



**NIRMAN**

An Initiative for  
Sustainable Development

# ANNUAL REPORT

2023-24



**Nurturing Ecosystems,  
Strengthening Livelihoods**





**NIRMAN is a grassroots organisation works for livelihood improvement of indigenous people, smallholder farmers and traditional fishers through conservation of bio-diversity, ecological agriculture, land tenure & sustainable management of natural resources.**



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# Foreword



Welcome, everyone, to a moment of reflection and analysis as we move through NIRMAN's endeavors in the year 2023-24. The compilation of our annual report stands as a significant milestone in our organizational calendar, offering us an invaluable opportunity to look back and assess our progress over the past year. During this time, the NIRMAN team has not only shown strong dedication to our mission but has also played a key role in planning how to achieve our goals. Our annual report serves as a comprehensive resource for reflection, providing our village community, funding partners and readers with the necessary insights to evaluate the impact of our interventions.

Over the course of the last 27 years, NIRMAN has emerged as a prominent force in catalyzing the restoration of ecosystem health and the enhancement of community well-being. Through our interventions in areas such as tenure security, ecological farming, livelihood improvement, improving health and nutrition, natural resource conservation and governance, we have steadily established our identity as an emerging key facilitator in sustainable development. As we commemorate yet another milestone year, we extend our heartfelt gratitude to our esteemed funding partners, including SWISSAID, Paul Hamlyn Foundation, ICARDA, Karl Kubel Stiftung, SHIVIA, The Hans Foundation, Trickle Up, NABARD, Catholic Relief Service (CRS) as well as the Government of Odisha. Their unwavering support has been instrumental in shaping our journey and driving our impact forward.

I would like to take this opportunity to express my sincere appreciation for the active engagement and participation of the local communities, whose invaluable contributions have been integral to our success. Within the pages of this report, you will discover stories of transformation and empowerment, highlighting how participatory interventions in tenure security, ecological farming, livelihood improvement, improving health and nutrition, natural resource conservation and governance have positively impacted the lives of the local communities.

We warmly welcome you to explore our annual report, which tells the story of our journey over the past year. As always, we welcome your reflective thoughts and insights as we continue on our path towards creating positive change and sustainable development. Thank you for being a part of our journey.

A handwritten signature in blue ink, reading "Prasant Mohanty".

*Prasant Mohanty*

*Executive Director, NIRMAN*



## About us

NIRMAN, a prominent civil society organization in Odisha, is dedicated to improving food, nutrition, and livelihood security for marginalized communities like poor farmers, tribal groups, forest dwellers, and small fisher communities. Our interventions prioritize areas such as land and forest governance, sustainable agriculture, biodiversity conservation, natural resource management, small-scale fisheries, women's empowerment, and skill-building. Central to our mission is empowering marginalized rural, tribal, forest dwellers and fisher communities through collective action and the promotion of local self-governing institutions. We are committed to upholding ethical principles and fostering inclusive development to uplift the most vulnerable members of society.

As a leading development resource organization in Odisha, NIRMAN has significantly contributed to the socio-economic progress of smallholder farmers, scheduled tribes, small fishers and marginalized communities across 13 districts. NIRMAN's expertise lies in diverse farming systems, securing forest tenure for impoverished forest dependent communities, and promoting sustainable natural resource management. Notably, NIRMAN has achieved notable progress in Rayagada, Kandhamal, Nayagarh, and Kalahandi districts. Through its initiatives, NIRMAN endeavors to empower communities, enhance livelihoods, and promote environmental sustainability throughout the region.







## **Our vision**

A just and resilient society with co-existence of ecological and social wellbeing of Marginalized communities

## **Our mission**

NIRMAN is committed to inclusive, holistic and sustainable development of marginalized communities through regenerative eco-system, empowerment of the local community and resource poor.



## Our approach

1. Enhancing Livelihoods with Sustainable Agriculture
2. Restoring Millet-Based Diverse Farming Systems and degraded natural resources
3. Integrating farming systems with conservation and management of natural resources
4. Reviving agrobiodiversity and natural ecosystems for strengthening and sustaining local livelihoods
5. Facilitating Human-Environment Interaction
6. Establishing and strengthening Community-Based Institutions
7. Democratizing Governance of Natural Resources
8. Facilitating Equity and Social Justice

## SDGs we embrace to accelerate our mission:

NIRMAN's efforts are closely aligned with the Sustainable Development Goals (SDGs). Through initiatives centered on natural resource management, sustainable agriculture, climate resilience, and community health, NIRMAN actively contributes to achieving these goals. By addressing key issues and fostering positive change, NIRMAN plays a crucial role in advancing the SDGs and working towards a more sustainable and equitable future.





## Our Thematic Focus



### Natural Resource Management and Governance

Our focus on Natural Resource Management and Governance centers around ensuring sustainable and equitable utilization of resources. We implement the Forest Rights Act to secure land and forest rights for marginalized communities, enabling them to manage and protect their resources sustainably. Through Community Forest Management, we engage communities in sustainable forest management,

biodiversity conservation and livelihood enhancement. Participatory Forest Governance initiatives aim to involve local communities in decision-making processes, ensuring their rights are respected. Additionally, we address broader resource management challenges through interventions in Land and Water Management, implementing strategies to optimize resource use and mitigate environmental degradation.



## Our Thematic Focus



### Sustainable Agriculture & Livelihood Development

Our focus on Sustainable Agriculture and Livelihood Development encompasses various interventions aimed at promoting ecological practices and enhancing livelihood opportunities. Through Ecological and Integrated farming approaches, we encourage sustainable agricultural practices that prioritize soil health, biodiversity conservation, and natural resource management. Our efforts in Livestock Management aim to improve animal husbandry

practices, ensuring the well-being of livestock while maximizing productivity. Additionally, we support the development of Agriculture and Forest-based micro-enterprises, empowering local communities to generate income through value-added agricultural products. By promoting sustainable agriculture and creating diversified livelihood options, our thematic focus contributes to poverty reduction, food security and environmental sustainability.



## Our Thematic Focus



### Climate Change and Community Resilience

Our focus on Climate Change and Community Resilience revolves around interventions aimed at promoting climate-resilient agricultural practices and enhancing community adaptation strategies. Through the promotion of Climate-resilient agricultural and livelihoods, we work with communities to adopt practices that mitigate the impacts of climate change on agriculture, such as drought-resistant crops and water management techniques.

By building community resilience to climate change, our thematic focus seeks to empower vulnerable populations to withstand and recover from environmental shocks, ensuring their long-term well-being and sustainability. We are committed to supporting communities in adapting to the challenges posed by climate change and promoting sustainable development in the face of environmental uncertainty.



