Gram Vikas

Annual Report
2025-26





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Rooted in Odisha

Gram Vikas is a rural development organisation working with the poor and marginalised communities of Odisha, since 1979, to make sustainable improvements in their quality of life. We build their capabilities, strengthen community institutions and mobilise resources to enable them to lead a dignified life. More than six million people have advanced their lives through this partnership.

www.gramvikas.org

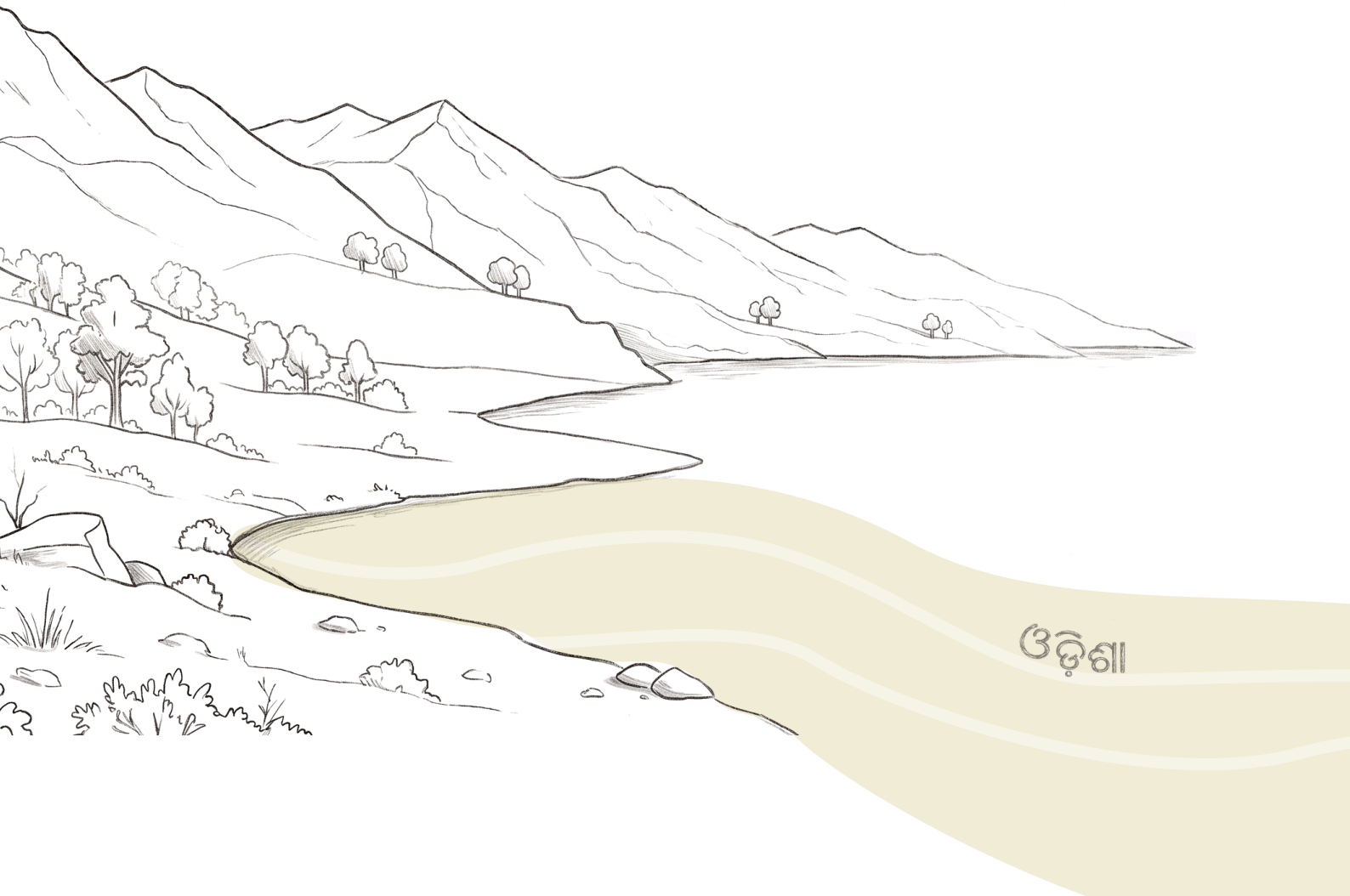


Table of Contents

Message from the Chairman 2
Executive Director's Note 3
Outcomes of Shared Purpose 9
Partnerships 14
The Gram Vikas Programme Landscape 20
Milestones & Measures 34
Sustainability for Communities and Ecosystems 35
Prosperity for Households and Communities 41
Safety for Dignity and Well-being 50
Equity and Resilience for People, Resources, and Opportunities 56
Mobilising Local Resources 63
Enabling Young People to Aspire and Achieve 65
Technology for Rural Resilience 69
Knowledge and Methods for Building Climate Resilience 72
Network for Water Secure Gram Panchayats 75
Gram Vikas Saathi 78
Gram Vikas Community Development Foundation 82
Gram Vikas Schools 84
Networking and Sectoral Contributions 86
Governance and Management 90
Planning and Monitoring 94
Communications 95
Human Resources 97
Administration and Facilities 109
Accounts and Finance 110

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Message from the Chairman

The year 2025–26 was a special one for Gram Vikas. We completed 50 years since the work began in Mohuda. It was heartening to see old colleagues, community leaders, partners and friends come together to reflect on the journey and on what Gram Vikas should carry forward.

Much has changed in rural Odisha over these five decades. Aspirations have changed, opportunities have grown, and the pressures on water, land and livelihoods are different from what they were when we began. The way we work must continue to evolve, without losing the principles that have guided us over the years.

Communities must have a central role in deciding what development means for them. Local institutions must have the capacity to manage their resources and solve problems. Equity and inclusion cannot be compromised in the interest of achieving results quickly or reaching large numbers.

I am particularly happy with the launch of the Network for Water Secure Gram Panchayats. Organisations rooted in their own communities must be able to take the approach forward in ways suited to their local contexts. The first Gram Vikas Saathi enterprises are another encouraging development, creating opportunities for local people to provide professional services to communities and Gram Panchayats. As we grow, the challenge will be to reach more people without weakening the processes that make the work sustainable.

We lost Jaya Krushna Das, Sarat Chandra Mohanty, Jyoti Prasanna Singh, Rakesh Kumar Padhan and Ashok Kumar Dhal during the year. Their absence is deeply felt, and we remember their contributions with gratitude.

I thank my colleagues, the Governing Board, our community partners, donors and all those who continue to place their trust in Gram Vikas.

Fifty years gives us reason to look back with satisfaction. It should also give us the confidence to change where change is needed while remaining firm about the values on which Gram Vikas was built.

Joe Madiath

Executive Director's Note

The past year marked an important stage in Gram Vikas's journey. As we celebrated 50 years since our beginnings in Mohuda, eventually leading to the formation of Gram Vikas, we reflected on what we have learnt over the years. We also considered what will be needed in the years ahead. Alongside strengthening our programmes, we invested in the institutions, partnerships, systems, and local capabilities that will shape the next phase of our work.

MOHUDA at 50

Celebrating 50 years since the work began at Mohuda

Mohuda@50 commemorated 50 years since a group of young volunteers first came to Mohuda in 1976 and began the work that eventually led to the formation of Gram Vikas. Held over two days, the convening brought together more than 160 participants, including community leaders, former colleagues, development practitioners, government representatives, researchers, philanthropic organisations, partner organisations, and the Gram Vikas team.

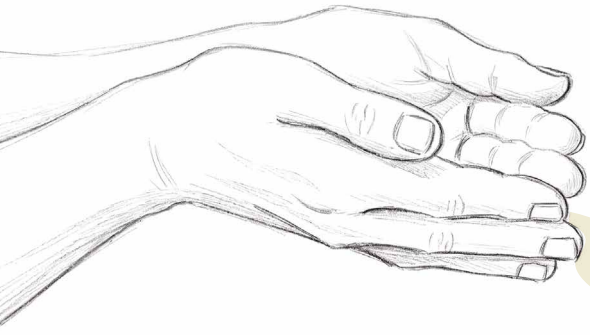
The programme combined field visits, exhibitions, immersive learning experiences, panel discussions, and dialogues that reflected on five decades of learning while exploring the future of community-led development. It concluded with the adoption of the Mohuda Sankalp, a shared commitment to strengthening community leadership, local governance, collaboration, and climate resilience. The event also marked the launch of the Network for Water Secure Gram Panchayats, which will extend the Water Secure Gram Panchayat approach through collaboration with like-minded organisations.

The two-day Mohuda@50 convening was followed by a special gathering to mark the 75th birthday of Joe Madiath, founder of Gram Vikas. Colleagues, community representatives, partners, and friends came together to celebrate his lifelong commitment to community-led development and to recognise the enduring influence of his vision and leadership on the organisation's journey over the past five decades. It was a fitting conclusion to a milestone that honoured the past while renewing a shared commitment to the future.

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BUILDING THE FUTURE

Several initiatives undertaken during the year are particularly significant because they strengthen the foundations on which Gram Vikas's work will continue to grow.



Sense of the House

Our work over the years has reinforced a simple lesson: communities do not experience development in sectors. Water, livelihoods, natural resources, governance, and climate resilience are deeply interconnected. This year, we joined a growing group of organisations working to develop and apply Sense of the House (SoTH), an approach that starts with the place itself and brings these different dimensions together. We believe this will strengthen the way we work with communities and support more integrated local development.

Network for Water Secure Gram Panchayats

For the Water Secure Gram Panchayat (WSGP) approach to reach many more communities, it must become a shared endeavour rather than the work of a single organisation. This year, we launched the Network for Water Secure Gram Panchayats as a platform for like-minded organisations to learn together, strengthen each other's capacities, exchange knowledge, and support the wider adoption of the approach while remaining rooted in the principles and values that have shaped its evolution.

Gram Panchayat Migrant Registry

We completed the development of the Gram Panchayat Migrant Registry after several years of conceptualisation, consultation, and field learning. Designed as a locally managed, digital registry, it enables Gram Panchayats to maintain up-to-date information on migrant workers from their villages. During the year, the chatbot-enabled Registry was rolled out at both source and destination locations, with 1,219 migrant workers enrolled.

