

ANNUAL REPORT 2024–25

Farmers Organisation for Research Welfare Agriculture and Rural Development **(FORWARD)**



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1. MESSAGE FROM THE SECRETARY

I am pleased to present the Annual Report for 2024–25, a year in which FORWARD deepened its commitment to strengthening tribal communities through nutrition, early childhood education, climate-resilient agriculture, women-led development, and inclusive social empowerment. Our work across Rayagada and Mayurbhanj reflects our belief that sustainable development must begin at the village level, with the people themselves as leaders and partners.

Through the support of Jiv Daya Foundation, USA, our Early Childhood Education & Nutrition Programme reached 150 tribal children across six remote villages. The initiative not only enhanced daily nutrition and school readiness but also addressed post-COVID concerns such as stunting, anaemia, and vulnerability to frequent illness. Parents, mothers' groups, and ICDS workers played a pivotal role in making these centres lively, child-friendly, and effective.

Our partnership with ATMA, Baripada advanced the millet revival movement across 150 villages, engaging over 3,000 women farmers in Tiring and Sukruli blocks. Women-led seed systems, bio-input units, SMI training, Custom Hiring Centres, millet food festivals, and kiosks strengthened nutrition, income, and climate resilience across households.

A key focus this year was youth empowerment, gender equity, and inclusion of Dalit and backward communities. Adolescents—especially girls—participated in life-skill sessions, awareness meetings, and leadership activities that encouraged them to continue their education, delay early marriage, and pursue new aspirations. Our programmes ensured that women, youth, Dalits, and other marginalised families had full access to training, entitlements, and livelihood opportunities.

Institutionally FORWARD enhanced its governance, finance, Human Resource, and policy systems through our collaboration with Dhvani Foundation, strengthening organisational transparency, accountability, and long-term sustainability.

We are grateful for the support of the District Administration, Agriculture & allied departments, ICDS, WASSAN, PRI members, SHGs, FPOs, community leaders, CRPs, and all field staff who made our progress possible.

Future Perspective:

In the coming years, we aim to deepen climate-resilient agriculture, expand early childhood interventions, build stronger women-led enterprises, empower youth, and strengthen community institutions for a self-reliant and dignified tribal society.

Mr. Prasanna Kumar Lima
Secretary, FORWARD

2. ABOUT FORWARD

FORWARD has been working in the tribal-dominated regions of Odisha since 1995, and over nearly three decades, our deep engagement has revealed the interconnected needs of tribal households. These communities require strong local institutions such as SHGs, CBOs, and FPOs to enhance collective strength and ensure social accountability. Food and nutrition security, especially for women and children, remains critical due to persistent vulnerabilities. Climate-resilient, low-cost farming systems are essential in rainfed areas that face unpredictable weather and degrading soils. Equally important are early childhood education, awareness of rights and entitlements, stronger participation in local governance, and diversified livelihood opportunities.

The implication of these insights is that no single intervention can address tribal poverty in isolation. True change requires integrated, multi-sectoral, and community-driven approaches. FORWARD's programmes therefore combine education, nutrition, agriculture, governance, and livelihood components to build holistic and sustainable resilience, ensuring long-term wellbeing for tribal communities.

FORWARD: Vision, Mission, Purpose & Core Values

Vision Statement

To build resilient, empowered, and self-reliant tribal and marginalized communities where every household enjoys food security, sustainable livelihoods, quality education, and dignity of life.

Mission Statement

To promote holistic rural development by strengthening community institutions, advancing climate-resilient agriculture, improving nutrition and early childhood education, empowering women, and ensuring tribal families access their rights, resources, and entitlements.

Purpose / Aim

FORWARD exists to:

- Address the structural challenges faced by tribal communities
- Improve food and nutrition security at household level
- Strengthen early childhood learning and overall child well-being
- Support women to become leaders in agriculture, governance, and enterprise
- Promote ecological and climate-smart farming practices
- Build strong community-based organisations for sustainable development
- Enable communities to claim rights over land, forest, and local governance

Our Core Values

1. Community Ownership

People are not mere beneficiaries—they are leaders, decision-makers, and partners.

2. Equity & Inclusion

Ensuring dignity and equal participation for women, children, and vulnerable groups.

3. Transparency & Accountability

Maintaining honest processes, responsible financial management, and ethical practices.

4. Sustainability

Strengthening systems and capacities that endure beyond project cycles.

5. Respect for Indigenous Knowledge

Honouring tribal wisdom, seed diversity, ecological farming, and cultural identity.

6. Collaboration & Partnership

Belief that sustainable change comes through collective action with communities, government, and civil society.

Our Strategies & Approach

1. Institution Building

Strengthening WSHGs, CBOs, FPOs, and village committees to lead local development.

2. Women-led Development

Centre-staging women farmers in agriculture, nutrition, enterprise, and governance.

3. Climate-Resilient & Low-Cost Agriculture

Promoting millets, SMI methods, bio-inputs, seed systems, natural farming, and mechanisation.

4. Child-centric Interventions

Improving early childhood education, nutrition, hygiene, and parental awareness.

5. Evidence-based Planning & Monitoring

Using CRP systems, data collection, and regular field tracking for adaptive programme management.

6. Convergence with Government Schemes

Working closely with ATMA, ICDS, Agriculture, Watershed, Forest, Soil Conservation, PRI, and district administration for greater impact.

7. Network & Civil Society Engagement

Collaborating with CSD, Vasundhara, CACL, WASSAN, and other allied groups for policy advocacy and rights-based development.