## Our Thematic Focus



## Nutrition and Community Health

Our focus on Nutrition and Community Health involves implementing community-based nutrition programs and promoting nutrition-sensitive agriculture. Through community-based nutrition programs, we work directly with local communities to address malnutrition and improve health outcomes. Additionally, we promote nutrition-sensitive agriculture, which involves integrating nutrition considerations into agricultural practices and food systems. This includes promoting the cultivation of diverse and nutrient-rich crops,

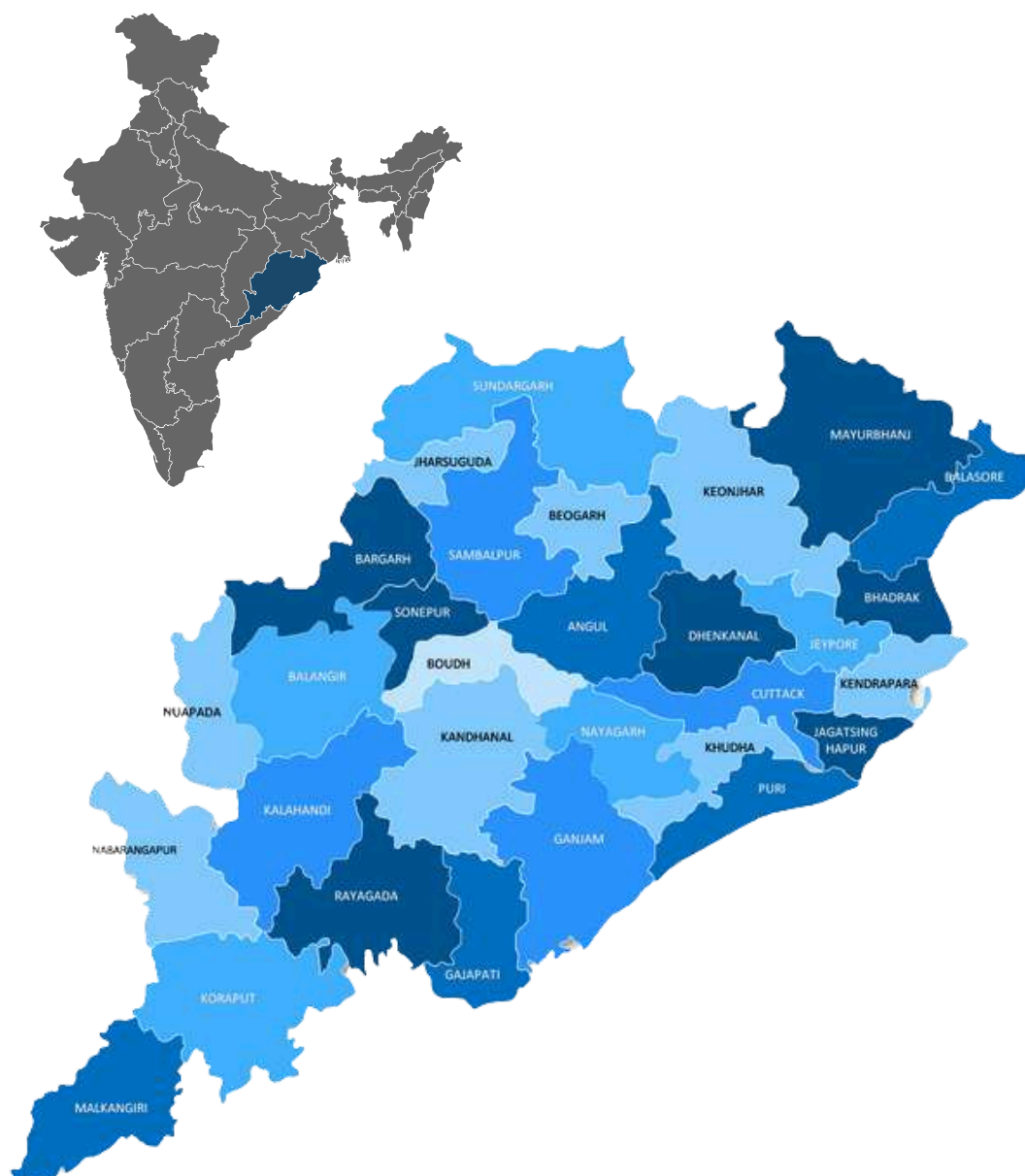
improving access to nutritious foods, and empowering communities to make healthy food choices. By combining community-based nutrition interventions with efforts to promote nutrition-sensitive agriculture, we aim to address the root causes of malnutrition and improve overall community health and well-being. Our holistic approach recognizes the interconnectedness of nutrition, agriculture, and health, and seeks to empower communities to achieve sustainable improvements in their nutritional status and overall quality of life.



## Our Areas of Intervention

### List of districts

1. Balasore
2. Bargarh
3. Bolangir
4. Boudh
5. Deogarh
6. Gajapati
7. Jajpur
8. Kalahandi
9. Kandhamal
10. Keonjhar
11. Nayagarh
12. Puri
13. Rayagada



NIRMAN has impacted the lives of 4,24,290 individuals, comprising 1,00,917 households, across 2514 villages inhabited by tribal and rural poor communities. Notably, NIRMAN's interventions extend to remote areas like Nagada in Jajpur district and Belghar in Kandhamal district, where Particularly Vulnerable Tribal Groups (PVTGs) reside.



# Governing Body

NIRMAN is governed by its Governing Body, a body composed of members nominated by the organisation's General Body. The GB is comprised of individuals with vast expertise spanning multiple fields, including rural development, livelihood development, sustainable development, cooperatives, natural resource management, environmental governance, and biodiversity conservation. This diverse composition ensures a broad spectrum of perspectives and insights are brought to the table, enriching the decision-making process. With their collective knowledge and experience, the GB provides visionary leadership, guiding NIRMAN towards the realization of its mission and objectives. Their strategic oversight and direction help steer the organization through challenges and opportunities, ensuring that NIRMAN remains aligned with its core values and principles. The GB's commitment to excellence and dedication to serving the community empower NIRMAN to make a meaningful impact on the lives of those it serves, driving positive change and sustainable development in the regions where it operates.

## Our Team

The NIRMAN team comprises professionals with expertise in sustainable agriculture, mixed farming, land tenure, forest governance, community empowerment and food security. To effectively address local needs, issue-specific field teams operate autonomously, tailoring interventions to specific challenges. Additionally, NIRMAN hires consultants and discipline specialists as needed to enhance its capabilities and meet specific requirements, which ensures that NIRMAN remains adaptable and responsive to diverse community needs, leveraging a combination of in-house expertise and external support to deliver impactful interventions.





## MAJOR ACTIVITIES DURING 2023-24



### Bio-diversity Festival at Rayagada District



The Otughati villagers in collaboration with Nirman, organized the "Biodiversity Festival" at Otughati Village of Siripai panchayat, Kashipur block of Rayagada District. The event was graced by the presence of distinguished guests including the Tahasildar of Kashipur, Ranger of Kashipur, DDM NABARD of Rayagada, WEO Kashipur, BAO Kalyansingpur, DPC OMM of Rayagada, and Sarpanchas of five Gram Panchayats. The collective participation of these esteemed individuals highlighted the importance of the festival. Over 700 farmers from nearby villages came to this festival, showcasing the strong community engagement and interest in biodiversity conservation. The festival served as a platform for knowledge exchange, with the shared expertise of the guests contributing to the awareness and understanding of biodiversity among the attendees. The collaborative efforts of the community, local authorities, and Nirman reflect a commitment to environmental conservation and sustainable practices in the Kashipur block of Rayagada district.



# Community Seed festival at Champadali village of Nayagarh District

Community Seed festival organized by the villagers of Champadali situated in Ghugudipada panchayat, Dasapalla block, aimed at empowering local communities and promoting their traditional foods as well seeds. Such festivals play a crucial role in raising awareness about the importance of biodiversity, sustainable agriculture and the preservation of traditional knowledge. By celebrating and showcasing the local seeds and foods, the festival likely encourages communities to continue practicing and preserving their unique agricultural heritage.





## *Inspiring commendations; what farmers say*



“With the help of NIRMAN, we adopted ecological farming. We grow millet, pulses & vegetables in our small plot. The difference crops enrich the soil and minimize chemical inputs. Now, we have a steady food supply for our family and sell whatever surplus we have in the market. It improved our livelihood and our relationship with sustainable farming practices.”