A self-registration model is being piloted in two Gram Panchayats in Surada and Daringbadi blocks, while the first live Registry for Danekbadi Gram Panchayat was handed over to the Gram Panchayat as a publicly accessible digital platform. Beyond serving as a source of information, the Registry has the potential to strengthen disaster preparedness, improve access to social protection, and support more informed planning and public action on labour migration.



Gram Vikas Saathi Enterprises

We established the first two Gram Vikas Saathi enterprises during the year. Over the past several years, Gram Vikas has built a cadre of local service providers with technical, managerial, and social capabilities. The Village Vision Saathi Hub in Thuamul Rampur, Kalahandi and the Samruddhi Saathi Hub in Patrapur, Ganjam bring these individual Gram Vikas Saathi together as locally owned enterprises that can provide professional development services to communities, Gram Panchayats, government agencies, and other organisations. These enterprises are an important step towards enabling rural social entrepreneurs to continue supporting local development beyond the life of individual projects.



Investing in Future Leadership

Gram Vikas has long invested in developing leaders from the communities with whom we work. During the year, Prasant Kumar Sahu, from the first batch of the Community Professionals Programme, completed his M.A. in Rural Management at Shiv Nadar University and joined Gram Vikas as a Junior Manager. His journey from Community Professional to postgraduate study and then to a professional role within Gram Vikas reflects the kind of pathway we seek to create for rural youth. Investing in local talent strengthens community leadership while also building a new generation of professionals who will shape the future of Gram Vikas.

STRENGTHENING THE INSTITUTION

Building stronger programmes also requires building a stronger institution. During the year, we invested in strengthening Gram Vikas's governance, strategic capabilities, internal systems, and organisational architecture, laying the foundations for a more resilient and effective organisation.



Reconstitution of the Governing Board

The Governing Board of Gram Vikas was reconstituted marking an important transition in the organisation's governance. The new Board brings together a combination of continuing and new members to provide strategic guidance and oversight as Gram Vikas enters the next phase of its journey.



Strategy & Programme Steering Group

The Strategy & Programme Steering Group was constituted as part of Gram Vikas's governance structure. The Group will provide strategic guidance to the Executive Director and Strategic Leadership Team on programme direction, organisational

capability, sector stewardship, and engagement with government and development partners, while strengthening the interface between the organisation's governance and programme leadership.



Strengthening Systems through Digital Technology

Digital technology is playing a growing role in our work. We are building systems that strengthen decision-making, improve accountability, reduce administrative effort, and make knowledge more accessible across the organisation. During the year, we developed and deployed several digital platforms to support programme implementation and organisational management. We also continued to explore how artificial intelligence can support field practice and internal operations.

The Glific Chatbot for the Gram Panchayat Migrant Registry, the Micro Enterprise Performance Tracking System (PTS), and the Demands Lifecycle Dashboard support programme delivery by improving data collection, enterprise monitoring, and the tracking of community demands from identification to resolution. At the organisational level, the Enterprise Resource Planning (ERP) system and the Employee Lifecycle Management System (ELMS) strengthen administrative, financial, and human resource management. A new Knowledge Management System, built on Google Sites, provides a shared digital repository for institutional knowledge, making it easier for teams across the organisation to access, contribute to, and learn from Gram Vikas's collective experience.



Strengthening Strategic Capabilities

As Gram Vikas's work has grown in scale and complexity, so has the need to strengthen the organisation's strategic capabilities. This includes communicating our work more effectively, diversifying resource mobilisation, strengthening our institutional positioning, and building the systems needed to support a growing organisation. During the year, we entered into two long-term collaborations to build these capabilities. Wordmatter Communications is supporting us in strengthening strategic communications and public engagement, while Kohmorehbee Consulting is helping develop our resource mobilisation strategy and institutional capabilities. Together, these partnerships are important investments in preparing Gram Vikas for the opportunities and challenges that lie ahead.

IN MEMORIAM

During the year, Gram Vikas lost five colleagues whose commitment, friendship, and service enriched the organisation and touched the lives of the communities they worked with. They came from different parts of the organisation and served in different roles, but each left behind a legacy of dedication, integrity, and compassion. We remember them with gratitude and honour their contribution to Gram Vikas.

Jaya Krushna Das served Gram Vikas with dedication from 1990 onwards. Beginning his journey as a Technician, he later served as a Field Expert, supporting rural communities across Gajapati and Kandhamal districts. He will be remembered for his discipline, sincerity, and unwavering commitment to his work, as well as for the kindness, humility, and respect with which he treated everyone around him.

Sarat Chandra Mohanty dedicated nearly 35 years to Gram Vikas, making a significant contribution to strengthening community institutions and advancing rural development across Odisha. Affectionately known as Mohu Mohanty, he was widely respected for his expertise in apiary and his commitment to creating sustainable livelihood opportunities. He will be remembered for his warmth, leadership, and the lasting impact he had on colleagues and community members alike.

Jyoti Prasanna Singh joined Gram Vikas in 2008 and served the organisation with dedication for seventeen years. Best known as Jyoti Babu, he managed the Chairman's Office with sensitivity and efficiency, supporting programme planning, monitoring, and documentation across a range of initiatives. In recent years, he also coordinated the administrative work of the Gram Vikas Trust, which manages the organisation's residential schools. He will be remembered for his sincerity and the commitment with which he served the organisation.

Rakesh Kumar Padhan served Gram Vikas for over 11 years in the Finance and Accounts team, steadily taking on greater responsibilities before becoming Coordinator for Bookkeeping and Statutory Compliance. His diligence, professional integrity, and commitment made him a trusted colleague and a dependable member of the organisation. He will be remembered for the care and sincerity with which he carried out his work and for the calm presence he brought to those around him.

Ashok Kumar Dhal joined Gram Vikas in 2019 and served as a Programme Technician, contributing to field programmes with dedication and quiet professionalism. He was known for his gentle nature and earned the respect and goodwill of colleagues and community members alike. We remember him for his sincerity, commitment, and the warmth he brought to those who worked with him.

RECOGNITION

The year also brought recognition for Gram Vikas and the people behind its work. We receive these honours with gratitude, knowing that they reflect the sustained efforts of communities, colleagues, and partners who have shaped and strengthened our work over the years.

CASCA 2025 Award for Community Engagement for Sustainability

At the CASCA (Climate Action & Sustainability Conference & Awards) 2025, Gram Vikas received the Community Engagement for Sustainability Award for the Water Secure Gram Panchayat Programme. The award recognised the programme's community-centred approach to strengthening water security, its demonstrated impact, and its potential to enable water-secure futures across villages in Odisha and Jharkhand.

Lifetime Achievement Award for Joe Madiath

Joe Madiath, Founder of Gram Vikas, received the Lifetime Achievement Award at the Sixth Odisha Vikash Conclave, organised by the Odisha Development Initiative (ODI). The award recognised his leadership and lifelong contribution to rural and Adivasi development, including his pioneering role in building Gram Vikas as an institution of community-led development. It also recognised his contributions across water and sanitation, habitat development, renewable energy, education, and efforts to reduce distress migration among vulnerable communities.

ACKNOWLEDGEMENTS

None of Gram Vikas's work would be possible without the trust and partnership of the communities with whom we work. The men, women, and children in villages across Odisha and Jharkhand continue to place their confidence in the organisation, not simply as an implementing agency but as a long-term partner in their aspirations for a better future. Their trust is our greatest strength and our deepest responsibility.

I am equally grateful to the growing cadre of Gram Vikas Saathi and to the many volunteers who contribute their time, skills, and commitment in support of community development. Their work strengthens the connection between the organisation and the communities we serve, while demonstrating that lasting change is built through local leadership and collective effort.

Our work continues to be strengthened by the partnership of Panchayati Raj Institutions, district and block administrations, and government departments across our operational areas. Their collaboration has been central to advancing our shared goals of sustainable and inclusive rural development. I also extend my sincere appreciation to our donor partners, civil society organisations, academic and research institutions, knowledge and technology partners, and the many individuals who continue to support and enrich our work through their collaboration, expertise, and encouragement.

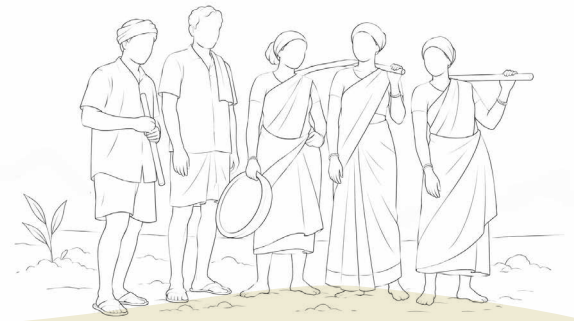
During the year, Anant Mahapatra, Debi Prasad Mishra, Meena Gupta, and Veena Joshi completed their tenure on the Governing Board. I place on record my deep appreciation for their wisdom, guidance, and unwavering commitment to Gram Vikas over many years. I also thank the members of the reconstituted Governing Board for their continued leadership and stewardship as the organisation prepares for the opportunities and challenges that lie ahead.

Finally, I would like to acknowledge every member of the Gram Vikas team. Their commitment, professionalism, and willingness to learn, innovate, and work together continue to shape the organisation every day. It is a privilege to work alongside colleagues whose dedication to communities and belief in our shared purpose remain the driving force behind everything we do.

As I present the Annual Report for 2025-26, I do so with deep gratitude to everyone who has contributed to this journey and with renewed confidence in the work that lies ahead.

Liby T Johnson
Executive Director

22 July 2026



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Outcomes of Shared Purpose

Gram Vikas's work over the years reflects the cumulative outcomes of sustained partnerships with rural communities, local governments, civil society organisations, academic institutions, and donors. These outcomes represent the systems, institutions, and opportunities created through collective action across Odisha and Jharkhand.

PROGRAMME REACH

During 2025–26, Gram Vikas continued to strengthen community institutions, improve service delivery systems, and consolidate gains from earlier interventions, while selectively expanding its geographical reach.