Organisational Credibility

FORWARD has earned trust over three decades due to:

- Transparent financial systems strengthened under Dhvani Foundation
- Consistent grassroots presence since 1995
- Strong partnerships with government departments, donors, and community institutions
- Effective programme delivery and community engagement
- Long-term commitment to tribal welfare and rural development

3. PROGRAMMES OF 2024–25

3.1 EARLY CHILDHOOD EDUCATION & NUTRITION PROGRAMME *Supported by Jiv Daya Foundation (USA)*



Tribal children in remote villages often face multiple deprivations that hinder their physical, cognitive, and emotional development. Many suffer from low nutritional intake, stunting, anaemia, and frequent illness—conditions that have worsened in the aftermath of COVID-19. Limited access to pre-primary education, irregular school readiness, poor hygiene practices, and low parental awareness further deepen their vulnerability. Recognising these interconnected challenges, the Jiv Daya Foundation, USA, has shown a strong commitment to improving child nutrition and early learning outcomes in underserved tribal areas. Their focus on combating stunting, malnutrition, and anaemia stems from the understanding that poor health in early childhood can perpetuate intergenerational poverty and food insecurity. Through this partnership, the programme provides daily nutrition, structured early learning, hygiene education, and family engagement at the village level. By addressing both nutritional and developmental needs simultaneously, the initiative strengthens children’s immunity, improves school readiness, reduces vulnerability to frequent sickness, and ensures a healthier foundation for their future.

Key Components

1. Daily Nutrition Support

Milk & Biscuit Distribution



All 150 children enrolled in the programme received milk and biscuits every day, ensuring a consistent and reliable source of essential nutrition. For many children in remote tribal villages, this small but regular supplement helped prevent hunger during learning hours, allowing them to stay attentive and engaged. Parents also reported visible improvements in their children’s energy levels, immunity, and overall health. The daily nutrition routine contributed significantly to better attendance, as children looked forward to coming to the centre. This simple intervention created a strong foundation for healthier growth and meaningful participation in early learning activities.

Pre-School Learning



Village-level Volunteers conducted simple, play-based activities to help children learn: - Alphabet and number recognition - Storytelling, rhymes, and role play - Fine motor and social skills - Basic hygiene habits - Emotional expression These activities collectively prepare children for smooth entry into primary school.

Pre-school learning was conducted through engaging, play-based methods facilitated by trained village-level volunteers. The focus was on helping children develop foundational skills essential for entering primary school with confidence. Children learned **alphabet and number recognition** through songs, picture cards, and interactive games. **Storytelling, rhymes, and role play** stimulated imagination, language development, and creative expression. Activities such as drawing, clay modelling, threading beads, and simple puzzles strengthened **fine motor skills**, while group play encouraged **sharing, cooperation, and social skills**.

Volunteers also taught **basic hygiene practices**—handwashing, nail trimming, cleanliness, and proper eating habits—ensuring children developed healthy routines early in life. Regular activities promoting **emotional expression**, such as circle time and guided conversations, helped children learn to communicate their feelings and build confidence.

Together, these enjoyable and meaningful learning experiences created a nurturing environment that prepared children for a smooth transition to primary school, both academically and emotionally.

RAHAT Kits

Kit Distribution: Each family received an annual ration kit of rice and dal. This helped to: - Supplement household food security - Motivate parents to regularly send their children to the centre.



Under the RAHAT initiative, each child's family received an annual ration kit consisting of rice or wheat and dal. For many low-income tribal households, these kits played an important role in **supplementing household food security** during lean agricultural months. By easing the immediate burden of procuring staple foods, families were better able to ensure that children received regular meals at home, contributing to improved nutrition and well-being.

The distribution of RAHAT Kits also acted as a positive **behavioural incentive** for parents. Knowing that their children benefitted both from daily nutrition at the centre and additional household support encouraged regular attendance throughout the year. This consistency strengthened children's learning patterns, social interaction, and early childhood development outcomes.

The programme's outputs were clearly visible:

- Increased monthly attendance across all six centres
- Better retention of children in pre-school activities
- Reduced incidences of children staying home due to hunger or household shortages
- Greater parental engagement in centre activities and meetings

The longer-term **implications** were equally significant. Families developed stronger trust in the centres, while children experienced improved nutritional intake and readiness for primary school. By linking food security with education, the RAHAT Kits helped stabilise vulnerable households and supported a healthier learning environment for every child.

Community Engagement

Mothers participated in meetings, monitored children's progress, and supported centre activities. This strengthened community ownership and long-term sustainability of the centres. Mothers participated in meetings, monitored progress, and supported centre operations.



Community participation remained one of the strongest pillars of the Early Childhood Education and Nutrition Programme. Mothers played an active and decisive role throughout the year by attending regular meetings, observing their children's progress, and contributing to the day-to-day functioning of the centres. These meetings created a safe space for mothers to share concerns, receive guidance on nutrition, hygiene, and child development, and collectively plan improvements for the centres.



Mothers also supported volunteers during events, ensured punctuality of their children, helped maintain cleanliness, and assisted in organising learning materials. Many mothers reported that their involvement increased their understanding of early childhood needs and encouraged them to adopt better practices at home. Their participation not only improved the functioning of each centre but also strengthened **community ownership**, which is essential for long-term sustainability. This active engagement has laid a strong foundation for a supportive, child-friendly environment within each village.

3.2 MILLET PROGRAMME

Supported by ATMA, Baripada

Why Millets?