“Water from the hill stream flows into the Burtang River due to the lower elevation. The graded guide bund helps keep the water from flowing into the river, allowing it to recharge groundwater. Excess water from the outlet aids in paddy cultivation.”



“We used to use government seeds along with a lot of chemical fertilisers, which resulted in higher yield but harmful for the environment as well as human. But after the intervention of NIRMAN in 2019, I learned about eco-friendly farming using traditional seeds & bio-fertilizers. As a result now i am growing my own crops. I am thanking the NIRMAN team for their support and guidance.”



“I heartily share my thanks to NIRMAN team for their support and guidance to us. After the death of my husband it was too difficult for me to maintain my family, but after the support of NIRMAN i am able to earn a sustainable income source. Now my children are going to school and pursuing higher education.”



“With just 1.5 acres of farmland as our only source of income, my family struggled to make ends meet. But now, I’m thrilled to have embraced mushroom farming, which has become a meaningful income-generating activity for me. I plan to continue this venture year-round and am deeply grateful to NIRMAN for their invaluable support.”



# Exposure to NIRMAN



Several exposure teams visited NIRMAN to learn about its diverse intervention areas, including poultry farming, goat farming, pond-based integrated farming, and community seed banks. These visits provided insights into sustainable practices and community-driven resource management, highlighting NIRMAN's efforts in promoting livelihoods and ecological balance.



## *"Strengthening FPCs: A Pathway to improving Market Access for Farmers"*

In Tribal areas the farmers often face significant challenges in marketing their surplus produce due to limited market access. As a result, they are often forced to sell their produce at low prices, failing to receive fair value for their hard work. To address these struggles, we are promoting Farmer Producer Companies (FPCs) to empower tribal farmers, strengthen collective marketing efforts and ensure they receive fair prices for their surplus produce, improving their livelihoods and economic security.

We have promoted four Farmer Producer Companies (FPCs) in the Rayagada, Kandhamal and Nayagarh districts of Odisha. Among these, three FPCs have received district administration approval to procure finger millets under the Special Programme for Promotions of Millets in Tribal Areas. During this year, together, these three FPCs procured 7206.36 quintals of finger millet from 1151 farmers.

Additionally, the Rayagada Farmers Producer Company Limited launched a small business initiative focused on procuring and marketing hill brooms in two forest villages.





## ***Our Engagement with PVTG***

### ***"Empowering Women: Building Sustainable Livelihoods and Leadership"***



In Nagada, we are working with 200 Juanga women, categorized as Particularly Vulnerable Tribal Groups (PVTG), to improve their well-being. Through this initiative, we have strengthened 18 SHGs in the cluster. Last year, we developed a comprehensive 'Health & Nutrition' training module comprising 18 topics. This year, we successfully rolled out six of these modules across nine villages. The training and coaching sessions have empowered women and their families to adopt healthier practices, leading to positive behaviour changes. Village-level nutrition festivals have been instrumental in raising mass awareness about dietary diversity, fostering better food habits, and promoting health and hygiene. Additionally, we are implementing a functional literacy program, enabling 37 women & 5,269 community members to write their names and read simple sentences, significantly boosting their confidence. We also organized two Aadhar enrollment camps at the Chingudipal Gram Panchayat office, where 66 project participants and their household members successfully applied for Aadhar cards.

NIRMAN has also worked with the Kutia Kondh, another Particularly Vulnerable Tribal Group (PVTG), in the Belghar areas of Tumudibandha block in Kandhamal district. The organization has focused on capacity development for empowerment and livelihood enhancement through initiatives such as land and water management, participatory forest management, and the improvement of production systems.

As a result of these efforts, Kutia Kondh families have adopted integrated farming practices, including millet cultivation, vegetable farming, goat-rearing, and poultry farming. These interventions have led to an increase in household incomes by approximately 30% to 35%.

### ***Strengthening Women's Collective***

In Kalyansingpur block, we have strengthened 82 SHGs, engaging 840 women members.

In Bangamunda block of Balangir district, we have strengthened 21 Farmer Interest Groups (FIGs), involving 514 tribal women members. Among these, 20 FIGs are actively engaged in poultry rearing, vegetable farming, and mushroom cultivation. Additionally, 440 women project participants have been integrated into the local Farmer Producer Organization, which facilitates the aggregation and marketing of their produce. To support these efforts, we have established an outlet in Bangamunda block, enabling participants to sell their surplus products locally.



## Empowering Women Through Taro Cultivation: A Journey of Community and Livelihood Enhancement in Daspalla

In the rural area of Daspalla, three women's groups - Badakurubari, Sanakemiti, and Uparadhikri set out on an innovative journey to enhance their livelihoods through taro cultivation. Each group, made up of 10 committed women, embraced the challenge of group-based tuber crop farming as a means of generating income. Suitable plots of land were selected in three villages, each covering one acre. The women worked together to prepare the land, clearing it and improving drainage to create the best conditions for taro growth.

With guidance and support, the groups planted taro corms at 1-meter intervals after thoroughly ploughing the fields. Every week, the women diligently managed their crops, tackling weeds and pests and ensuring proper irrigation. For nine months, the groups nurtured their taro plants, watching them grow and flourish.

Their hard work paid off when harvest time arrived. The Badakurubari group reaped an impressive 2 tons of taro from their land, while Sanakemiti and Uparadhikri harvested 1.7 and 1.8 tons respectively. The groups then took their harvest to the local Daspalla market, where taro was priced at 30 rupees per unit. This led to significant earnings for each group: Badakurubari made 60,000 rupees, Sanakemiti earned 51,000 rupees, and Uparadhikri brought in 54,000 rupees.

Initially they got financial support from NIRMAN, project supported by Karl Kubel Stiftung. After deducting the support of 20,000 rupees per group and their individual investments ranging from 3,860 to 4,380 rupees, all three groups enjoyed considerable net profits. Badakurubari topped the list with a profit of 35,620 rupees, followed by Uparadhikri with 29,950 rupees, and Sanakemiti with 27,140 rupees. This initiative not only created a vital source of income for the women involved but also promoted a sense of empowerment and community collaboration.





## Maa Gramadebati SHG: Reviving Traditional Flavours Through Millet Recipe Promotion

In the Daspalla block of Nayagarh district, NIRMAN, as a facilitating agency of the Odisha Millet Mission, adopted a unique approach by involving the Maa Gramadebati SHG from Saradhapur, affiliated with the Odisha Livelihood Mission (OLM), to promote millet consumption and entrepreneurship. During an introductory meeting on the objectives of the Odisha Millet Mission, Sabita Rout, the president of the SHG, recognized the potential of millet-based products as a business opportunity with significant health benefits. Encouraged by this, she discussed the idea with SHG members, who supported her vision. With training from the Odisha Millet Mission and additional learning through YouTube and recipe books, Sabita, along with her SHG, began preparing millet-based products like ragi laddoo, mixture, dantkili, kakara and arisha for their families and community members. The positive feedback they received motivated them to expand their efforts.

The SHG started distributing their products to local shops and weekly markets at the Daspalla block office campus. Their initiative aimed to encourage millet inclusion in daily diets, promote self-employment and entrepreneurship among women, and motivate farmers to increase millet production. This innovative endeavor not only generated a monthly income of ₹15,000 for the SHG but also inspired the local community to embrace millet as a sustainable food source. The environmental benefits, such as reduced water usage and improved soil health compared to other crops, added further value to their work.