Gram Vikas's cumulative reach

As of March 2026



1,140
Gram Panchayats



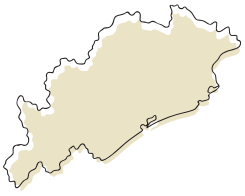
18,695
Habitations



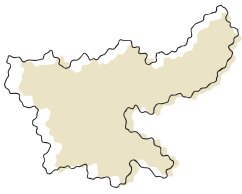
13,47,616
Households

Across Odisha and Jharkhand

Intensive programme coverage in 2025–26



Odisha
51 blocks
13 districts



Jharkhand
2 blocks
Gumla district

Across these geographies
702 Gram Panchayats
14,164 Habitations
8.34+ lakh Households



District-wise intensive programmatic coverage

Jharsuguda

Blocks	1
Gram Panchayats	2
Habitations	27
Households	1,955

Gumla

Blocks	2
Gram Panchayats	2
Habitations	14
Households	998

Keonjhar

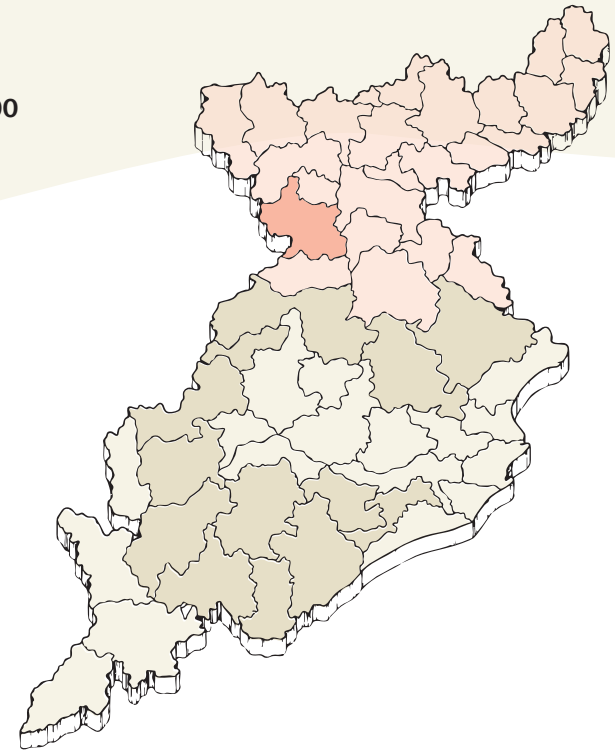
Blocks	3
Gram Panchayats	5
Habitations	31
Households	4,477

Bargarh

Blocks	4
Gram Panchayats	76
Habitations	1,065
Households	1,04,000

Mayurbhanj

Blocks	1
Gram Panchayats	1
Habitations	11
Households	1,270



Bolangir

Blocks	4
Gram Panchayats	14
Habitations	20
Households	4,772

Nayagarh

Blocks	2
Gram Panchayats	3
Habitations	31
Households	822

Kandhamal

Blocks	5
Gram Panchayats	73
Habitations	3,356
Households	74,189

Khurdha

Blocks	1
Gram Panchayats	2
Habitations	6
Households	269

Kalahandi

Blocks	2
Gram Panchayats	50
Habitations	1,026
Households	54,740

Ganjam

Blocks	14
Gram Panchayats	311
Habitations	4,959
Households	4,49,444

Rayagada

Blocks	5
Gram Panchayats	12
Habitations	12
Households	2,038

Sundargarh

Blocks	2
Gram Panchayats	2
Habitations	16
Households	1,790

Gajapati

Blocks	7
Gram Panchayats	149
Habitations	3,590
Households	1,33,552

Total for Odisha

Blocks	51
Gram Panchayats	700
Habitations	14,150
Households	8,33,318

Total for Odisha & Jharkhand

Blocks	53
Gram Panchayats	702
Habitations	14,164
Households	8,34,316

WHAT COLLECTIVE ACTION HAS ACHIEVED

These figures capture the changes made possible on the ground through sustained community action and long-term partnerships during the period 2022-2026.

Restoring land and water systems

Communities are restoring degraded landscapes, protecting water sources, and building the knowledge and systems needed to manage local water resources over time.

3,100 hectares are now under improved tree cover, with the potential to sequester 23,000 tonnes of carbon dioxide annually.

4,515 hectares have been treated through soil and water conservation, improving groundwater recharge and reducing soil erosion.



15,596 water sources have been inventoried and mapped to strengthen community water resource management.

2,864 wells and 620 springs are monitored through community-based water resource management systems.

575 Water Passbooks and **91 Water Security Plans** support local water governance and planning.

Enhancing farm-based livelihoods

Better access to water, collective production, and local advisory services are helping farming households improve productivity, diversify crops, and strengthen their incomes.

2,00,185 households have strengthened their livelihoods through agriculture and allied activities.

17,550 households now cultivate a second crop through improved access to water and irrigation.



10,768 hectares of agricultural land are irrigated through community-managed water systems.

3,402 producer groups and collectives engage 41,000 producers in improving productivity and market access.

Farm-based collectives have generated cumulative production and sales worth **₹575 crore.**

2,134 farmers receive weather and crop advisories to support informed farming decisions.



Building non-farm livelihoods and enterprises

Rural households, particularly women, are building enterprises and developing the business skills and systems needed to sustain them.



30,741 households have diversified their incomes through non-farm enterprises

14,842 women entrepreneurs have strengthened their enterprises through business development support.

4,949 enterprises use business planning, bookkeeping and financial management systems.

Community enterprises and small businesses have generated cumulative revenues of **₹6,911 crore.**

172 community service providers and entrepreneurs are expanding access to rural economic and development services.

Expanding equitable access to safe water

Community-managed water systems are expanding access to safe water, improving water quality monitoring, and reducing the burden of collection for women and girls.

5,06,568 people in 1,55,962 households now have access to safe drinking water.

1,34,252 households have functional household tap connections.

1,154 villages manage community-based water quality surveillance systems.



1,682 trained water quality service providers support regular testing and monitoring.

Community-managed water systems continue to reduce the burden of water collection, particularly for women and girls.

Strengthening local governance and resource mobilisation

Village institutions are using local plans, trained community professionals, and public resources to act on priorities identified by communities.

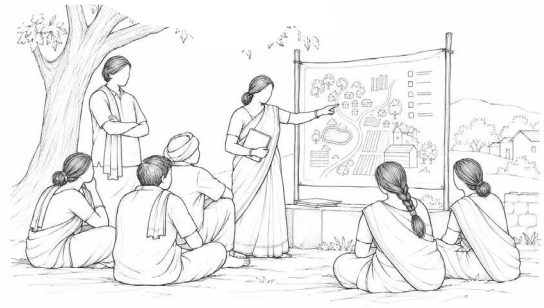
1,021 villages have trained water sustainability service providers supporting local planning and resource management.

91 Water Security Plans and **1,457 village development plans** support evidence-based local decision-making.

Village institutions have mobilised **₹13 crore** for infrastructure, natural resource management and livelihoods.

Community members have earned **₹4.72 crore in wages** through village-level development works.

95% of villages have at least one woman in a local leadership or decision-making role.



Enabling young people and future generations

Young people are taking a greater role in local institutions, education, livelihoods, and community leadership.

1,150 young people participate in Vikalp learning groups across 68 villages and 7 Gram Panchayats.

More than **500 scholars** receive mentoring on education, careers and life choices.

Improving household health and sanitation

Access to sanitation, safer water, and the productive reuse of household wastewater is contributing to healthier living conditions and better household nutrition.

1,11,214 households now have access to toilets.

89,624 households have both toilet and bathing room facilities.

14,263 households reuse greywater through backyard gardens, improving nutrition and household food security.

1,369 villages regularly undertake water quality management activities.





51 crèche centres support 541 children with nutrition, childcare and early childhood development.

462 children have shown improvements in nutritional status through the Rural Crèche Initiative.

Young people are increasingly engaging with local institutions, education, livelihoods and community leadership.

Partnerships

Gram Vikas's work has been shaped and supported by a wide network of partners over the years. These include community institutions, local governments, civil society organisations, academic and research institutions, donors, volunteers, well-wishers, and individuals who have contributed to our work in different ways.

These partnerships extend beyond financial support. They bring knowledge, technical expertise, critical reflection, opportunities for learning, and collaboration. Together, these relationships have helped strengthen both our organisation and the communities with whom we work.

We are grateful to all our partners for their trust, commitment, and continued support as we work with communities towards more equitable, resilient, and dignified lives.

DONOR PARTNERS

Our donor partners provide the financial support and long-term commitment that enable us to sustain, deepen, and expand our work with rural communities.

Axis Bank Foundation & Axis Bank Limited
Project Supported: Rural Livelihood Project in Ganjam and Kandhamal
Period of Support: Ongoing from 2022

Axis Bank Foundation
Project Supported: Develop organisational capabilities for Promotion of Rural Enterprise
Period of Support: Ongoing from 2023

Azim Premji Foundation-Philanthropy
Project Supported: Rural Crèche Initiative
Period of Support: Ongoing from 2023

B1G1, USA
Project Supported: Support for water and sanitation and afforestation projects in Odisha and Jharkhand
Period of Support: Ongoing from 2017

Bajaj Finance Limited
Project Supported: Project SAMRUDHI- Livelihood Enhancement through Water Management and Safe and Dignified Migration in Ganjam and Gajapati
Period of Support: Ongoing from 2022-September 2025

Italian Association for Aid to Children
Project Supported: Project: RAKSHAN- A better future for the children of Kandhamal
Period of Support: Ongoing from 2023

charity: water USA
Project Supported: Increasing Access to Improved Water, Sanitation and Hygiene Services in Odisha and Jharkhand
Period of Support: Ongoing from 2018

Deloitte Foundation
Project Supported: Water and Livelihoods Secure Gram Panchayats Programme in Jharsuguda, Sundargarh and Gumla
Period of Support: Ongoing from 2022

Economic Law Practice
Project Supported: Renewable Energy Access in Maligaon in Kalahandi
Period of Support: Ongoing from 2022

Gates Foundation USA, and Reliance Foundation
Project Supported: Swayamshree - Empowering Women Entrepreneurs Project
Period of Support: Ongoing from 2023

HDFC Bank Parivartan
Project Supported: Holistic Rural Development Programme in Keonjhar
Period of Support: Ongoing from 2024

ICRISAT
Project Supported: Expansion of Sunflower Areas in Rice Fallows in Ganjam & Introduction of promising climate-resilient new pigeon pea varieties in Odisha
Period of Support: Ongoing from 2022

InterGlobe Aviation Limited – IndiGoReach
Project Supported: Community-led Ecological Restoration for Sustainable Development with the Clean Development Mechanism (CDM) Approach
Period of Support: Ongoing from 2023