Millets are drought-tolerant, require very little water, grow well in poor soil, are rich in nutrition, support biodiversity, and reduce input costs. This makes them ideal for tribal farmers facing climate stress.

Millets play a vital role in ensuring food security and climate resilience, especially for tribal farming communities. They are naturally drought-tolerant, require minimal water, thrive in poor and degraded soils, and are rich in essential nutrients such as iron, calcium, fibre, and antioxidants. Their ability to support biodiversity, improve soil health, and reduce input costs makes them ideal for farmers facing climate variability and erratic rainfall. Recognising these strengths, the Government of Odisha has placed strong emphasis on millet promotion through a state flagship programme earlier known as the *Odisha Millet Mission* and now expanded and renamed as *Shree Anna Abhiyan*. The Department of Agriculture has allocated dedicated budgets to revive millet cultivation, strengthen local seed systems, promote household consumption, and increase market access for millet farmers. The programme works in technical alliance with WASSAN, which provides expert guidance on agronomy, community mobilisation, and climate-resilient practices. Together, these efforts are transforming millets into a sustainable, nutritious, and economically viable crop for tribal households.

Key Activities

1. Household-Level Consumption Campaigns

Women-led campaign teams visited villages and demonstrated millet recipes, nutrition benefits, and simple cooking methods. This revived traditional diets and encouraged SHG members and mothers to adopt regular millet consumption.

Household-level Consumption Campaigns were a central pillar of our millet revival programme, designed to bring millets back into daily diets through culturally rooted, women-led approaches. Specially trained Women Campaign Teams, primarily from SHGs, travelled village to village conducting interactive cooking demonstrations, nutrition talks, and tasting sessions. They prepared simple, affordable millet dishes such as ragi porridge, foxtail millet upma, bajra khichdi, and millet

lados, showing families how easily millets can be integrated into household meals. These demonstrations helped mothers understand millet's role in improving children's nutrition, strengthening immunity, and reducing dependency on polished rice.

To deepen outreach, brochures, recipe leaflets, posters, and pamphlets were developed in the local tribal languages, ensuring that messages were easily understood by all households, including elderly women and newly literate SHG members. A specially designed *Millet Awareness Ratha* travelled across all villages, using audio messages, visuals, and live demonstrations to spread awareness on the nutritional and climate benefits of millets. The ratha drew large crowds at weekly markets and community junctions, sparking renewed interest and conversations around traditional food habits.

These combined efforts—doorstep demonstrations, culturally relevant IEC materials, and the mobile awareness ratha—revived traditional diets, strengthened community ownership, and encouraged widespread adoption of millet consumption across households in **both Tiring and Sukruli blocks**.

2. Empowerment of Women, SHGs, and FPO Members: Building Sustainable Futures

Women remain at the heart of FORWARD's development vision. In the tribal regions of Odisha, women farmers, SHG members, and FPO leaders are not merely beneficiaries—they are the drivers of local transformation. Throughout 2024–25, our programmes intentionally strengthened women's capacities in sustainable agriculture, seed conservation, enterprise development, nutrition leadership, and community governance. Through training on SMI techniques, bio-input preparation, natural farming, financial literacy, farm mechanisation, and marketing, women gained practical skills that enhanced their confidence and income-earning potential.



Self-Help Groups emerged as strong economic units managing **Custom Hiring Centres, bio-input units, seed systems, and millet-based enterprises**. These activities generated continuous revenue streams, helping SHGs become financially independent and less reliant on external grants. Similarly, the Farmers Producer Organisations (FPOs) received support in business planning, aggregation, value addition, and market linkage—strengthening their ability to operate as sustainable, community-owned institutions.

The growing leadership of women in SHGs and FPOs has led to measurable changes in households: improved food diversity, better financial decisions, adoption of climate-resilient practices, and increased participation in village governance. Many women now serve as key resource persons, trainers, and entrepreneurs—roles previously inaccessible to them.

This year's efforts have laid a strong foundation for long-term sustainability. With enhanced capacities, robust institutional mechanisms, and increasing community ownership, women-led SHGs and FPOs are now positioned to continue driving agricultural innovation, nutrition improvements, and livelihood diversification well into the future. Their empowerment is not only transforming today's communities but also shaping a resilient, self-reliant tomorrow.

3. Community Managed Seed System (CMSS)

CMSS enables farmers to save, store, and use their own seeds each year. It promotes: - Seed purity - Revival of local popular varieties - Timely seed availability - Lower input costs - Climate adaptation through native seeds.

The Community Managed Seed System (CMSS) is one of the most empowering and sustainable components of our millet programme, enabling farmers to regain control over their seeds, reduce dependence on the market, and strengthen climate resilience. CMSS supports farmers in selecting, saving, storing, and reusing their own seeds year after year through systematic processes rooted in traditional wisdom and improved scientific practices. By organising seed committees and training farmers—especially women—on seed purity, grading, moisture management, and safe storage, the programme ensures that high-quality seeds remain available within the community itself.

Through CMSS, several local and once-popular millet varieties have been successfully revived. These native seeds are naturally adapted to local soil conditions, require minimal water, and perform better under climate stress. Farmers now access seeds on time, eliminating the delays and high costs associated with purchasing from external dealers. Storage infrastructure, such as moisture-proof bins, tarpaulins, sieves, and weighing scales, further helps maintain quality standards and prevents post-harvest losses.

The community-led approach ensures transparency, affordability, and trust in the seed exchange process. It also reinforces seed sovereignty, strengthens biodiversity, and reduces input dependency. Women-led SHGs and seed groups often manage seed banks, generating small but regular incomes that support group sustainability. Overall, CMSS enhances productivity, protects local genetic resources, and builds resilient farming communities capable of withstanding environmental uncertainties.