Their efforts gained recognition, with the Daspalla block administration facilitating Sabita Rout and her SHG for their excellence in millet-based cooking. They won first place in both block and district-level millet recipe competitions and participated at the state level. With NIRMAN's support, the SHG launched their millet-based product brand “PRAKRITI”, and introduced it at festivals and programs in Ranchi (Jharkhand) and Hyderabad (Andhra Pradesh). They now prepare products on order for various vendors in the district.

The initiative has empowered the Maa Gramadebati SHG, enhancing confidence, leadership, and social cohesion among its members. It has strengthened local economies, improved community health, and showcased the critical role of SHGs in rural development. By integrating millet-based entrepreneurship into their operations, the SHG has not only uplifted its members but also contributed to environmental sustainability and rural economic growth. Their journey highlights the transformative potential of self-help groups in empowering women and fostering community-driven change.





## Empowering Lives Through Nutrition Gardens: A Tale of Transformation in Salpang

Nestled in the heart of Odisha's Kalahandi district lies the remote village of Salpang, under Karlapat panchayat in the Thuamul Rampur block. As one of the most underdeveloped regions in Odisha, its residents faced persistent challenges, barely able to meet their basic needs. The village's agricultural potential was hampered by the absence of reliable water sources and irrigated land. Subsistence farming, practiced by most villagers, yielded only meager results. While some residents tried to grow vegetables, others focused on staples like paddy and millet, but their efforts often fell short of ensuring consistent survival. In the face of these adversities, an innovative concept Nutrition Gardens was introduced by the NIRMAN team. These gardens, established on small plots, offered a practical and transformative way for villagers to cultivate their land and secure their livelihoods.

One of the most inspiring stories from Salpang is that of Ms. Lakshmi Majhi, a woman whose determination has set a powerful example for her community. Living with her husband, Ram Majhi, a daily laborer, and their young daughter, Lakshmi shouldered the responsibility of providing for her family. Before the advent of Nutrition Gardens, their meals were simple and repetitive, often limited to dishes like patal jhol and makhan jhol. However, the intervention of the NIRMAN supported by The Hans Foundation, marked a turning point for her. With guidance and unwavering commitment, Lakshmi transformed a modest three-decimal plot into a thriving organic garden that soon became the backbone of her family's sustenance. Lakshmi's garden now brims with a variety of crops, including beans, tomatoes, cucumbers, okra, and leafy greens. Her dedication to organic farming, relying solely on natural composts like cow dung and manure, has not only enriched her family's diet with fresh, nutritious food but also provided a sustainable income source. Now by selling the surplus produce, Lakshmi earns over ₹3,500 per month. Recognizing the benefits of this initiative, she has taken on the role of a mentor within her community, sharing her knowledge of organic farming and encouraging other women to adopt Nutrition Gardens. Through this collective effort, the initiative aims to empower tribal women by fostering self-reliance, ensuring nutritional security for their families, and promoting ecological agriculture.



## Illuminating Lives: Solar-Based Water Harvesting Structure in Tabeda Village



Tabeda village, nestled among rolling hills and lush greenery with 13 households, faces a critical issue that threatens its way of life: a severe water shortage. Due to its location in the hilly region of Takerā panchayat in the Daspalla block, Tabeda lacks both a proper road and electricity. The community is grappling with the harsh realities of unpredictable rainfall and dwindling groundwater supplies, prompting them to seek innovative solutions. Unfortunately, the local authorities are unable to provide the necessary support, as the village is difficult to access.

However, with the launch of the KKS-BMZ supported project, facilitated by NIRMAN, a Village Development Committee was established to tackle the challenges of daily life. After the VDC was formed, various issues were discussed during a special gram Sabha meeting held at the Panchayat on August 15. Since Tabeda does not have irrigation facilities, the villagers primarily depend on rain-fed agriculture, leading to significant crop losses and financial hardships. To combat the village's water issues, NIRMAN has proposed the construction of a water harvesting structure as part of the KKS-BMZ supported project in collaboration with the VDC.

Following VDC approval, project personnel and villagers interacted with the Block Development Officer at Daspalla to discuss common challenges in Tabeda village, such as communication, electricity, water, and shelter under government schemes. The BDO then approved 10 Indira abash (Shelter Scheme), conducted an electrical connection survey, and assigned a block assistant engineer to help in the construction of a water collecting structure as part of the KKS-BMZ supported project. A solar-powered water harvesting structure measuring 100 feet in length, 50 feet in breadth, and 10 feet in depth has been constructed in Tabeda village, Takerā Panchayat, as part of the soil and water conservation efforts under the KKS-BMZ project, with an investment of 5.5 lakhs rupees. Additionally, two 1 HP solar-powered pumps were installed to support farming activities. The water resource point is classified as a third-order source. This solar-based water harvesting structure will irrigate 15 acres of farmland, enabling year-round cultivation and increasing the annual household income for the residents of Tabeda village.

The success of the solar-based water harvesting structure in Tabeda became a beacon of inspiration for neighboring villages facing similar challenges. Government officials hailed the initiative as a model for sustainable development, further catalyzing similar projects in other regions. The story of Tabeda serves as a testament to the transformative power of community-driven initiatives and sustainable technology. The solar-based water harvesting structure not only alleviated the immediate water crisis but also empowered the villagers to lead more resilient and prosperous lives, creating a legacy that would be remembered for generations to come.





## THE JOURNEY OF DUSMANTA NAIK

Dusmanta Naik, a 32-year-old farmer from Mitukuli village and a member of the Scheduled Caste tribe, lived a modest life with his wife in a small home. Their livelihood depended on the income from their single-acre plot of land. Despite his relentless efforts in farming, the limited earnings were insufficient to cover their basic needs, forcing Dusmanta to migrate to nearest city Bhubaneswar in search of labor work. Like many in his community, he faced severe economic challenges, including a low monthly income that barely sustained his family. A turning point came when Dusmanta's wife took the initiative during a Village Development Committee (VDC) meeting and sought assistance from NIRMAL, an organization committed to empowering local communities. Recognizing the couple's entrepreneurial potential, NIRMAL, through the KKS-BMZ project, extended critical support. Dusmanta received ₹10,000 along with the necessary guidance and resources to start a small business. This support became a catalyst for change in their lives.

With this assistance, Dusmanta opened a vegetable shop along the Buguda NH, specializing in desi vegetables. He sourced fresh, locally grown produce from nearby villages like Munduli, Mitukuli, and Tilabadi, providing not only a steady income for himself but also a reliable market for local farmers. The venture brought significant improvement to his financial situation, with his monthly earnings rising to ₹12,000, a substantial increase compared to his previous income as a laborer. Beyond his personal success, Dusmanta's shop has had a broader community impact, inspiring others in Mitukuli to pursue entrepreneurship as a viable path to economic stability. Dusmanta Naik's journey is a powerful example of resilience and the transformative power of support and entrepreneurship. From struggling as a subsistence farmer to thriving as a vegetable shop owner, his story illustrates how determination, coupled with community support, can lead to improved livelihoods and inspire others to follow a similar path toward self-reliance and stability.



## ***SUNDURU TIKA'S JOURNEY: BOOSTING MILLET YIELDS THROUGH INNOVATIVE FARMING PRACTICES***

Sunduru Tiaka, son of Hakina Tiaka, once followed the traditional practice of broadcasting to cultivate finger millet on his 2-acre land. This method yielded only 4-5 quintals of millet after several years of effort. However, things began to change when he received training through the Odisha Millets Mission programme implemented by Facilitating agency NIRMAN on System of Millet Intensification (SMI) techniques, including modern agronomic practices.