InterGlobe Foundation
Project Supported: Community-Owned Social and Agroforestry in Kalahandi and Gajapati
Period of Support: Ongoing from 2018

Japan Star Corporation
Project Supported: Project Sujal - Community managed Water Quality Management cum Improved WASH Initiative in Odisha and Jharkhand
Period of Support: Ongoing from 2022

PwC India Foundation
Project Supported: Project for Water and Livelihood Security in Gajapati
Period of Support: Ongoing from 2022

Rainmatter Foundation
Project Supported: Localising Climate Resilience in the Eastern Ghats region of Odisha and Jharkhand
Period of Support: Ongoing from 2023

Responsible Coalition for Resilient Communities
Project Supported: Facilitating Integrated Farming Clusters in Gajapati
Period of Support: Ongoing from 2022

Sir Ratan Tata Trust
Project Supported: Building Resilience through Community-led Water Security and Safety Initiative in Ganjam District of Odisha
Period of Support: Ongoing from 2025

Standard Chartered Bank
Project Supported: Water Secure Gram Panchayat Programme in 28 Gram Panchayats
Period of Support: Ongoing from 2024

SBI Foundation
Project Supported: Gram Saksham - Integrated Village Development in Kalahandi
Period of Support: Ongoing from 2026

SBI Foundation
Project Supported: Sahayog - Support to projects of Youth for India Fellows
Period of Support: Ongoing from 2022

Wipro Cares
Project Supported: Water Secure Initiative in Chandaka
Period of Support: Ongoing from 2022

Fourteen individuals donated directly to Gram Vikas. The Benevity Causes Portal and the UK Online Giving Foundation aggregated individual donations from around the globe.

State Bank of India - Youth for India (SBI-YFI) Fellowship programme enables young people from different parts of India to live, work, and learn in rural Odisha. Rang De P2P Financial Services Pvt Ltd. supported community partners with valuable credit support.

GOVERNMENT DEPARTMENTS AND AGENCIES

We work closely with government departments and agencies to align efforts, strengthen implementation, and expand access to public resources and services.

- Department of Agriculture & Farmers' Empowerment, Government of Odisha
- Department of Fisheries and Animal Resource Development, Government of Odisha
- Department of Horticulture, Government of Odisha
- Department of Mission Shakti, Government of Odisha and Odisha Livelihoods Mission
- Odisha Agro Industries Corporation Limited
- Odisha Millet Mission
- Panchayati Raj & Drinking Water Department, Government of Odisha
- Planning & Convergence Department, Government of Odisha

IMPLEMENTATION PARTNERS

Our implementation partners bring local knowledge, technical expertise, and on-ground capacity to extend and strengthen our work across different geographies.

- Banabasi Seva Samiti Kandhamal, for implementation of Project Rakshan.
- Centre for Migration and Inclusive Development, Kerala, is our long-standing knowledge and implementation partner for the Safe and Dignified Migration programme.
- Jagruti, Daringbadi, Kandhamal supports the implementation of the Rural Livelihoods project in Daringbadi block of Kandhamal district.
- Social Shapes Foundation, New Delhi co-implements the Vikalp programme for children and young adults in villages in Jharsuguda, Ganjam and Gajapati districts.

KNOWLEDGE AND TECHNOLOGY PARTNERS

We are grateful to the organisations and individuals whose knowledge and expertise have strengthened our teams, communities, and systems.

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Our academic and research partners contribute evidence, technical knowledge, and learning that strengthen our programmes and organisational capabilities.

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- Indian Institute of Human Settlements, for collaboration in the Climate Change Local Adaptation Pathways project.

INDIVIDUAL RESOURCE PERSONS

A diverse group of individuals, each contributing their unique expertise, have supported the work done during the year.

- Sri. Ajaya Behera supports video documentation and content design.
- Sri. Annada Prasanna Swain supported the BRC implementation work.
- Sri. Atul Gupta is providing mentoring support to the Accounts team.
- Sri. Chinmay Misra supports in management and reporting for the charity: water projects.
- Sri. Gangadhar Panigrahi supports the Chairman and Executive Director in liaison with the government.
- Ms. Geeta Vaidyanathan supports the Rural Settlement Study.
- Sri. Judhistir Sahu supports the Administration Management Group and field teams with land-related matters.
- Sri. Kailash Chandra Sahu supports the Water Management Group for programme quality assurance.
- Sri. Nikhil Damle supported staff capacity development activities.
- Sri. Pankaj Sharma supports the new website development.
- Ms. Priya Pillai has been anchoring Gram Vikas's strategic communications functions since 2018.
- Sri. Purna Chandra Sahu supports the Civil Engineering Support Group.
- Sri. Ratnakar Shaw supports field teams with government liaison.
- Sri. Ranjeet Ranade supported staff capacity development activities and Enterprise Development work.
- Ms. Sasmita Dishri supports maintenance of website, database management, and crowdfunding.
- Sri. Siddharth Patil supports the participatory groundwater management work, and provided technical backstopping to the Water Resources Technology Group.
- Sri. Zubair Idrisi has been a resource person for training Natya Manch on TOTO as part of the work in the Education and Youth Thematic Area.

The Gram Vikas Programme Landscape



Rural communities in Odisha and Jharkhand are navigating a rapidly changing landscape shaped by ecological, economic, and social transitions. Building a dignified quality of life requires responses that address these interconnected challenges through participatory, community-led processes. Gram Vikas works alongside communities as a facilitator and knowledge partner, bringing together local institutions, technical knowledge, technology, and collective action.

The Water Secure Gram Panchayat (WSGP) Programme and the Safe and Dignified Migration (SDM) Programme are the primary platforms through which Gram Vikas engages with rural communities. These are complemented by strategically important initiatives such as Swayamshree, which supports women's enterprise development and economic empowerment, and Vikalp, which enables young people to explore education, livelihoods, and future pathways. Along with other initiatives that respond to emerging needs and strengthen institutional capacities, these programmes contribute to Gram Vikas's long-term goals.

Across these programme platforms, Gram Vikas draws on expertise in village institutions, water, livelihoods, sanitation and health, habitat and technology, and education and youth. These thematic areas bring together community institutions, technical knowledge, and implementation capabilities to address interconnected rural development priorities. Their combined contribution advances the four outcomes of Sustainability, Prosperity, Safety, and Equity & Resilience.

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CHALLENGES THAT WE ADDRESS

The communities we work with face a range of challenges that affect their quality of life, livelihoods, and future opportunities. The following six challenges shape the focus of our programmes and partnerships.

01 CHANGING CLIMATE
- Water insecurity
- Climate variability
- Ecosystem degradation

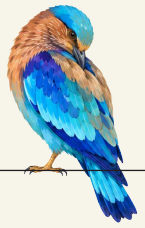
02 LIMITED MARKETS & TECHNOLOGY
- Market access
- Technical knowledge
- Appropriate technologies

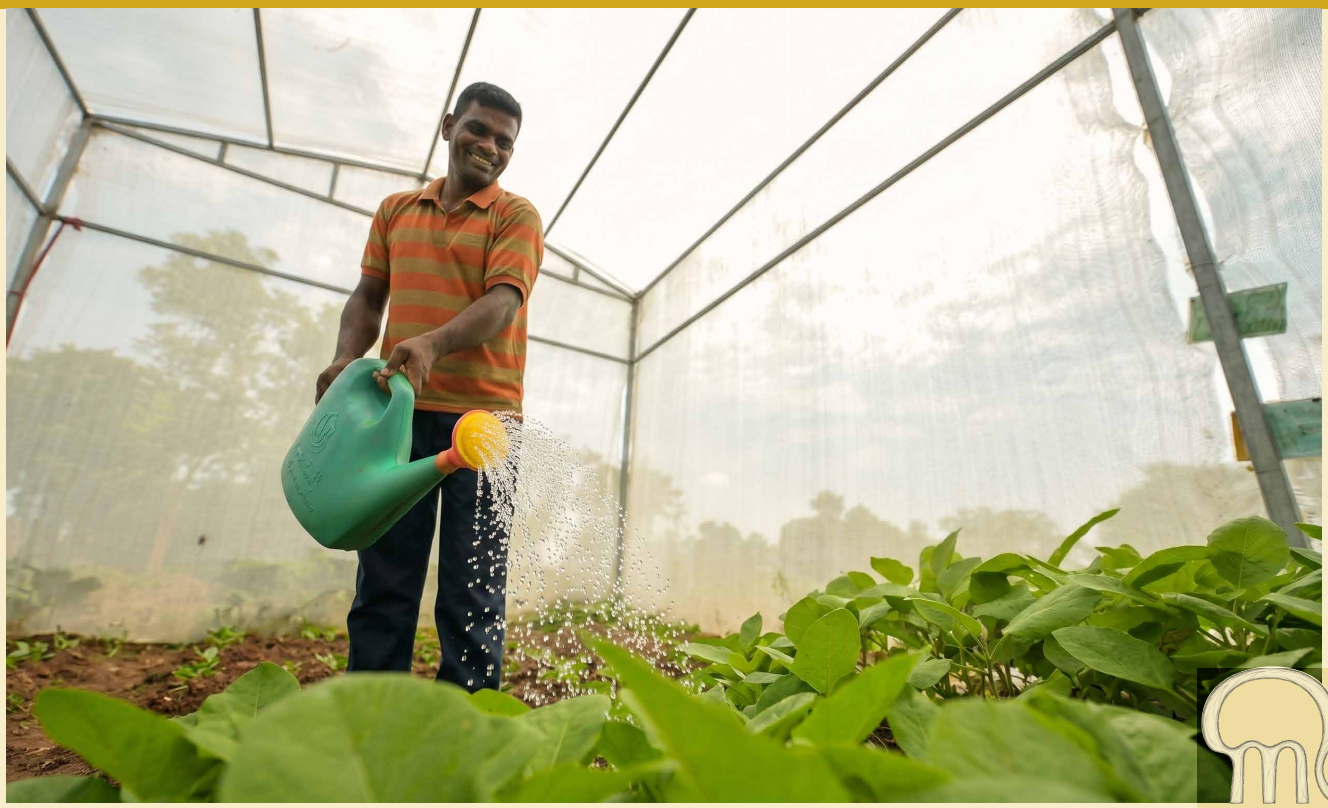
03 BARRIERS TO HEALTH & WELL-BEING
- Safe drinking water
- Sanitation & hygiene
- Water quality

04 INEQUITY & EXCLUSION
- Unequal access
- Limited participation
- Social exclusion

05 GAPS IN LOCAL GOVERNANCE
- Institutional capacity
- Resource mobilisation
- Leadership transitions

06 UNMET ASPIRATIONS OF YOUTH
- Skills and opportunities
- Career pathways
- Meaningful engagement





Water Secure Gram Panchayat Programme

WSGP at a glance

As of March 2026



100
Gram Panchayats



2,362
Habitations



1.2 lakh
Households

Implemented directly by Gram Vikas and through partners under the Network for Water Secure Gram Panchayats.