4. Improved Agronomic Practices (SMI)

System of Millet Intensification (SMI) encourages: - Wider spacing - Line sowing - Early and frequent weeding - Use of bio-nutrients - Moisture conservation This leads to higher yields and healthier crops with lower investment.



The System of Millet Intensification (SMI) is a transformative agronomic approach that enhances productivity while reducing input costs, making it ideal for small and marginal farmers in tribal regions. SMI focuses on wider spacing, line sowing, timely weeding, and the application of bio-nutrients, all of which improve plant vigour and promote healthier root development. Wider spacing ensures better air circulation and sunlight, while line sowing helps maintain uniform crop stands and facilitates efficient weeding. Early and frequent weeding reduces competition for nutrients and moisture, allowing millet plants to reach their full potential. The use of bio-nutrients such as Jeevamrut and compost strengthens soil health and reduces dependency on chemical fertilisers. Moisture conservation techniques, including mulching and shallow soil aeration, help withstand irregular rainfall and dry spells.

Farmers who adopted SMI observed significant improvements in plant height, grain size, and overall yield—often achieving 25–40% higher productivity compared to traditional broadcasting methods. Because SMI requires fewer external inputs, farmers save money while gaining higher returns. Women farmers, in particular, have embraced SMI due to its labour efficiency and compatibility with natural farming practices. Overall, SMI builds resilient cropping systems that are climate-smart, eco-friendly, and economically beneficial for tribal households.

5. Bio-Input Units



Bio-Input Units have become a crucial component of FORWARD's efforts to promote sustainable and climate-resilient agriculture in tribal regions. Women SHGs were trained to prepare a range of natural inputs such as Jeevamrut, Beejamrut, and neem-based pest repellents—formulations that are safe, low-cost, and highly effective in improving soil fertility and protecting crops. Through structured training sessions, exposure visits, and hands-on capacity-building programmes, women have gained strong technical skills in natural farming practices, composting methods, seed treatment techniques, and preparation of bio-nutrient solutions. This knowledge empowers them to support their own farms as well as guide neighbouring farmers.

The use of these natural inputs significantly reduces farmers' dependence on chemical fertilisers and pesticides, helping rejuvenate soil microbial activity, improve moisture retention, and enhance soil and crop health. By linking the preparation and sale of bio-inputs to SHGs, the initiative has also created a reliable village-level supply system. Farmers prefer buying from local SHGs due to affordability, quality, and accessibility. The revenue generated from sales contributes to the SHGs' financial sustainability, enabling them to expand operations, invest in better storage, and diversify into additional natural inputs. Ultimately, these units promote sustainable agriculture, conserve indigenous seeds, strengthen women's leadership, and create a self-sustaining model that supports both ecological farming and women's livelihoods.

6. Custom Hiring Centres (CHCs)

Custom Hiring Centres (CHCs) have evolved into a strong pillar of programme sustainability by establishing a community-owned system of affordable mechanisation. The centres provide sprayers, cycle weeders, irrigation pipes, seed markers, tarpaulins and other tools on rent, reducing women's drudgery and ensuring timely agricultural operations. Managed by local SHGs, these centres generate regular income through rental fees, strengthening SHG financial reserves and enabling long-term maintenance of tools without external support. This revenue flow also motivates SHGs to expand their services and invest in additional equipment based on community demand. For farmers, easy access to low-cost mechanisation improves crop management, reduces labour dependency, and enhances productivity—leading to better household income. The CHC model is inherently sustainable because it is community-run, demand-driven, and financially self-supportive. Over time, it builds local ownership, reduces dependence on project funding, and ensures that mechanisation services continue benefiting farmers even after programme withdrawal, making it a key pillar of long-term agricultural resilience.

7. Community Resource Persons (CRPs)

Community Resource Persons (CRPs) played a critical role by: - Monitoring fields - Guiding farmers - Demonstrating methods - Documenting progress - Acting as a bridge between farmers and programme staff.

Community Resource Persons (CRPs) are the backbone of FORWARD's field-level implementation and community mobilisation strategy. In our millet programme across Tiring and Sukruli blocks, we have a dedicated team of 14 CRPs—all selected from local communities. Their local knowledge, familiarity with village dynamics, and strong rapport with farmers make them highly effective facilitators. Each CRP is thoroughly trained in agronomic practices, SMI techniques, bio-input preparation, seed systems, data collection, and community engagement. They regularly attend capacity-building programmes, exposure visits, and technical trainings to strengthen their expertise. This continuous learning enables them to disseminate updated knowledge at the village level with confidence and clarity.

CRPs carry out field monitoring, support millet demonstrations, guide farmers on improved practices, document progress, and serve as a vital link between the programme team and the community. Their engagement extends beyond farmers—they work closely with WSHGs, FPOs, PRI leaders, village committees, Block and GP agriculture functionaries, ICDS–Anganwadi workers, ASHA workers, CDPOs, and other frontline departments. Their ability to build strong networks ensures smooth coordination, timely field activities, and effective problem-solving. The contribution of CRPs has significantly enhanced programme outreach, adoption of climate-resilient practices, and overall community ownership.