After adopting SMI, Sunduru embraced a series of enhanced cultivation methods, such as seed treatment with Beejamrita, and applied Handikhata thrice and Ghana Jeevamrita twice to the standing crop. Additionally, he implemented manual cycle weeding once at post-transplantation and once before the flowering stage. This approach led to impressive results, with each hill yielding 25-30 tillers. Sunduru's investment in these practices was Rs. 16,400, and his hard work paid off with a remarkable yield of 16 quintals from his 2 acres. He earned around Rs. 61,536 by selling that in the mandi. Pleased with the outcomes of SMI and agronomic practices, Sunduru has inspired other villagers and farmers to adopt these innovative millet cultivation techniques, sharing his success as a testimony to the benefits of modern farming practices under the Odisha Millets Mission.





## *Reviving Pulses in Odisha*



NIRMAN has worked on revival of pulse crops in Keonjhar and Bargarh District under OIIPCRA program, Boudh, Rayagada, Deogarh, Nayagarh & Keonjhar district under Pigeon pea (IAP) Program and Balasore, Jajpur & Deogarh district under Rice fallow program of Govt. of Odisha. The major focus of OIIPCRA and IAP programme was on crop demonstration, quality seed production and scaling-up of certified seeds among farmers. Crop diversification approach adopted by use of available residual moisture and introduction of suitable pulses crops and varieties in rice fallows and improving the soil health. Introduction of recent/newly released varieties, suitable crop specific technology and agronomic practices were applied by conducting demonstrations, seed productions, collection, aggregation, processing, value addition and market linkages through Producer Groups (PGs) at villages and Farmer Producer Company (FPC). NIRMAN has worked with 56076 no. of farmers covering 26990 Acres of land.



## Community-Led Conservation Initiatives



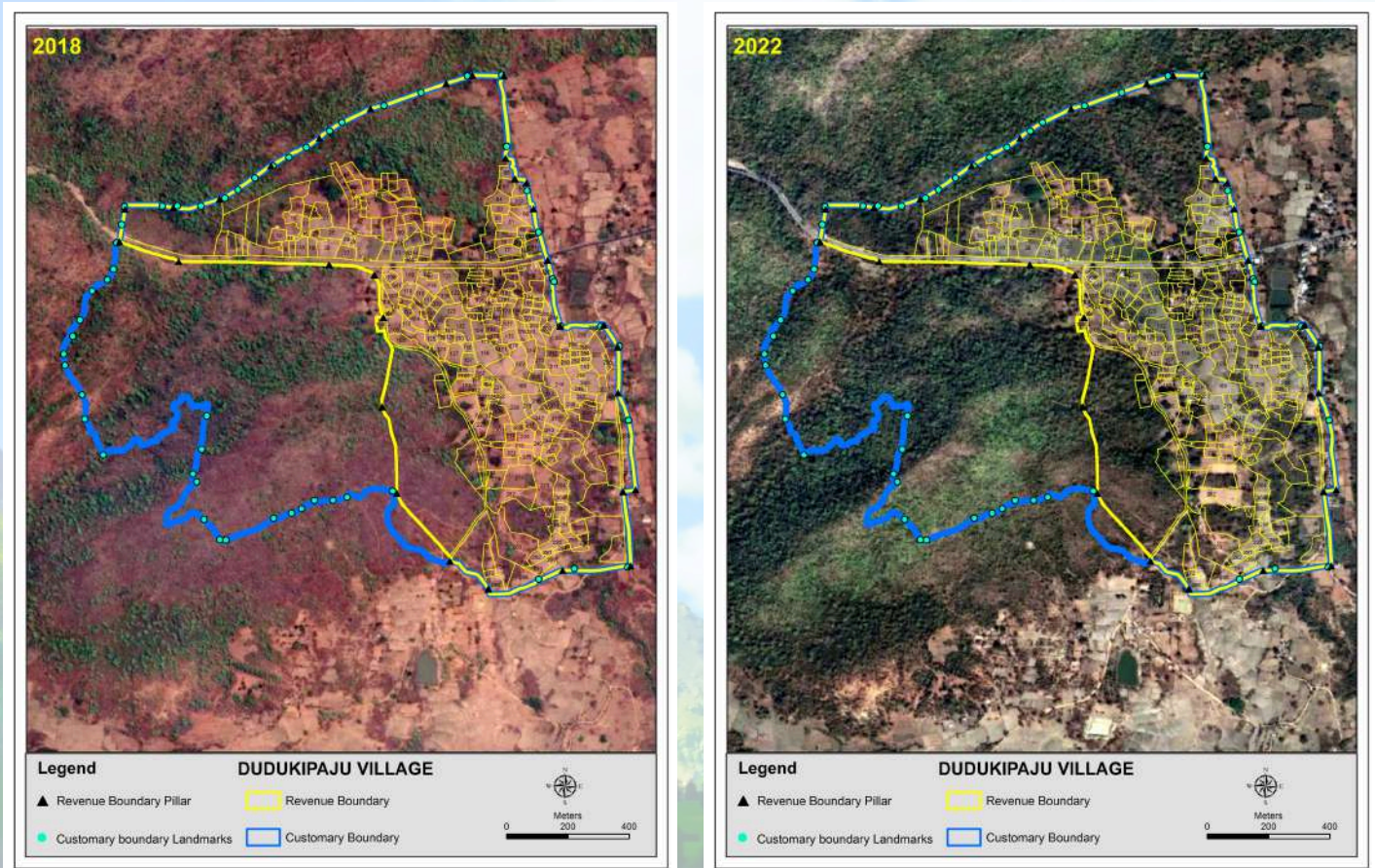
During the NTFP survey in Daspalla, the communities realized that adanga plants were being destroyed by forest fires. In response, the villagers took proactive measures to clear the areas surrounding the adanga plants to protect them from forest fires, successfully preserving over 2,000 plants. Additionally, within the Community Forest Rights areas of three villages in Daspalla, community members—particularly women in two villages—planted 600 new adanga plants. In two other villages, the communities, especially the women, established a siali nursery and planted over 600 siali plants in areas where these plants previously thrived but had disappeared due to unsustainable practices.



During the summer season, most water sources in the forest dry up, causing birds to often die due to a lack of drinking water. To address this issue, many Community Forest Management (CFM) committees in Daspalla have decided to place water in earthen pots within Community Forest Rights (CFR) areas to provide birds with access to water. These water bowls are positioned in locations where birds can comfortably drink. Every two days, men and women from the village carry water in jars or bottles to refill the earthen pots, which are placed atop trees. The villagers take turns performing this task, ensuring a consistent supply of water for the birds.



## Community-Led Conservation: A Visual Transformation in Dudukipaju Village



The above pictures provide a comparative visual representation of the results of community conservation initiatives in Dudukipaju village, located in the Daspalla block. The first image shows the forest density in 2018, while the second shows the same area in 2022. These visuals help analyze the outcomes of conservation efforts led by tribal communities. We have successfully completed resource GIS mapping for 45 villages in the Nayagarh and Rayagada districts. CFRMC members have taken a leading role in the mapping process, and the resulting maps offer a clear, data-driven view of the impact of community conservation initiatives. This information will aid in more effective planning and monitoring of future conservation efforts.



# Exposure Visits

## **Exposure visits to BR Hills**

A team from NIRMAN, accompanied by community members, embarked on a journey of exploration and learning to the ATREE organization ([www.atree.org](http://www.atree.org)), which has a field unit located at Chamrajnagar in the BR Hills, Karnataka. The purpose of this exposure visit was to gain insights into the successful implementation of Community Forest Rights (CFR) in the Protected Area (BRT Hills sanctuary) by the local community. Additionally, the visit aimed to understand the proper utilization of their Individual Forest Rights (IFR) and Community Forest Rights (CFR) lands, as well as their collection, processing, and marketing of forest and agro-products such as honey, coffee, and black pepper, among others.