The Water Secure Gram Panchayat (WSGP) Programme is an integrated approach to strengthening the long-term resilience of rural communities. It places water security at the centre of development planning and brings together community institutions, local governments, and technical systems to improve the management of water resources, strengthen livelihoods, and enhance the well-being of rural households.

The Gram Panchayat, acting as a federation of its constituent habitations, serves as the unit of implementation. The programme seeks to unite all households within a Gram Panchayat around a shared vision of water security, while strengthening the capacities of local institutions and governance systems to plan, manage, and steward water and other natural resources.

The WSGP Programme draws upon more than four decades of Gram Vikas's experience working with rural communities. It reflects an understanding of how climate variability, changing aspirations, market dynamics, and shifts in public policy influence the life and livelihood security of rural households. Since its launch in 2020, the programme's tools, processes, and implementation strategies have continued to evolve through field experience and learning.

The characteristics of a Water Secure Gram Panchayat were developed through extensive engagement with communities, local governments, practitioners, and subject-matter experts. These provide a common framework for planning, implementation, and measurement across diverse ecological and social contexts.

During the year, Gram Vikas launched the Network for Water Secure Gram Panchayats (NWSGP), bringing together community-rooted organisations to adapt and implement the WSGP approach in their own geographies.

Network for Water Secure Gram Panchayats

Shared learning
Exchange knowledge and experience across organisations

Common tools
Use shared methods and resources for planning and implementation

Technical support
Build capabilities to implement the WSGP approach

The goal
Expand community-led approaches to water security, natural resource management, and local governance across rural India

Together, these efforts are advancing community-led approaches to water security, natural resource management, livelihoods, and local governance across Odisha and Jharkhand.

Coverage of Water Secure Gram Panchayat Programme

	Gram Panchayats	Habitations	Households
DIRECT IMPLEMENTATION	79	1,921	98,083
THROUGH NWSGP	21	441	22,000
TOTAL	**100**	**2,362**	**1,20,083**





Safe and Dignified Migration Programme

SDM at a glance

As of March 2026 (Across Odisha)

4	7	184	4,101	1,96,355
Districts	Blocks	Gram Panchayats	Habitations	Households

Across the Eastern Ghats region of southern and south-western Odisha, changing climate patterns, evolving rural economies, and growing aspirations among young people are reshaping livelihood choices. Migration for work has emerged as an important livelihood strategy for many households, enabling them to access new opportunities and diversify income sources.

The Safe and Dignified Migration (SDM) Programme seeks to create community-level capabilities, institutional systems, and processes that enable migrant workers and their families to make informed decisions about migration and benefit from it safely and productively. The programme focuses on aspirational and opportunity-driven migration that enables a dignified livelihood, rather than migration undertaken under conditions of distress.

Making migration safe and dignified requires seamless coordination between source and destination locations through a corridor approach. The programme therefore works across both ends of the migration journey, helping migrant workers and their families access information, services, social protection, grievance redressal mechanisms, and livelihood opportunities. It also supports the productive use of remittance incomes to strengthen household resilience, diversify livelihoods, and contribute to local economic development.

The programme seeks to strengthen the occupational, financial, and social and emotional security of migrant workers and their families.

Four components of the Safe and Dignified Migration Programme



Migration Corridor Services
Support for migrants across source and destination locations



Migrant Registry Development
Building local systems to identify and understand migrant households



Remittance for Enhanced Adaptation (REAp)
Helping households use remittances to strengthen livelihoods and resilience



Research & Advocacy
Generating evidence and informing policy and practice

Coverage of Safe and Dignified Migration Programme

	Block	Gram Panchayats	Habitations	Households
GAJAPATI	Mohana	39	1,217	28,913
	Rayagada	21	460	18,805
GANJAM	Patrapur	23	430	30,049
	Surada	26	506	35,818
KALAHANDI	Lanjigarh	26	425	33,414
	Thuamul Rampur	24	380	21,326
KANDHAMAL	Daringbadi	25	683	28,030
TOTAL		**184**	**4,101**	**1,96,355**

Projects under implementation

The following projects were implemented during the year under the WSGP and SDM Programmes.

- Community-led Ecological Restoration for Sustainable Development with the Clean Development Mechanism (CDM) Approach
- Community-Owned Social and Agroforestry in Kalahandi and Gajapati
- Project Sujal - Community managed Water Quality Management cum Improved WASH Initiative in Odisha and Jharkhand
- Support for water and sanitation and afforestation projects in Odisha and Jharkhand
- Water and Livelihoods Secure Gram Panchayats Programme in Jharsuguda, Sundargarh and Gumla
- Building Resilience through Community led Water Security and Safety Initiative in Ganjam District of Odisha
- Water Secure Gram Panchayat Programme in 28 Gram Panchayats
- Water Secure Initiative in Khurdha
- Localising Climate Resilience in the Eastern Ghats region of Odisha and Jharkhand
- Project for Water and Livelihood Security in Gajapati
- Project SAMRUDHI- Livelihood Enhancement through Water Management and Safe and Dignified Migration in Ganjam and Gajapati
- Rural Livelihood Project in Ganjam and Kandhamal

STRATEGIC EXTENSION PROJECTS

Alongside our core programme platforms, Gram Vikas undertakes a set of strategic initiatives that address emerging needs, deepen learning, and strengthen institutional capabilities. These initiatives complement the Water Secure Gram Panchayat and Safe and Dignified Migration programmes while contributing to the long-term outcomes of Sustainability, Prosperity, Safety, and Equity & Resilience.

Swayamshree Project



The Swayamshree programme seeks to strengthen women's economic empowerment through enterprise development. Implemented in partnership with the Department of Mission Shakti, Government of Odisha, and supported by BMGF and Reliance Foundation, the programme builds the capabilities of women entrepreneurs to establish and manage sustainable enterprises. By combining enterprise development, financial literacy, market linkages, and business support services, the programme aims to strengthen women's incomes, enhance their economic agency, and contribute to resilient local economies.

Coverage as of March 2026



30
Blocks



4
Districts



609
Gram Panchayats



9,806
Villages



7,67,412
Households



Rural Crèche Initiative



The Rural Crèche Initiative, implemented in partnership with the Azim Premji Foundation, seeks to improve the nutrition, health, care, and early childhood development outcomes of children below three years of age in remote rural communities. Community-based crèches provide a safe and nurturing environment for young children while enabling parents, particularly women, to participate in livelihood activities with greater confidence and continuity. The initiative is designed as a long-term intervention to strengthen early childhood development systems in underserved areas.

Coverage as of March 2026



7
Blocks



3
Districts: Gajapati, Kandhamal and Kalahandi



52
Gram Panchayats



2,614
Households

Holistic Rural Development Programme – Keonjhar



Implemented in partnership with HDFC Bank, the Holistic Rural Development Programme in Keonjhar adopts an integrated approach to rural development by combining institution building, natural resource management, livelihood enhancement, skill development, irrigation infrastructure, and water and sanitation interventions. The programme seeks to strengthen community institutions and support locally led planning processes that improve the quality of life and long-term resilience of rural households.

Coverage as of March 2026



2
Blocks: Keonjhar Sadar and Patna



4
Gram Panchayats



20
Villages



3,866
Households



17,401
People

Other Strategic Extension projects undertaken during the year are:

- Developing organisational capabilities for the promotion of rural enterprise
- Expansion of sunflower areas in rice fallows in Ganjam & introduction of promising climate-resilient new pigeon pea varieties in Odisha
- Facilitating integrated farming clusters in Gajapati
- Gram Saksham - Integrated Village Development in Kalahandi
- Increasing access to improved water, sanitation and hygiene services in Odisha and Jharkhand
- Project: RAKSHAN- A better future for the children of Kandhamal
- Renewable energy access in Maligaon in Kalahandi
- Sahayog - Support to projects of Youth for India Fellows



LEARNING COLLABORATIONS

Gram Vikas collaborates with academic institutions and research organisations to deepen understanding of the challenges facing rural communities, generate evidence for programme design, and test approaches that can inform policy and practice. These collaborations bring together research, implementation, and community experience to improve both knowledge and practice.

During the year, three learning collaborations were underway:

Climate Change Local Adaptation Pathways (CLAPs)

The Climate Change Local Adaptation Pathways (CLAPs) study is being implemented in partnership with the Indian Institute for Human Settlements (IIHS), the Centre for Migration and Inclusive Development (CMID), the University of Exeter, and the University of East Anglia. As part of the multi-country SUCCESS programme, the study seeks to understand mobility and immobility in the context of climate change and explore pathways that strengthen climate-resilient livelihoods. In Odisha, the study covered 31 Gram Panchayats, 95 habitations, and 5,062 households across Surada, Daringbadi, and Rayagada blocks.

Climate Resilient Odisha Produce Study (CROPS)

The Climate Resilient Odisha Produce Study (CROPS), undertaken in partnership with Emory University, explores the role of backyard nutrition gardens in improving dietary diversity and household nutrition. The study combines technical support, behaviour change, and household-level interventions to strengthen food and nutrition security. During the year, the study covered 946 households across 45 villages in Ganjam, Gajapati, and Nayagarh districts.

India In-Line Chlorination Pilot Study

The India In-Line Chlorination Pilot Study is being implemented with the University of Chicago Development Innovation Lab to assess the effectiveness and community acceptance of low-cost chlorination technologies for improving drinking water quality. The study covered 1,819 households in nine habitations across Rayagada district.



THEMATIC AREAS

The programme platforms and strategic initiatives of Gram Vikas draw upon expertise from multiple disciplines. To build and sustain this expertise, the organisation is structured around six thematic areas, each responsible for developing knowledge, capacities, tools, and systems in its domain.