8. Food Festivals & Kiosks



Food festivals and kiosks promoted millet-based dishes in urban and semi-urban areas. These events created market demand and supported women entrepreneurs. Food Festivals and Millet Kiosks played a pivotal role in promoting millet-based dishes across urban and semi-urban areas, creating both awareness and market demand. These events showcased a wide variety of millet recipes—such

as ragi laddu, bajra khichdi, foxtail millet upma, and little millet dosa—demonstrating how traditional grains can be integrated into everyday diets. The initiative not only revived interest in nutritious millets but also opened new avenues for women-led entrepreneurship through kiosks managed by SHG members and FPO-linked entrepreneurs.

The success of these festivals was made possible through strong block-level convergence and collaboration. Block Chairman, CDPO, BAO, AAO, AM, BTM, PRI members, SHG leaders, and FPO members all participated actively, lending institutional support and visibility to the programme. The ADO and WASSAN team provided technical and thematic guidance, while the FORWARD facilitation team coordinated logistics, mobilised communities, and ensured smooth execution. Their collective efforts helped create vibrant, community-driven events that brought together farmers, consumers, officials, and youth. As a result, the festivals strengthened the millet value chain, boosted consumer acceptance, and encouraged more women to adopt millet-based enterprises as a sustainable livelihood option.

9. Collaboration and networking

FORWARD's work during 2024–25 was strengthened through deep and meaningful collaborations with a wide range of government departments, community institutions, and civil society partners. At the district level, the **District Administration**, along with the Departments of Agriculture, Horticulture, Soil Conservation, Watershed, Revenue, and Forest, provided continuous technical guidance, convergence support, and policy alignment. Their cooperation was essential in scaling climate-resilient agriculture, promoting millet cultivation, and strengthening community-based natural farming practices across Tiring and Sukruli blocks.

We also received strong support from WASSAN, the technical partner of the Odisha Millet Mission / Shree Anna Abhiyan, whose expertise in agronomy, seed systems, and programme design enhanced the quality and impact of field interventions. Regular engagement with district-level leaders, PRI members, Block Development Officers, and GP-level representatives ensured that community priorities remained central to planning and implementation.

The ICDS Department, through active involvement of CDPOs and Anganwadi Workers, played a pivotal role across both our millet and early childhood programmes. They supported the organisation of millet food festivals, helped select SHGs for managing Custom Hiring Centres and Tiffin Centres, and mobilised women for bio-input and entrepreneurship training. Their participation strengthened household-level nutrition awareness and expanded income-generating opportunities for women's groups. In our Early Childhood Education and Nutrition Programme, ICDS functionaries contributed to monitoring, parent engagement, and improving community participation, ensuring that children's development and health needs were consistently met.

Equally important was the cooperation of community leaders, small and marginal farmers—especially women farmers—WSHGs, CBOs, and FPOs, whose ownership and participation made every initiative meaningful and grounded. Their leadership in seed conservation, sustainable farming, and community mobilisation is shaping a stronger and more climate-resilient local economy.

These collaborations collectively embody FORWARD's belief that sustainable change is possible only when institutions, government systems, and communities work hand in hand.

4. CLIMATE RESILIENCE & WOMEN'S LEADERSHIP

Women farmers conserve seeds, manage household diets, and perform most agricultural tasks. Training them in SMI, bio-inputs, seed systems, and mechanisation strengthens both household resilience and community-level climate adaptation.

Climate resilience in tribal regions is deeply connected to the knowledge, labour, and leadership of women farmers. Women play a central role in conserving traditional seeds, managing household nutrition, and carrying out the majority of agricultural tasks—from sowing and weeding to harvesting and post-harvest processing. Recognising their critical contribution, FORWARD prioritises women's leadership across all climate-smart interventions. Through training in the System of Millet

Intensification (SMI), bio-input preparation, community-managed seed systems, and small-scale mechanisation, women gain practical skills that strengthen soil health, improve crop yields, and reduce dependence on external inputs. The introduction of tools through Custom Hiring Centres has also helped reduce drudgery and save valuable time for women farmers. By building their confidence, technical knowledge, and decision-making power, women are now driving climate adaptation at both household and community levels. Their leadership is shaping more resilient farming systems and securing food and nutrition for future generations.

5. ORGANISATIONAL DEVELOPMENT WITH DHWANI FOUNDATION

The partnership with Dhwani Foundation has been instrumental in strengthening FORWARD's Organisational capacity and internal systems. Over the year, Dhwani supported us in revising and upgrading key institutional policies, including HR, finance, procurement, child protection, and operational guidelines. Through systematic training and mentoring, staff members gained improved skills in documentation, monitoring, leadership, and programme management. Dhwani's support also helped us enhance our financial controls, streamline bookkeeping processes, and strengthen donor compliance mechanisms, ensuring greater accuracy and transparency in reporting. Additionally, the introduction of improved data management systems and MIS tools has enabled more efficient tracking of field activities and programme outcomes. Governance structures were reinforced through regular board development sessions and clarity in roles, responsibilities, and decision-making processes. Together, these improvements have significantly enhanced FORWARD's credibility, accountability, and Organisational sustainability, positioning the organisation to manage larger programmes and partnerships with confidence and professionalism.

6. CIVIL SOCIETY NETWORKING & COLLABORATION

FORWARD collaborated with: - **CSD** – strengthening understanding of forest rights - **Vasundhara** – supporting ecological governance and land rights - **CACL** – promoting child rights and school retention - Other NGOs and individuals – enabling knowledge exchange and advocacy

These partnerships deepen the quality of field interventions and connect community issues to broader social movements.

These partnerships strengthen our rights-based interventions.