## **Exposure visits to Bangalore**

A team from NIRMAN embarked on a journey to Bangalore for an exposure visit aimed at gaining valuable insights into successful marketing strategies for various organic products. During the visit, they explored several establishments, including Sahaja Samrudha Organic Producer Company Limited, K S M Solar Powered Rice Processing Unit, Rice Diversity Centre, Kailas Naturals Rice Processing Unit, Sahaja Seeds: Desi Seed Producer Company Limited, Bibi Fathima Swasahaya Sangha - a Community-Oriented Millet Processing Unit, Community Seed Bank of Bibi Fathima Swasahaya Sangha, Community Seed Bank Managed by Yashavini Women Farmers Association, Nursery Managed by Yashavini Women Farmers Association, and Millet Processing Unit of SKDRDP BC Trust.

## **Exposure visits to Indian Institute of Millets Research (IIMR)**

During the 5-day exposure visit to IIMR Hyderabad, farmers and millet staff acquired extensive knowledge on various aspects of millet production. They learned about new millet varieties for both fodder and grain purposes, and received training on effective pest management strategies. The visit to Nutrihub, a startup incubation center, provided insights into the value addition of millets on a larger scale. Participants also explored different types of machinery used in millet processing. Success stories of Farmer Producer Organizations (FPOs) from various states, facilitated by the IIMR team, showcased practical applications of government schemes for FPO development. The visit concluded with a tour of the demonstration fields, offering direct knowledge on millet plant production and the production capacity per hectare in different seasons.



# Exposure Visits





## *Facilitating learning and development of students and professionals*

“

**Ushoshi Bandyopadhyay**



I am Ushoshi Bandyopadhyay, a PhD scholar at IIT Kharagpur, researching Environmental Sociology and Food and Cultural Studies, with a focus on millet revival in India. With NIRMAN's support, I conducted fieldwork in K. Singhpur block, Rayagada district, Odisha. NIRMAN coordinators facilitated interviews and focus group discussions with millet farmers, providing insights into their practices and the impact of policies like the Odisha Millet Mission. Their cooperation enabled me to understand how these initiatives encourage millet cultivation. Working with NIRMAN was a valuable experience, enriching my ethnographic research with practical knowledge and community perspectives.

”

“

**Amruta Tanaji Yadav**



My internship at NIRMAN was a transformative learning experience that enhanced my analytical and critical thinking skills while deepening my understanding of grassroots challenges. Observing and identifying areas for improvement across 22 project villages and assisting in Participatory Rural Appraisal fostered empathy and a people-centered development approach. Engaging with stakeholders and preparing case studies strengthened my communication and documentation skills while offering insights into policy impacts. Workshops, study tours, and training sessions facilitated knowledge exchange, and the team-building training provided valuable perspectives. I am grateful for this enriching opportunity, which shaped my understanding of sustainable development and collaborative problem-solving.

”



## Small Fishers: Vulnerability to Viability



NIRMAN has been engaged with small-scale fishers in the Chilika Lagoon, engaging with the state government of Odisha to implement the FAO Voluntary Guidelines for Small-Scale Fisheries. This initiative aims to promote sustainable fisheries practices and alleviate poverty within the fishing community.

In addition, NIRMAN has established research partnerships with the University of Waterloo in Canada and the Indian Institute of Technology (IIT) in Kharagpur, focusing on the socio-ecological systems in the Chilika Lagoon. Beyond facilitating research activities, NIRMAN organizes an annual field school program that engages fisher communities, students, and faculty members from the University of Waterloo and IIT Kharagpur. This year, the field school took place from August 12th to August 19th 2023 at Yatri Nivas, Barkul. The focus of the field school was on the transition from vulnerability to viability within the fisheries socio-ecological system. These field schools serve as a valuable platform for exchanging ideas and field experiences, particularly in the context of climate change and other environmental policy issues. This collaborative effort contributes to the sustainable management of the Chilika Lagoon and the well-being of the local fishing communities, where the participants will gain firsthand experience and creatively engage in furthering their understanding and knowledge of just and equitable transitions to small fishers and vulnerability to viability transitions, and with concepts and approaches that are novel, transdisciplinary and problem-oriented in nature.



## KNOWLEDGE SHARING AND CAPACITY BUILDING



We believe in fostering a culture of learning, innovation, and collaboration by equipping individuals and organizations with the skills, tools, and knowledge needed to address pressing challenges effectively. Throughout the year, NIRMAM has organized various training programs, workshops, and exposure visits to enhance the capabilities of our staff, farmers and community members, which cover diverse areas such as ecological agriculture, rainwater management, gender sensitization, humanitarian leadership, business development for Farmer Producer Organizations (FPOs), visual communication etc. By integrating hands-on learning with strategic insights, we ensure that participants gain practical skills alongside a broader understanding of sustainable development. These engagements empower individuals to lead with confidence, adapt to changing scenarios, and build resilient systems for a sustainable future.







## Conservation of endangered/threatened species: *Adanga (Cycus Nayagarensis)*



Nestled within the lush forests of Daspalla thrives a botanical gem of immense ecological and cultural significance: the Adanga plant (*Cycus nayagarhensis*), a rare and endangered species native to this region. With its slow growth and limited habitat, the Adhanga plant faces threats from deforestation, overharvesting, and habitat encroachment, leaving only a handful of scattered survivors in the wild. Aware of the urgent need to safeguard this species, the Forest Management Committee (FMC) of Uparadhikiri village initiated a pioneering conservation program.

Under the collective leadership of the FMC, supported by villagers and forest officials, the initiative adopted a multi-faceted approach. Awareness campaigns educated the community on the Adanga plant's ecological role and endangered status. Simultaneously, patrols were organized to monitor its habitats, curbing illegal activities, while protective barriers shielded the remaining clusters from harm. The program extended to the establishment of a nursery, where seedlings are nurtured for replanting, ensuring a sustainable increase in plant populations. Most importantly, the FMC fostered a sense of community ownership, encouraging every household to participate actively in this conservation.

In just two years, these efforts have led to the successful conservation of 300 Adanga plants, revitalizing not only the local ecosystem but also the community's spirit. This achievement has restored ecological balance, bolstered pride among the villagers, and earned the community recognition as biodiversity champions, inspiring nearby regions to follow suit. With the nursery offering a continuous supply of seedlings, the Adanga plant's future now seems brighter. Reflecting on this journey, FMC member Mahendra Pradhan shares, "The Adanga plant is part of our identity and our forests. Saving it is like saving a piece of ourselves."



## Awards & Recognitions



NIRMAN is affiliated with various networks including MINI, CPA Services Pvt. Ltd., OFAI, PGSOC, VANI, DASRA, SEEDSIndia, India Humanitarian Hub (IHH), INDIADonates, Global Rewilding Alliance and V2V. NIRMAN received the Grassroots Justice Prize from NAMATI, USA in 2019. Additionally, NIRMAN was awarded a certificate of appreciation from ATMA, Rayagada, for its achievements in ragi procurement under the Millet Mission programme in 2019. Moreover, NIRMAN was recognized by the Trickle Up India Foundation for outstanding team performance in financial systems and processes in 2022-23. NIRMAN has received Certificate of Appreciation from IGSSS in National Dialogue on Resilience. During this year NIRMAN has received Certificate of Appreciation from Catholic Relief Services, Certificate of Appreciation from Trickle Up and accredited for successful implementation of UPMA project.