Village Institutions

Village Institutions is a cross-cutting thematic area focused on strengthening community institutions and local governance. It enables communities to plan collectively, manage resources, access public programmes, and participate effectively in local decision-making across the Water Secure Gram Panchayat and Safe and Dignified Migration programmes.

Resource Mobilisation Support Group (RMSG)

The Resource Mobilisation Support Group supports village and Gram Panchayat-level planning, resource mobilisation, convergence, and capacity building. It also supports programme teams through knowledge development, training, and quality assurance processes.



Water

The Water thematic area focuses on water security, source sustainability, groundwater management, water quality, and water infrastructure. It supports communities to build and manage sustainable water systems while strengthening local capacities for long-term stewardship of water resources.

Water Resource Technology Group (WRTG)

The Water Resource Technology Group provides technical support for groundwater management, hydrological assessments, water resource planning, and implementation of water security interventions under the Water Secure Gram Panchayat Programme.

Civil Engineering Support Group (CESG)

The Civil Engineering Support Group provides technical expertise in planning, design, and construction of water, sanitation, and natural resource management infrastructure. It also supports capacity building and quality assurance for civil works across programmes.



Livelihoods

The Livelihoods thematic area promotes resilient farm and non-farm livelihoods through productivity enhancement, value addition, risk reduction, market engagement, and enterprise development. Its work contributes to both the Water Secure Gram Panchayat and Safe and Dignified Migration programmes.

Enterprise Development Resource Group (EDRG)

The Enterprise Development Resource Group supports the development of nano, micro, and small enterprises through training, mentoring, business support services, and ecosystem development. It also supports the deployment of local enterprise service providers and facilitates partnerships with specialised agencies.



Sanitation & Health

The Sanitation and Health thematic area works to improve health, nutrition, sanitation, hygiene, and water quality outcomes through community-based approaches that combine infrastructure, awareness, behaviour change, and service delivery.

WASH-Nutrition Resource Group (WNRG)

The WASH-Nutrition Resource Group supports research, knowledge development, communication, and capacity building related to water, sanitation, hygiene, health, and nutrition. It helps programme teams and communities address emerging public health and nutrition challenges.



Education & Youth

The Education and Youth thematic area supports children, adolescents, and young people to build aspirations, capabilities, and pathways to education, livelihoods, and community leadership. It works through learning groups, youth collectives, sports initiatives, and opportunities for skill development and engagement.



Habitat and Technology

The Habitat and Technology thematic area promotes the adoption of appropriate technologies, renewable energy solutions, and digital systems that enhance quality of life, improve service delivery, and strengthen community capabilities. It also supports the organisation in identifying, adapting, and scaling technologies relevant to rural development.

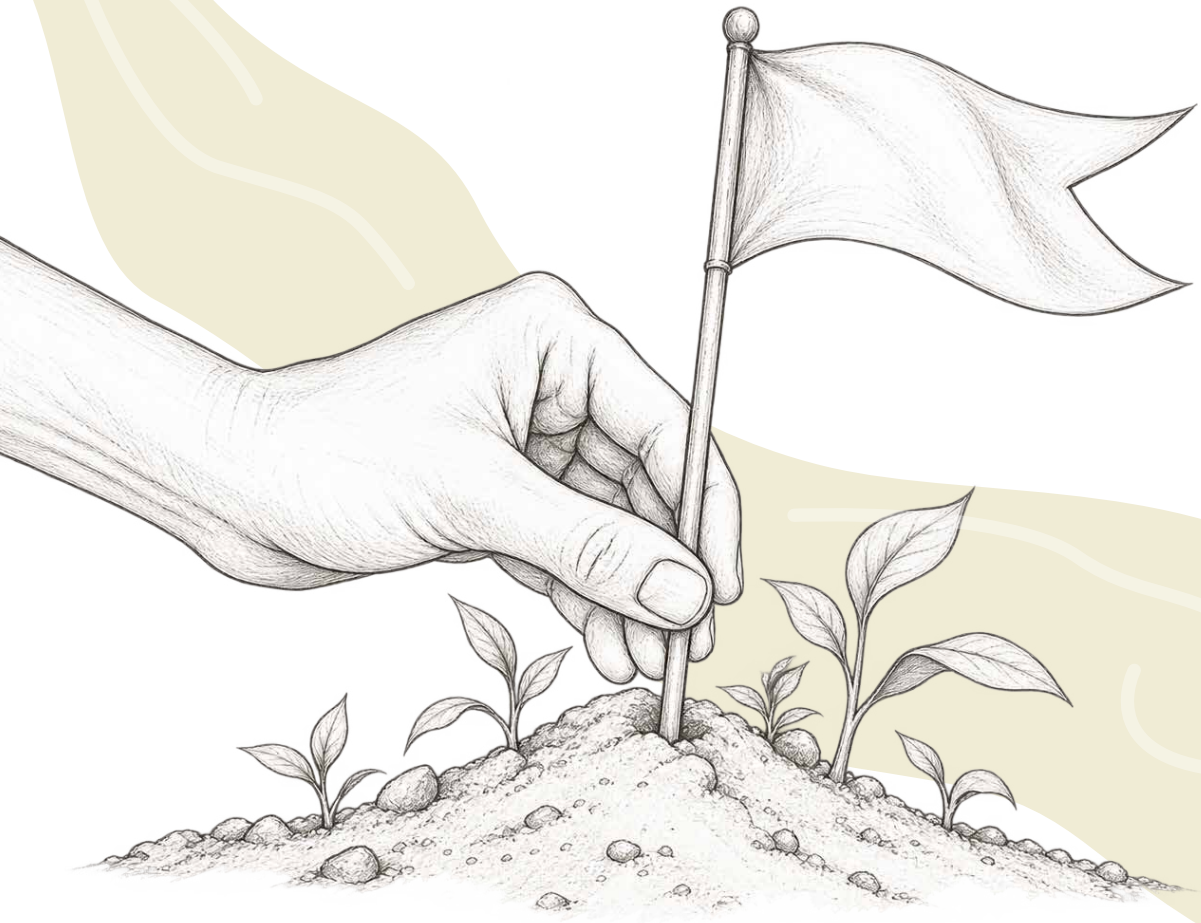


Milestones & Measures

This chapter presents the key milestones achieved during the year across the four outcomes that guide Gram Vikas's work:

SUSTAINABILITY **PROSPERITY** **SAFETY** **EQUITY & RESILIENCE**

Together, these measures provide an overview of the changes made possible through our programmes and partnerships with rural communities. As many of these outcomes are built over several years, the figures presented are cumulative unless otherwise indicated, reflecting the overall scale of change as of March 2026 rather than progress during 2025–26 alone.



Sustainability for Communities and Ecosystems

The Sustainability outcome focuses on strengthening the natural resource base on which rural communities depend for their well-being and livelihoods.

Long-term water security depends on informed decision-making as well as physical infrastructure. Communities and local governments need reliable information about their water resources and the capability to use it for planning and management. Gram Vikas translates technical knowledge from fields such as hydrogeology and geospatial analysis into practical tools and processes that community institutions and local governments can use. Combined with landscape restoration and resource mobilisation, these approaches enable communities to take a more active role in managing their water and natural resources.

During the year, sustainability-related interventions under the Water Secure Gram Panchayat Programme and Strategic Extension projects covered:



109
Gram Panchayats



1,992
Habitations



1,04,728
Households

Comprehensive Sourceshed Development (CSSD): Restoring landscapes that sustain water
CSSD is the programme's approach to protecting and restoring the catchments that sustain critical water sources. Using ridge-to-valley principles, communities undertake soil and water conservation, afforestation, agroforestry, and land development measures. These help improve groundwater recharge, reduce erosion, restore ecosystem health, and improve long-term water availability.

Community-based Water Resource Management (CWRM): Understanding water before managing it
CWRM is the programme's approach to building community capabilities for water governance. It combines water source inventories, aquifer mapping, Water Passbooks, demand-supply analysis, and Water Security Plans to help communities understand, monitor, and manage their water resources. The information generated through these processes supports planning and decision-making at the habitation and Gram Panchayat levels.

Making Groundwater Science Useful for Communities

Through the Community-based Water Resource Management (CWRM) approach, communities are using locally generated information to guide water management and planning. Water Source Inventories, groundwater monitoring, Water Passbooks, and Water Security Plans help communities and Gram Panchayats understand their water resources, prioritise investments, and make more informed decisions about local water management.

The process begins by documenting local water resources through Water Source Inventories and community-led monitoring of wells and springs, building an understanding of how local water systems respond to rainfall, water use, and landscape restoration. This information is consolidated in the Water Passbook, which combines aquifer mapping with regular groundwater monitoring to provide a simple record of local water availability.

Originally developed to support groundwater management, the Water Passbook is also beginning to inform decisions on crop planning and water use. During the year, four Producer Groups used the Passbook to guide agricultural planning.

The year also marked the introduction of Water Security Plans, which bring together information from Water Source Inventories, groundwater monitoring, and Water Passbooks into a single framework for local planning. Prepared by communities, these plans help identify priorities for protecting water sources, improving groundwater recharge, and managing water resources more sustainably. Together, these interventions enable communities and Gram Panchayats to use locally generated evidence to plan ahead, rather than respond to water shortages only after they occur.

During the year, CWRM expanded from documenting and monitoring water resources to using groundwater information for local planning and agricultural decisions.

- **Water Source Inventories** documenting 15,596 water sources were completed across 79 Gram Panchayats.
- **Aquifer mapping** was completed in 498 habitations, and 491 Water Passbooks were prepared.
- **Water Passbooks** were rolled out in 125 habitations, where communities are regularly updating groundwater information.
- **69 Water Security Plans** were prepared, enabling communities to identify priorities for source protection, groundwater recharge, and long-term water management.
- **Four Producer Groups**, involving 50 members, used Water Passbook information for crop planning, demonstrating the practical application of groundwater information to agricultural decision-making.



Making Landscapes Greener and More Productive

Communities continued to restore the landscapes that sustain local water sources through the Comprehensive Sourceshed Development (CSSD) approach. Integrated mixed forestry, horticulture, and soil and water conservation measures across critical water source catchments improve groundwater recharge, reduce soil erosion, enhance biodiversity, and create productive assets for farming households.