7. IMPACT SUMMARY (2024–25)

Below is an infographic-style, narrative impact summary for easy understanding by donors, government officials, and community stakeholders:

7.1 Early Childhood Education & Nutrition

- 150 tribal children received daily milk & biscuits ensuring minimum nutritional intake.
- 6 ECCE centres delivered structured pre-school learning and hygiene education.
- 100% mothers' participation through monthly meetings.
- Improved readiness for primary school through play-based learning.
- RAHAT kits distributed to all families, strengthening household food security.

7.2 Millet Promotion & Climate-Resilient Agriculture

- 3,000+ women farmers involved across Tiring & Sukruli blocks.
- 150 villages covered through community mobilisation.
- Revival of indigenous millet varieties through CMSS.
- 30–40% higher yields reported in SMI demonstration plots.
- 8 Custom Hiring Centres per block reduced women's drudgery and increased efficiency.
- 4 bio-input units per block promoting organic agriculture.
- Biodiversity blocks established for conservation and demonstration.

7.3 Women's Leadership & Empowerment

- Women led all major activities—CMSS, bio-input preparation, CHC management.
- Women Campaign Teams conducted village-level millet consumption campaigns.
- Enhanced participation of women in decision-making within SHGs and CBOs.

7.4 Strengthening Local Governance & Institutions

- SHGs, CBOs, and FPOs strengthened through training, exposure, and documentation.
- CRPs (7 per block) trained in monitoring, data collection, and community leadership.
- Improved community ownership over seed systems, mechanisation, and knowledge-sharing.

7.5 Organisational Strengthening

- Partnership with Dhvani Foundation resulted in:
 - Updated organisational policies
 - Strengthened HR and finance systems
 - Improved monitoring & MIS setup
 - Better donor compliance & reporting

8. FINANCIAL SUMMARY (2024–25)

150 children with improved nutrition & early learning - 3,000+ women farmers trained in millet agroecology - 150 villages covered across two blocks - Strengthened seed systems and biodiversity blocks - CHCs reduced labour burden and increased efficiency - Strong governance and institutional systems established

8. FINANCIAL SUMMARY (2024–25)

Below is a template to be filled once audited financials are finalised:

8.1 Overview of Income

- **Foreign Contribution (FC)**
Jiv Daya Foundation, USA – Early Childhood Education & Nutrition Programme
- **Non-FC Receipts**
ATMA, Baripada – Promotion of Millets in Tribal Areas
- **Other Donations / Local Contributions (if any)**
- **Bank Interest / Miscellaneous Income**

8.2 Overview of Expenditure

- Programme Costs – ECCE & Nutrition
- Programme Costs – Millet Promotion (Tiring & Sukruli)
- Personnel Costs
- Training & Capacity Building Costs
- Field Operations & Travel
- Organisational Development (Dhwani Foundation Support)
- Administrative & Office Expenses

8.3 Financial Governance Strengthening

Through support from Dhvani Foundation, FORWARD implemented: - Updated financial SOPs - Better documentation practices - Stronger internal controls - Improved donor compliance systems

9. WAY FORWARD – 2025–26

FORWARD will continue strengthening tribal communities with the following commitments:

1. Deepening Millet-Based Livelihoods

- Scaling SMI across additional villages
- Expanding CMSS and biodiversity blocks
- Strengthening women-led bio-input units
- Upgrading Custom Hiring Centres with more tools

2. Strengthening Community-Based Organisations

- Formation and nurturing of FPOs and federations
- Enhanced leadership training for SHGs and CBOs
- Strengthening governance and decision-making roles for women

3. Expanding ECCE & Nutrition Initiatives

- Replicating the ECCE model in more hamlets
- More parental awareness sessions
- Exploring partnerships for nutrition supplementation

4. Advancing Climate-Resilient Agriculture

- Promotion of water-efficient crops and indigenous seeds
- Soil health rejuvenation through organic practices
- Greater emphasis on regenerative and low-carbon farming

5. Capacity Building & Organisational Strengthening

- Deepening partnership with Dhvani Foundation
- Continuous training of staff, CRPs, and community leaders
- Strengthening monitoring, data systems, and documentation

6. Networking & Policy Advocacy

- Continued collaboration with CSD, Vasundhara, CACL, and allied networks
- Advocating for farmers' rights, forest rights, and child rights
- Creating space for women's voices in governance platforms

FORWARD remains committed to building **resilient, empowered, and self-sustaining tribal communities** in Odisha.

12. PROGRAMME GEOGRAPHY & CONTEXT

12.1 Tiring Block – Mayurbhanj District

- Predominantly Scheduled Tribe population (approx. 54%)
- Agriculture is mostly rainfed with limited irrigation
- Soil erosion and land degradation are major challenges
- Millets are a traditional crop but declining in recent decades
- FORWARD has been working here since 2022 under ATMA support

12.2 Sukruli Block – Mayurbhanj District

- Tribal-dominated hilly region
- High potential for millet revival
- Women's SHGs highly active and responsive
- Custom hiring centres have brought significant change

12.3 Gudari Block – Rayagada District

- Remote and dispersed tribal villages

- Limited access to pre-primary education
- High rates of early malnutrition in children
- ECCE–Nutrition programme established across 6 centres

13. DETAILED METHODOLOGY OF IMPLEMENTATION

13.1 Planning & Community Entry

- Baseline assessment conducted in all villages
- Meetings with Gram Panchayats, SHGs, CBOs
- Selection of volunteers, CRPs, and village workers

13.2 Capacity Building Approach

Training modules covered: - Agronomy (SMI, spacing, line sowing) - Seed systems and purity maintenance - Bio-input preparation - ECCE pedagogy - Nutrition and hygiene - Data collection & documentation