# Impact Outcomes; Key Highlights



100917 HHs covered



12000 Farmers adopted Natural Farming



Area increased 40% & production of millets increased up to 60%



70% Reduction in input cost & Enhanced diversity



Enhanced food, Nutritional & Livelihood security (4 months to 8 months)



201 Tribal villages successfully engaged in conservation, management & governance in 17690 acres of CFR areas



1147 no of Tribal families vested IFR rights over 1949 acres of land in the name of both spouses



30% increase in agriculture productivity



30% Enhanced income



482 groups covered (SHG/PG)





- Total Districts covered: 13
- Total Villages covered: 2514
- Total Household covered: 100917

### **Natural Resource Management & Governance**

- Villages covered: 95
- Title Distributed: 16
- Food Forest Nursery Plantation: 4
- No of Plants: 2550
- Rain Water Management: 2
- Water Harvesting Structure: 2

### **Sustainable Agriculture & Livelihood Development, Climate Change & Community Resilience**

- Farmers adopted SRI: 1651
- Area Covered: 1065 acre
- Farmers adopted Mixed Farming: 1860
- Area Covered: 1137 acre
- Farmers adopted Ecological Farming: 1005
- Area Covered: 500 acre
- Farmers adopted Kitchen Garden: 3225
- Area Covered: 185 acre
- farmers adopted Intercropping method: 604
- Area covered under Intercropping farming: 275 Ha
- Farmers involved in Poultry Farming: 1670 & 44 SHGs
- farmers involved in Goatary Farming: 1128 & 40 SHGs
- farmers involved in Azola cultivation: 161
- Farmers involved in Mushroom Farming: 10
- Farmers involved in Fishries: 21 & 5 SHGs
- Vegetable Outlet established: 4
- Farmers involved in Millet Cultivation: 7297
- Area Covered: 3640.7 Ha
- Farmers involved in Black gram Cultivation: 13822
- Area Covered: 3270 Ha
- Farmers involved in Mustard Cultivation: 10300
- Area Covered: 1100 Ha
- Farmers involved in Green gram Cultivation: 17893
- Area Covered: 7005 Ha
- Farmers involved in Arhar Cultivation: 12076
- Area Covered: 2770 Ha
- Tuber Crop Cultivation: 300 & 8 SHGs

### **Community Health**

To improve the nutritional status and ensure healthy, productive lives for adolescent girls and young women (AGYW), while breaking the cycle of intergenerational malnutrition, we are implementing the STRONG (Sustainable, Targeted, Responsive Approach to Optimize Nutrition and Growth for Adolescent Girls and Young Women) project in K.singpur block of Rayagada district and R. Udayagiri block of Gajapati district. We are promoting the consumption of diverse diets tailored to the unique nutritional needs of AGYW, providing specialised nutritious foods and supplements at critical stages, and encouraging the use of services that enhance their growth, development, and overall quality of life. This year, we have registered 1584 AGYW with low BMI in R. Udayagiri block and 1,267 AGYW with low BMI in Kalyansingpur block.



## Appreciations from our Funding Partners

It was wonderful to see the motivated team of NIRMAN. The team is quite committed and has complete clarity of the work. The organisation is quite effectively delivering the services for the communities.

Mr. Sudeep Sinha  
Programme Director  
The Hans Foundation

Nirman's legal empowerment work has created significant impact at multiple levels due to its continuous effort in bringing together communities, government and civil society for implementation of "Forest Rights Act", an empowering legislation with far reaching consequences for marginalized Tribal and forest dwelling communities. Above all, Nirman's initiative that led to vesting legal right over traditionally cultivated forest land for 600 Tribal families and community rights for 75 Tribal villages over traditionally used forest areas using empowering provisions of this law through a community led participatory process in a most poverty-stricken Tribal areas was highly encouraging.

We work with several organizations. But few organizations stand out for their ability to bring together communities, government and civil society for a larger goal. Nirman happened to be one such organization. It not only strengthened the communities with whom they worked but also set up inclusive processes through which it engaged government, civil society and community institutions for implementation of a historic legislation namely " Forest Rights Act, 2006" or FRA.

Prabhjot Sodhi MBE  
Head (Circular Economy)  
United Nations Development Programme  
New Delhi



## Our funding partners

Karl Kübel Stiftung  
für Kind und Familie



german  
cooperation  
DEUTSCHE ZUSAMMENARBEIT



Azim Premji  
Foundation



INDIA donates  
A movement to change lives  
An Initiative of DevPro



NATIONAL BANK FOR  
AGRICULTURE AND RURAL  
DEVELOPMENT



UNIVERSITY OF WATERLOO  
FACULTY OF ENVIRONMENT





# BALANCE SHEET AS ON 31.03.2024

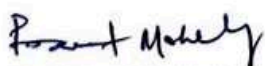
**NIRMAN**  
AT/PO- BIRUDA, VIA- ITAMATI, DIST- NAYAGARH, ODISHA, PIN-752068

## BALANCE SHEET AS ON 31.03.2024 (Consolidated)

PARTICULAR	SCHEDULE	FINANCIAL YEAR	FINANCIAL YEAR
		2023-24	2022-23
		Amount (Rs.)	Amount (Rs.)
<b>SOURCE OF FUNDS</b>			
<b>Own Fund</b>			
Income accumulated under section 11(2)	[1.1]	89,76,012.00	94,51,650.00
Non-mandatory application up to 15%	[1.2]	1,64,27,078.52	92,96,806.47
Asset Fund	[1.3]	42,40,940.00	28,39,270.00
<b>Total</b>		<b>2,96,44,030.52</b>	<b>2,15,87,726.47</b>
<b>APPLICATION OF FUND</b>			
<b>Fixed Assets</b>	[02]		
Opening Balance		28,39,270.00	7,05,578.00
Add : Addition during the year		23,87,122.00	23,93,228.00
Less : Sale/Adjustment during the year		-	-1,55,150.00
Less Depreciation		9,85,452.00	4,14,686.00
Closing Balance		42,40,940.00	28,39,270.00
<b>Current assets, loans and advances</b>	[03]		
Cash and Bank Balances		2,48,43,680.52	1,84,70,732.54
Loan & Advance		2,97,829.00	1,31,948.00
TDS Receivable		2,76,820.00	2,76,820.00
Expenditure for Continuous Programme		-	7,998.93
		2,54,18,329.52	1,88,87,499.47
<b>Current liabilities and provisions</b>	[04]		
Interest Credited to Project Refundable		9,015.00	1,07,543.00
Loan & Advance		6,224.00	31,500.00
		15,239.00	1,39,043.00
<b>Net Current Assets</b>		2,54,03,090.52	1,87,48,456.47
<b>Total</b>		<b>2,96,44,030.52</b>	<b>2,15,87,726.47</b>

Significant Accounting Policies and Notes to Accounts  
The schedules referred to above form an integral part of the Balance Sheet  
In terms of our report of even date

For NIRMAN

  
(PRASANT MOHANTY)  
EXECUTIVE DIRECTOR

Place: Bhubaneswar  
Date : 10.09.2024



FOR RDA & ASSOCIATES  
CHARTERED ACCOUNTANTS  
  
BHABANI PRASAD PADHI  
PARTNER  
M NO.069840



# INCOME & EXPENDITURE

## NIRMAN

AT/PO- BIRUDA, VIA- ITAMATI, DIST- NAYAGARH, ODISHA, PIN-752068

### INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.03.2024

(Consolidated)