The approach combines ecological restoration with livelihood improvement. Mixed forestry protects and regenerates ecosystems around water sources, while horticulture diversifies household incomes through long-term plantation-based livelihoods. Together, these interventions support more resilient farming systems and improve the conditions needed for long-term water security.

- During the year, CSSD continued to expand landscape restoration through plantations, decentralised **nurseries, and soil and water conservation measures.**
- **286 hectares** were added under horticulture plantations during the year, taking the cumulative area under horticulture to 2,226 hectares.
- **54 hectares** were added under mixed forestry plantations during the year, taking the cumulative area under mixed forestry to 751 hectares.
- **More than one lakh saplings** were raised through decentralised village nurseries to support plantation activities across programme areas.
- Soil and water conservation measures have now been implemented across **4,515 hectares**, strengthening groundwater recharge and reducing soil erosion.







Planting Hope for the Future

At 65, Antaryami Nayak is thinking less about the next harvest and more about the landscape he will leave behind. Together with his wife, Kumudini, 60, the couple has transformed one acre of fallow land in Malipanka village of Gocha Gram Panchayat, Sorada Block, into a fruit orchard for future generations.

Like many rural households, the Nayaks depend on wage labour, cultivation on their small landholding and sharecropping. Over the years, they have seen farming become increasingly uncertain as declining tree cover, erratic rainfall, rising temperatures and water scarcity have affected agricultural productivity.

Community discussions under the Water Secure Gram Panchayat programme encouraged them to look at their land differently. They came to see tree planting not only as a future source of income, but also as a way to conserve soil, improve groundwater recharge and strengthen the resilience of their farm.

In August 2025, they planted 80 fruit trees comprising 35 cashew, 35 Amrapali mango, five lemon and five jackfruit saplings. Although the orchard will take several years to bear fruit, the couple sees it as an investment in their family's future.

"We want the next generation to have a secure livelihood," says Antaryami. "We also want our fields to remain green and our children to grow up in a clean and healthy environment."

Kumudini adds, "These trees are like our children. We may be growing old, but it gives us satisfaction to know that we are leaving behind something valuable for our family."

Their decision has inspired other families to adopt tree-based farming. During the year, 250 farmers across 26 villages in seven Gram Panchayats of the Sorada area established horticulture plantations, planting more than 18,500 fruit saplings, including cashew, mango, lemon, jackfruit and tamarind.

The Nayaks' orchard demonstrates how Comprehensive Sourceshed Development combines ecological restoration with livelihood security. By restoring tree cover on individual farms, communities strengthen soil and water resources while creating productive assets that will benefit both present and future generations.

Making Water Sources More Reliable

A critical measure of water security is whether communities have reliable access to water throughout the year. As communities build their understanding of local water resources and restore the landscapes that sustain them, there are improvements in the condition of wells, springs, and other critical drinking water sources.

Communities continued to protect and restore water source catchments through soil and water conservation measures such as contour trenches, water absorption trenches, stone bunds, gully plugs, and field bunds. These interventions reduce soil erosion, improve rainwater infiltration, increase groundwater recharge, and help sustain water sources during the dry season.

Community monitoring also indicates continued improvements in the reliability of critical drinking water sources. While these outcomes are the result of long-term community stewardship and sustained ecological restoration, they provide growing evidence that the Water Secure Gram Panchayat approach is strengthening local water security.

- **2,864 wells and 620 springs** were monitored across programme areas to track groundwater levels and spring discharge.
- **41% of monitored wells** recorded increased or stable groundwater levels.
- **23% of monitored springs** recorded improved or stable discharge.



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Community-led Spring Revival Restores Year-round Water Security

For the 28 Adivasi households of Pergunipada village in Thuamul Rampur Block of Kalahandi district, water scarcity had become part of daily life. The village's only spring, once a dependable source of water, had gradually weakened and would dry up during the summer months. Families walked nearly half a kilometre to another spring for bathing, while women queued at a tube well to wash clothes and utensils.

The problem lay beyond the spring itself. Erratic rainfall, loss of tree cover and degradation of the surrounding catchment had reduced groundwater recharge and increased soil erosion.

Under the Water Secure Gram Panchayat programme, the community worked together to restore the landscape that sustained the spring. Three women's self-help groups established community nurseries and raised 9,000 saplings for planting. Villagers also constructed 472 staggered contour trenches, 127 continuous contour trenches and 4,119 gully plugs across six acres of the watershed, helping rainwater soak into the ground and replenish the aquifer.

The impact became visible over time. The spring, which had previously dried up every summer, now provides a more reliable source of water, reducing the hardship faced by households and improving water security for the village.

The experience of Pergunipada shows that restoring water sources begins with restoring the landscape around them. Through Comprehensive Sourceshed Development, the Water Secure Gram Panchayat programme supports communities to protect catchments, improve groundwater recharge and strengthen the natural systems that sustain water security. When communities invest collectively in their landscapes, they build lasting resilience to a changing climate.



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Prosperity for Households and Communities

The Prosperity outcome focuses on enabling rural households and communities to build stronger, more resilient local economies amid climatic, social, and economic change. Prosperity today depends on more than improvements in agricultural production. Climate variability, changing aspirations, evolving labour markets, and greater access to information and technology are reshaping how households earn, diversify, and invest in their futures.

Gram Vikas supports multiple pathways to greater economic security for rural households. These include improving farm productivity, strengthening producer collectives, enabling better farm decision-making, diversifying livelihoods, supporting rural enterprises, improving financial capability, and expanding women's participation in economic activities. Together, these approaches help households increase incomes, reduce livelihood risks, and adapt to changing environmental and economic circumstances.

During the year, prosperity-related interventions were implemented across



684
Gram Panchayats



14,124
Habitations



8,28,277
Households

through the Water Secure Gram Panchayat Programme, the Safe and Dignified Migration Programme, Swayamshree, and other Strategic Extension projects.

Helping Farmers Grow More with Less Risk

Gram Vikas supports farming households to improve productivity through better farming practices, irrigation, appropriate farm technologies, and local technical support. The work helps farmers make better use of land and water, improve soil health, increase cropping intensity, and reduce cultivation costs.

During the year, the Improved Package of Practices (IPoP) remained a key part of this work. It brings together improved crop management, efficient water use, soil health restoration, and locally produced bio-inputs that farmers can adapt to local conditions. Crop-cutting experiments were also introduced to assess changes in productivity and build evidence on the effectiveness of these practices.

Progress during the year included:

- **61,148 households** increased the area under cultivation.
- **17,550 households** adopted a second crop.
- **5,397 farmers** adopted the Improved Package of Practices (IPoP) across 3,569 acres.

- **1,489 farmers** cultivated a second crop using IPoP.
- Irrigation support covered **10,768 hectares** of farmland.

Strengthening Collective Action among Producers

Producer Groups bring farmers together to plan, learn, and act collectively. They help members access agricultural inputs, technical support, government programmes, farm equipment, and markets more effectively, while reducing costs and improving returns from farming. They also strengthen local institutions that support rural livelihoods.

Producer Groups also serve as the primary platform through which many agricultural and livelihood interventions are delivered. Collective procurement of inputs, shared access to farm equipment, crop planning, adoption of improved farming practices, and market linkages become more effective when organised through these institutions.

As the groups mature, they increasingly strengthen local leadership, improve financial management, and build stronger connections between producers, government agencies, and markets.

During the year, Producer Groups continued to expand their reach, link members to government programmes and markets, and improve the economics of farming.

Progress during the year included:

- **3,402 Producer Groups** brought together 41,000 farming households.
- **760 Producer Groups** were linked with one or more government programmes.
- **448 Producer Groups** reported lower input costs through collective procurement.
- **377 Producer Groups** reported increased income through collective marketing.
- Producer Groups and collectives generated a cumulative income of **₹575 crore**.







Bringing Water to a Second Crop

For generations, farmers in Sauri village of Nuagada Block in Gajapati district depended almost entirely on the monsoon. Paddy and finger millet were cultivated during the kharif season, but the absence of irrigation left fields fallow for much of the year. Farm incomes remained limited, and households even depended on nearby markets for vegetables during the dry season.

The formation of three Farmer Producer Groups gave farmers an opportunity to collectively identify the main constraint to improving agriculture: the lack of irrigation for a second crop.

Working with the groups, Gram Vikas supported the construction of a branch canal that extended water from an existing minor irrigation project in a neighbouring village to farmers' fields in Sauri. Reliable irrigation during the rabi season made it possible to cultivate crops beyond the monsoon.

Today, 30 to 40 farmers grow vegetables such as cauliflower, cabbage, beans, brinjal, carrot, radish, onion and coriander. Eleven farmers have also taken up sunflower cultivation on six acres with support from the Integrated Tribal Development Agency. Land that once remained fallow now produces a second crop.

The benefits extend beyond higher production. Families meet more of their own nutritional needs while selling surplus vegetables in nearby markets. Participating farmers have earned an additional ₹10,000-12,000 on average from vegetable cultivation during the season.

"The irrigation support made it possible for us to cultivate winter vegetables. We have been able to harvest a second crop and significantly increase our income," says Jacob Raita, President of the Utkal Farmer Producer Group.

The experience of Sauri shows how improving access to water can transform farming systems. Combined with farmer collectives and better agricultural practices, irrigation enables households to diversify production, improve food security and strengthen farm livelihoods, demonstrating how water security creates pathways to greater agricultural prosperity.



Helping Farmers Make Better Decisions

As weather patterns become less predictable and pressure on water resources increases, farmers need timely and reliable information to make production decisions. Gram Vikas combines hyperlocal weather information with community-generated knowledge of groundwater availability to support decisions on crop planning, sowing, irrigation, and other farm operations.

The Weather and Crop Advisory System provides location-specific forecasts and crop advisories, while the Water Passbook helps farmers understand the availability and seasonal behaviour of local water resources. Information is shared through village weather boards, farmer meetings, and local volunteers, helping farmers use it in day-to-day decisions. Together, these systems support more efficient use of water and other farm resources and help reduce production risks.

During the year, farmers increasingly used locally available weather and crop information to inform agricultural decisions:

Progress during the year included:

- **22 Automated Weather Stations** provided hyperlocal weather information across programme areas.
- **2,565 farmers** used weather and crop advisories for crop planning.
- **1,384 Producer Group members** reported reduced crop losses and cultivation costs through the use of weather and crop advisories.