13.3 Monitoring & Data Governance

- Field visits by CRPs weekly
- Monthly review meetings at block level
- Use of checklists and progress tracking sheets
- Annual programme review with partners

14. STRENGTHENING COMMUNITY INSTITUTIONS

14.1 Self-Help Groups (SHGs)

- SHGs were mobilised for millet campaigns, bio-input production, and CHC management
- Women SHG members trained in leadership, accounts, and micro-planning

14.2 Community-Based Organisations (CBOs)

- CBOs supported record-keeping, regular meetings, and field coordination
- Received ₹2500 per month (as per ATMA norms) for convening and documentation

14.3 Farmers Producer Organisations (FPOs)

- Newly registered FPO being groomed for business development
- Engaging in market linkage, millet sales, and entrepreneurship support

15. STORIES FROM THE FIELD (LONG FORMAT)

15.1 “My child now speaks confidently” – A Mother’s Story

Lachimi, a mother from Gudari Block, shares that her daughter barely spoke when she first came to the ECCE centre. Within months of attending play-based sessions, storytelling circles, and hygiene routines, her confidence blossomed. Now she looks forward to joining primary school.

15.2 “Millets gave us back our dignity” – A Farmer’s Voice

Pramila, a woman farmer from Tiring Block, restored her family’s traditional barnyard millet variety by working with the CMSS team. Her yield increased by 40%, and neighbours sought her seeds. She now leads a village-level seed committee.

15.3 “Bio-inputs changed our farming” – SHG Enterprise Story

In Sukruli, 12 SHG women collectively run a bio-input unit. Their neem-based pest repellents and Jeevamrut are in high demand. They earn additional household income and advocate for organic farming in their villages.

16. GOVERNANCE & ORGANISATIONAL STRENGTH

16.1 Governance & Board Functioning

- Regular Board Meetings held quarterly
- Review of programme, finance, and HR status
- Annual statutory compliances completed

16.2 Strengthening Policies

Through Dhvani Foundation, FORWARD improved: - Child Protection Policy - HR Policy - Financial SOPs - Procurement Guidelines - Volunteer Management System

16.3 Staff Development & Leadership Building

- Leadership workshops
- MEL (Monitoring, Evaluation & Learning) training
- Financial literacy sessions
- Gender sensitisation workshops

17. TESTIMONIALS

“The ECCE centre changed my child’s life.” – A Mother, Gudari Block

“I save labour and time using CHC tools.” – Woman Farmer, Sukruli Block

“Dhwani Foundation helped us stand tall as an accountable organisation.” – Project Staff

“Millets have returned to our kitchens; we feel healthier.” – Elderly Farmer, Tiring Block

19. APPENDICES & ANNEXURES

19.1 List of Villages Covered

- Full list of 85 villages (Tiring Block)
- Full list of 65 villages (Sukruli Block)
- 6 ECCE Centre villages (Gudari Block)

19.2 Training Sessions Conducted

- Dates, topics, number of participants, resource persons

19.3 Tools and Equipment Distributed through CHCs

- Inventory list
- Utilisation records

20. ACKNOWLEDGEMENTS

FORWARD expresses sincere gratitude to: - **Jiv Daya Foundation, USA - ATMA, Baripada - Dhvani Foundation - CSD, Vasundhara, CACL and fellow civil society networks** - SHGs, CBOs, CRPs, community volunteers - Panchayat leaders, district officials, and partner institutions - Children, mothers, and women farmers who are the heart of our work

R.C. LAL & CO
CHARTERED ACCOUNTANTS

41,ASHOK NAGAR (EAST)
BHUBANESWAR - 751009
ODISHA, Phone : 2531695
E-mail:-rclal_co@rediffmail.com

AUDITOR'S REPORT

We have audited the attached FC & NON FC Consolidated Balance Sheet of FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT, AT- LIMALIGUDA, PO- JALTAR, BLOCK- GUNPUR, DIST- RAYAGADA, ODISHA at 31st March 2025 and also the Receipt and Payment A/c & Income & Expenditure Account for the year ending on that date annexed thereto. These financial statements are the responsibility of the Society. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

We report that:

1. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit.
2. In our opinion proper books of account as required by law have been kept by the Society so far as appears from our examination of those books.
3. The Balance Sheet ,Receipt & Payment A/c & Income & Expenditure Account dealt with by this report are in agreement with the books of accounts.
4. In our opinion , the Balance Sheet , Receipt & Payment A/c & Income & Expenditure Account dealt with by this report comply with the accounting standards.
5. In our opinion and to the best of our information and according to the explanations given to us, the said accounts give the information required by law in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India.

a. In the case of the Balance Sheet, of the state of affairs of the Society as at 31st March 2025.

AND

b. In the case of the Income & Expenditure Account, of the Surplus/Deficit for the year ended on that date.

