works towards community empowerment through multi-thematic interventions in education, water, livelihood, craft and sport across Assam and Tripura, reaching approximately 40,000 households. CML has an annual budget of Rs. 10 Crores (US \$1.25 Million) and employs over 100 personnel.
- **Trustee on the Board of Trustees, Kalike, Bangalore (2009–22)** (kalike.org) – an associate organization of Tata Trusts, centred on Yadgir district in North Karnataka with work extending into Tamil Nadu and Meghalaya, taking an integrated approach across education, health and livelihoods. By 2020 Kalike's interventions had reached more than 500,000 children, around 41,000 households with improved sanitation, and some 8,800 farmers with increased productivity. Kalike has an annual budget of Rs. 12 Crores (US \$1.5 Million) and employs over 100 personnel.
- **Supervised and led the direct implementation activities of Tata Trusts in Maharashtra.** The Vidarbha region suffers from drought, low yields, poor market access, dependence on money-lenders, unfair trade practices and rising input costs, leaving farmers burdened with debt. This prompted Tata Trusts to launch the Sukhi Baliraja Initiative (SBI) in

Vidarbha in 2008; the Trusts partnered with the Government of Maharashtra on the Convergence of Agricultural Interventions in Maharashtra Programme (CAIM), supported by the International Fund for Agricultural Development (IFAD). SBI-CAIM reached almost 25,600 households across 320 villages in the six distressed districts of Yavatmal, Amravati, Washim, Akola, Wardha and Buldhana. SBI's thrust is now on sustainable agriculture, soil and water conservation, collective agriculture marketing through farmer producer organizations, and poultry, fisheries and dairy development, with a presence across nine districts and partnerships with government on the Jalyukta Shivar and Poultry programmes. Around 70 personnel are employed under SBI with an average annual budget of Rs. 8 Crores (US \$1 Million).

- **Supervised the direct implementation activities of Tata Trusts in Uttar Pradesh (2017–23).** Since 2016, Tata Trusts have implemented education, agriculture, dairy and water initiatives in four districts of UP (Bahraich, Balrampur, Shravasti and Pratapgarh), covering 63,000 children and 100,000 households, with an annual budget of around Rs. 10 Crores (US \$1.25 Million) and over 100 personnel deployed on the ground.
- **mKRISHI (2014–20).** Although 70% of India's population depends directly or indirectly on agriculture for its livelihood, most farmers remain unaware of advances in agricultural technology. mKRISHI, a mobile application developed by Tata Trusts with Tata Consultancy Services (TCS), delivered the latest university-recommended practices, pest alerts and weather updates directly to farmers' mobile handsets via SMS, calls and IVR. More than 400,000 farmers across Punjab, Tamil Nadu, Gujarat and Maharashtra were linked to the mKRISHI platform, with crop information for cotton, groundnut, onion, basmati rice, wheat, red gram and soya bean disseminated through messages and voice recordings.
- **Led the Disaster Relief and Rehabilitation efforts** of the Trusts in close collaboration with the Tata Sustainability Group (TSG) and the Tata Relief Committee – including the Kedarnath floods and landslides in Uttarakhand (2013), floods in Jammu & Kashmir (2014), the Nepal earthquake (2015), Chennai floods (2015), floods in north Gujarat and south Rajasthan (2017), and floods in western Maharashtra (2019). Also, part of the effort to mitigate the impact of the COVID-19 pandemic and build greater awareness of virus-prevention measures.

LANGUAGES

English, Punjabi, Hindi: First Language • English: C2 Proficient • Punjabi: C2 Proficient • Hindi: C2 Proficient • Gujarati: A2 Elementary

HOBBIES

- Sports, Mountaineering and Trekking, Reading, History and Wildlife.

CERTIFICATIONS

- 20th Tata Group Strategic Leadership Seminar (TGSLs), 2021 – in collaboration between the Tata Management Training Centre (TMTc) and Harvard Business School.
- Course on Advanced Digital Transformation, Indian Institute of Management, Ahmedabad (2024).