PARTICULAR	SCHEDULE	FINANCIAL YEAR	FINANCIAL YEAR
		2023-2024	2022-23
		Amount (Rs.)	Amount (Rs.)
<b>I INCOME</b>			
Grant in aid (Domestic Contribution)			
Grants Received from Government	[5.1]	78,00,177.00	65,84,672.00
Grants Received from Companies under CSR	[5.2]	30,32,421.00	11,30,740.00
Other specific grants	[5.3]	1,68,83,069.40	1,76,52,381.00
Grant in aid (Foreign Contribution)	[5.4]	5,08,86,090.79	2,72,89,765.07
Aggregate of income excluding Voluntary contributions			
Beneficiaries Contribution received	[5.5]	15,68,200.00	18,17,180.00
Administration cost received from Project	[5.5]	14,76,538.60	17,68,484.00
Donation/Other receipt for charitable purposes	[5.5]	1,37,931.00	18,438.00
Membership fees	[5.5]	3,750.00	3,750.00
Interest Credited to Project Bank Account	[5.6]	3,22,793.00	1,63,868.00
<b>Total</b>		<b>8,21,10,970.79</b>	<b>5,64,29,278.07</b>
<b>II EXPENDITURE</b>			
II-A Expenditure for Current Year			
Revenue Expenditure	[6.1]	7,48,22,008.74	5,31,79,657.40
Capital Expenditure	[6.2]	23,87,122.00	23,93,228.00
		7,72,09,130.74	5,55,72,885.40
II-B Expenditure out of own fund			
Revenue Payment			
Income accumulated as under section 11(2)	[6.3]	94,51,650.00	67,63,369.00
Income of earlier years up to 15% accumulated	[6.4]	20,71,472.22	55,08,728.21
		1,15,23,122.22	1,22,72,097.21
II-C Expenses Not Paid during the Year	[6.5]	28,98,047.00	11,72,732.00
II-D Expenses Paid during the Year	[6.6]	11,45,253.00	3,94,491.00
II-E Net amount to be allowed as application(A-B-C+D)		6,39,33,214.52	4,25,22,547.19
III Excess of Income over Expenditure (I-II)		1,81,77,756.27	1,39,06,730.88
<b>Total</b>		<b>8,21,10,970.79</b>	<b>5,64,29,278.07</b>
IV Excess of Income over Expenditure transfer to:			
Income accumulated - non-mandatory application up to 15%		92,01,744.27	44,55,080.88
Income accumulated as under section 11(2)		89,76,012.00	94,51,650.00
<b>Total</b>		<b>1,81,77,756.27</b>	<b>1,39,06,730.88</b>

Significant Accounting Policies and Notes to Accounts

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

In terms of our report of even date

For NIRMAN

*Prasant Mohanty*  
(PRASANT MOHANTY)  
EXECUTIVE DIRECTOR

Place: Bhubaneswar  
Date : 10.09.2024



FOR RDA & ASSOCIATES  
CHARTERED ACCOUNTANTS

*Prasad Padhi*  
(CA BHABANI PRASAD PADHI)  
PARTNER  
M NO.069840



# RECEIPT & PAYMENT

## NIRMAN

AT/PO- BIRUDA, VIA- ITAMATI, DIST- NAYAGARH, ODISHA, PIN-752068

### RECEIPT & PAYMENT ACCOUNT FOR THE YEAR ENDED 31.03.2024

(Consolidated)

PARTICULAR	SCHEDULE	FINANCIAL YEAR	FINANCIAL YEAR
		2023-24	2022-23
		Amount (Rs.)	Amount (Rs.)
RECEIPTS			
Opening Balances:			
Cash in hand		52,248.00	97,619.00
Cash at Bank		1,84,18,484.54	1,19,86,317.00
		1,84,70,732.54	1,20,83,936.00
Grant in aid (Domestic Contribution)			
Grants Received from Government	[7.1]	78,00,177.00	65,84,672.00
Grants Received from Companies under CSR	[7.2]	30,32,421.00	11,30,740.00
Other specific grants	[7.3]	1,68,83,069.40	1,76,52,381.00
Grant in aid (Foreign Contribution)	[7.4]	5,08,86,090.79	2,72,89,765.07
Aggregate of income excluding Voluntary contributions			
Beneficiaries Contribution received	[7.5]	15,68,200.00	18,17,180.00
Administration cost received from Project	[7.5]	14,76,538.60	17,68,484.00
Donation/Other receipt for charitable purposes	[7.5]	1,37,931.00	18,438.00
Membership fees	[7.5]	3,750.00	3,750.00
Interest Credited to Project Bank Account(Non Refundable)	[7.6]	3,22,793.00	1,63,868.00
Interest Credited to Project Bank Account (Refundable)	[7.7]	-	1,07,543.00
Loans and Advances	[13]	53,556.00	45,45,173.00
Total		10,06,35,259.33	7,31,65,930.07
PAYMENTS			
Project Expenditure			
Programme Expenditure	[08]	6,24,37,198.51	4,57,36,078.83
Revenue Expenditure	[08]	1,06,24,017.30	64,72,942.70
Capital Expenditure	[08]	23,87,122.00	23,93,228.00
Loans and Advances	[13]	2,44,713.00	92,948.00
Interest credited to Project refunded	[08]	98,528.00	-
Closing Balances:			
Cash in hand	[12]	30,416.00	52,248.00
Cash at Bank	[12]	2,48,13,264.52	1,84,18,484.54
Total		10,06,35,259.33	7,31,65,930.07

For NIRMAN

*Prasant Mohanty*  
(PRASANT MOHANTY)  
EXECUTIVE DIRECTOR

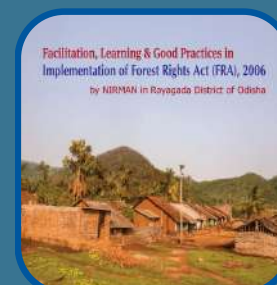
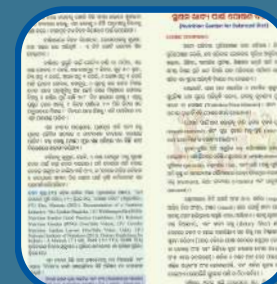
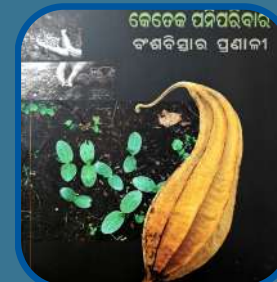
Place: Bhubaneswar  
Date : 10.09.2024



FOR RDA & ASSOCIATES  
CHARTERED ACCOUNTANTS

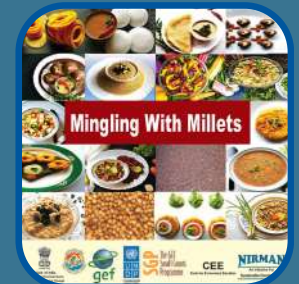
*Bhabani Prasad Padhi*  
BHABANI PRASAD PADHI  
PARTNER  
M NO.069840





## Our Governing Body

1. Prof. Vishwa Ballabh, President
2. Mr. Ranjan Rout, Vice-President
3. Mr. Prasant Mohanty, Secretary Cum Executive Director
4. Ms. Sikha Sahoo, Asst. Secretary
5. Ms. Debasina Mohanty, Treasurer
6. Ms. Geeta Praharaj, Member
7. Mr. Sisir Ku Pradhan, Member
8. Ms. Neema Pathak, Member
9. Mr. Pranab R Chaudhury, Member
10. Ms. Sugata Nayak, Member
11. Mr. Gobinda B Dalai, Member





*"Empowering Communities, Nurturing Nature: Sustainable Livelihoods For a Resilient Future"*



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