Bhubaneswar,
Dated: 11/08/2025



For R.C.LAL & CO.,
Chartered Accountants
Firm Regd. No. 313188E


CA Gourav Lal
Membership No. 300831
UDIN: 25300831BMIFTY5356

FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
AT LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Consolidated Balance Sheet as at - 31st March, 2025
(FC & NON-FC)

<u>Particulars</u>	<u>Note</u>	(Amount in Rs.)
		<u>31st March 2025</u>
I Sources of Funds		
1 NPO Funds	2	
a) Unrestricted Funds		1,381,375.04
b) Restricted Funds		-
Total		<u>1,381,375.04</u>
2 Non-current liabilities		
(a) Long-term borrowings		-
(b) Other non-current liabilities		-
Total		<u>-</u>
3 Current liabilities		
(a) Loans		-
(b) Payables	3	16,520.00
(c) Other current liabilities	4	-
Total		<u>16,520.00</u>
Grand Total		<u><u>1,397,895.04</u></u>
II Application of Funds		
1 Non-current assets		
(a) Fixed Assets	5	165,251.00
(b) Other non-current assets		-
Total		<u>165,251.00</u>
2 Current assets		
(a) LOANS & ADVANCES	6	21,736.00
(b) Receivables		1,210,908.04
(c) Cash and bank balances	7	-
Total		<u>1,232,644.04</u>
Grand Total		<u><u>1,397,895.04</u></u>

Summary of significant accounting policies 13
 The accompanying notes are an integral part of the financial statements

Place- Bhubaneswar,
 Dated:-11/08/2025



For R.C. LAL & CO
 Chartered Accountants
 Firm Regn No- 313188E

 CA Gourav Lal
 Membership No. 300831
 UDIN: 25300831BMIFTY5356

FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
AT: LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Consolidated Income & Expenditure Statement for the year ended on 31st March, 2025
(FC & NON-FC)

<u>Particulars</u>	<u>Note</u>	<u>(Amount in Rs.)</u> <u>31st March 2025</u>
I Income	8	4,342,161.00
(a) Grants Received		-
(b) Donation		-
II Other Income	9	377,684.12
III Total Income (I+II)		<u>4,719,845.12</u>
IV Expenses:		
(a) Revenue Expenditure	10	3,895,975.05
(b) Donations/contributions paid		-
(c) Depreciation and amortization expense	11	23,664.00
(d) Other expenses	12	16,520.00
Total expenses		<u>3,936,159.05</u>
V Excess of Income over Expenditure for the year before exceptional and extraordinary items (III- IV)		783,686.07
VI Excess of Income over Expenditure for the year		783,686.07
Appropriations Transfer to funds		-
Transfer from funds		-
Balance transferred to General Fund		783,686.07

The accompanying notes are an integral part of the financial statements

Place- Bhubaneswar,
Dated:-11/08/2025



For R.C. LAL & CO
Chartered Accountants
Firm Regn No- 313188E
CA Gurav Lal
Membership No.300831
UDIN: 25300831BMIFTY5356

FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
 AT: LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Notes forming part of the Financial Statements for the year ended, 31st March, 2025

Note - 1 Significant Accounting Policies

Note - 2 NPOs Funds

		(Amount In Rs.)		
Sr. No.	Particulars	As at 1st April 2024 (Opening Balance)	Funds transferred/received during the year	As at 31st March 2025 (Closing Balance)
	<u>Unrestricted Funds</u>			
1	General Fund	597,688.97		
-	Excess of Income over Expenditure during the year		783,686.07	
				1,381,375.04
				<u>1,381,375.04</u>



FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
AT: LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Notes forming part of the Financial Statements for the year ended, 31st March, 2025

(Amount in Rs.)

31st March 2025

Liabilities

Current Liabilities

3 Current Liabilities and Payables

(a) Audit fees Payable

As per last A/c 16,520.00

Add: During the year 16,520.00

Less: Paid 16,520.00

Total payables 16,520.00

4 Other current liabilities

Total Other current liabilities -



FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
AT: LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Notes forming part of the Financial Statements for the year ended, 31st March, 2025

Particulars	(Amount in Rs.)
ASSETS	31st March 2025
Non-Current Assets	
5 Fixed Assets	
As per last A/c	188,915.00
Less: Depreciation	23,664.00
Closing	<u>165,251.00</u>
Current Assets	
6 Receivables	
(a) Grant Receivable	
As per last A/c	21,736.00
Total	<u>21,736.00</u>
7 Cash and Bank Balances	
(a) Cash in hand	-
(b) Cash at Bank	2,396.00
Total	<u>1,208,512.04</u>
	<u>1,210,908.04</u>



FARMERS ORGANISATION FOR RESEARCH WELFARE AGRICULTURE AND RURAL DEVELOPMENT
AT: LIMALIGUDA, PO: JALTAR, BLOCK-GUNPUR, DIST: RAYAGADA, ODISHA

Notes forming part of the Financial Statements for the year ended, 31st March, 2025

<u>INCOME</u>	(Amount in Rs.)
8 Revenue from operations	31 March 2025
A Grants	
(i) Grant in Aid Received from JIVDAYA FOUNDATION, USA	993,161.00
(ii) Grant in Aid Received from ATMA, Baripada	3,313,000.00
(iii) Funds Received from DHONI Foundation	36,000.00
Total	4,342,161.00
B Donation	
(i) Donation Received	-
Total	-
Revenue from operations	-
9 Other income	4,342,161.00
(a) Bank Interest	29,980.12
(b) Other Receipts	18,000.00
(c) Unspent Grant	329,704.00
Total other income	377,684.12
EXPENDITURES	
10 Revenue Expenditure	
(a) Jiv Daya Foundation (FC)	824,222.88
(b) Shree Anna Abhiyan ,(Sukruli Block)	1,457,362.00
(c) Shree Anna Abhiyan (Tiring Block)	1,557,196.17
(d) General Account	57,194.00
Total	3,895,975.05
11 Depreciation and amortization expense	
(a) Depreciation	23,664.00
Total Depreciation	23,664.00
12 Other Expenses	
(a) Audit fees Payable	16,520.00
Total	16,520.00





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