Diversifying Household Livelihoods

Diversified livelihoods enable rural households to build more resilient household economies. Horticulture, livestock, fisheries, and other allied activities complement seasonal crop cultivation by making productive use of available land, water, and local resources while reducing dependence on a single source of income.

The work combines improved production practices with technical support, community institutions, and access to government programmes. Horticulture interventions are linked to water availability and landscape planning, while animal husbandry and fisheries focus on better management practices, preventive healthcare, and convergence with government services. Together, these portfolio of livelihood options help households diversify incomes and reduce economic risk.

During the year, households expanded livelihood opportunities across horticulture, animal husbandry, and fisheries:

- **10,475 households** were supported to establish or strengthen horticulture-based livelihoods.
- **17,156 households** reported increased income from animal husbandry.
- **20 fisheries units** were established to strengthen household livelihoods.





Collective Poultry Farming Strengthens Women's Livelihoods

For many women in rural Bolangir, opportunities to earn an independent income while managing household responsibilities are limited. In Sikachhida village, 10 members of the Maa Bhawani Self-Help Group found one such opportunity through collective poultry farming.

Supported under the Holistic Rural Development Project with support from HDFC Bank Parivartan, the group established a poultry enterprise with assistance from Gram Vikas. A poultry shed was constructed with the women's own labour, reflecting their commitment to the enterprise. They also received chicks, feed, equipment and training in poultry management, feeding practices and disease prevention.

The women quickly integrated poultry farming into their daily routines. Within four months, they completed their first production cycle, selling the birds to local traders and community members. After meeting all operational expenses, the enterprise generated a net profit of more than ₹35,000.

The income was only part of the change. Managing the enterprise collectively strengthened the women's confidence, planning and decision-making skills, while creating a dependable source of supplementary income within the village and reducing their dependence on seasonal wage labour.

"As this was our first experience with poultry farming, we were initially unsure whether we would succeed. But by working together and following the guidance provided, we successfully completed the first production cycle. The income has motivated us to continue and expand the enterprise," says Anusaya Sai, a member of the Maa Bhawani Self-Help Group.

The experience of the Maa Bhawani Self-Help Group shows how collective enterprises can expand livelihood opportunities for rural women. By combining community institutions with technical support and enterprise development, the initiative has enabled women to build sustainable livelihoods while strengthening their role in the local economy.



Growing Rural Enterprises

Rural enterprises create opportunities for households to generate income beyond agriculture while contributing to local economies. Farm-based and non-farm enterprises build on local skills, resources, and market opportunities, creating employment and reducing dependence on seasonal agriculture and migration.

Enterprise development is supported through technical guidance, business development services, access to finance, and market linkages. Gram Udyog Mitras (GUMs) provide first-mile support to entrepreneurs, while enterprise profiling, market assessments, and the Enterprise Performance Tracking System (PTS) help entrepreneurs assess business performance, identify opportunities for growth, and improve access to finance. The focus is on building viable, locally rooted enterprises and value chains rather than one-time income-generating activities.

During the year, enterprise support expanded through women-led businesses, local service providers, market platforms, and improved performance tracking:

- **29,766 women** established or expanded non-farm enterprises.
- **163 Gram Udyog Mitras** provided first-mile support to rural entrepreneurs and producer collectives.
- **Nine market platforms** (three Rural Enterprise Bazaars and six weekly markets) were established to strengthen local market access.
- **4,949 enterprises** were brought under the Enterprise Performance Tracking System (PTS) pilot.







Productive Use of Remittances Strengthens Household Livelihoods

When Bibhishan Sabar migrated to Palasa in Andhra Pradesh for work, his family's small grocery shop in Bhaliasahi village of Patrapur Block, Ganjam district, was on the verge of closing. With limited income, the family struggled to meet its daily needs.

Through the Safe and Dignified Migration programme, Bibhishan learnt the importance of financial planning and regular remittances. After meeting his own expenses, he began sending ₹5,000-6,000 home every month to his wife, Mamita.

Rather than using the money only for household expenses, Mamita invested it in reviving the family's grocery shop. She expanded the range of goods on sale and purchased a refrigerator, allowing the shop to stock cold beverages, dairy products and other perishable items. The improvements attracted more customers and increased sales.

Today, Mamita manages the shop independently, generating an additional monthly income of around ₹3,000. Combined with Bibhishan's remittances, the family now has two reliable sources of income, strengthening its financial security and reducing its dependence on migration alone.

The experience of Mamita and Bibhishan shows that the value of migration extends beyond the income earned at the destination. When remittances are planned and invested productively, they can create local livelihood opportunities, strengthen household resilience and improve long-term financial security.



Strengthening Financial Capability

Access to formal financial services is an important foundation for more secure rural livelihoods. Gram Vikas works with households, entrepreneurs, and migrant workers to improve access to banking services, promote savings, support productive investments, and enable informed financial decision-making. This work is closely linked to enterprise development and the Safe and Dignified Migration Programme, recognising the role of financial inclusion in reducing vulnerability and building long-term household prosperity.

Support includes financial literacy, banking facilitation, and assistance in accessing formal financial services. Migrant workers and their families are supported to open bank accounts, update banking records, and use formal channels for savings and transactions. This also provides a foundation for Gram Vikas's emerging work with migrant households to use savings and remittances for livelihoods, enterprises, and other productive investments that strengthen household resilience.

During the year, migrant workers and their families received support to access formal banking services:

- **308 migrant workers** opened new bank accounts at destination locations.
- **257 members** of migrant households opened new bank accounts in source villages.
- **494 individuals** received support for banking and account-related services, including KYC updates

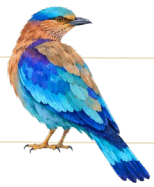
Women Leading Local Prosperity

Women's economic empowerment is central to Gram Vikas's approach to building resilient rural economies. The organisation works to build women's capabilities as producers, entrepreneurs, service providers, and leaders of community institutions, while improving access to markets, finance, and government programmes. By investing in women's leadership alongside enterprise development and collective action, Gram Vikas seeks to enable women to participate more fully in local economies and influence how they grow and function.

Women received technical support to improve agricultural and non-farm livelihoods, expand enterprises, build digital and financial capabilities, and take on leadership roles as community resource persons, Producer Group leaders, and members of Farmer Producer Companies. These interventions support women's contribution to household incomes as well as to the institutions, enterprises, and markets that sustain local economies.

During the year, women formed the large majority of participants across prosperity interventions and played a significant role in producer groups, enterprises, and community-level service delivery:

- **98% of participants** in prosperity interventions were women.
- **86% of Producer Group members** were women.
- 9**8% of enterprises** supported were women-led.
- **66% of Community Resource Persons** were women.







Community-led Eco-tourism Creates Sustainable Livelihoods

Midubandha Waterfall, nestled amidst the forests and hills of Daringbadi Block in Kandhamal district, has long attracted visitors with its natural beauty. Yet, despite the steady flow of tourists, the neighbouring villages derived little economic benefit. The absence of basic visitor facilities and local management meant that tourism remained an unrealised opportunity.

Recognising this potential, Gram Vikas worked with local communities to develop a model of community-led eco-tourism. Basic visitor facilities, including a bamboo ticket counter, entrance gate and selfie point, were created using locally available materials, while local women's institutions took responsibility for managing the site.

Today, women from nine Self-Help Groups across five villages oversee visitor management, ticket collection, maintenance and other day-to-day operations. Revenue from entry fees and vehicle parking provides a regular source of income while supporting the upkeep of the site.

Facilitated by an SBI Youth for India Fellow with support from the SBI Foundation, the initiative has created livelihood opportunities while strengthening women's leadership and community ownership. Local residents now play an active role in protecting the area's ecological and cultural heritage, ensuring that tourism benefits both the community and the landscape.

The experience of Midubandha shows how community ownership can transform a natural asset into a sustainable local enterprise. By combining conservation with collective management, eco-tourism has created livelihoods while preserving the landscape that sustains them.



Safety for Dignity and Well-being

The Safety outcome focuses on enabling rural communities to live healthy, safe, and dignified lives. Access to safe drinking water, sanitation, hygiene, and early childhood care reduces health risks and improves living conditions, particularly for women, children, and other vulnerable members of the community.

Gram Vikas works with communities to establish and maintain systems for safe drinking water, household sanitation, water quality monitoring, wastewater management, and early childhood care and nutrition. Alongside infrastructure, the organisation invests in community institutions, local service providers, and behaviour change processes that help communities manage these services over the long term.

During the year, safety-related interventions were implemented across



118
Gram Panchayats



2,001
Habitations



1,06,547
Households

through the Water Secure Gram Panchayat Programme, the Rural Crèche Initiative, and other Strategic Extension projects.

Building Reliable Community Water Systems

Gram Vikas supports communities to establish and manage reliable piped water supply systems that provide safe drinking water close to home. Community-owned and community-managed systems remain central to the organisation's approach, with Village Development Committees taking responsibility for the operation, maintenance, and long-term sustainability of these systems. Where government-managed piped water supply systems are available, Gram Vikas complements these efforts by strengthening community engagement and ensuring that households are able to access and use the services effectively.

Reliable water systems improve far more than access to drinking water. Household tap connections reduce the time and effort required to collect water, improve hygiene, and make it possible for every household to access water where it is needed, including in kitchens, toilets, and bathing spaces. Together, these investments contribute to healthier and more dignified living conditions while strengthening community ownership of essential infrastructure.

- **30,180 households** had Functional Household Tap Connections.
- **21,725 households** had three-tap household water connections.

- **467 villages** achieved universal Functional Household Tap Connection coverage.
- **121 villages** achieved universal three-tap household water connection coverage

Keeping Drinking Water Safe

Community-based water quality management enables villages to monitor the safety of their drinking water and respond quickly when contamination is detected. Trained village-level service providers regularly test drinking water sources, identify water quality risks, and work with Village Development Committees to implement corrective measures. By building local capability to monitor and manage water quality, communities are better equipped to sustain safe drinking water systems over the long term.

Regular surveillance, public display of water quality information, and timely mitigation measures strengthen confidence in drinking water systems while promoting greater community ownership. Alongside these efforts, Gram Vikas continues to test and adapt practical technologies that improve drinking water quality, particularly in addressing bacteriological contamination and other emerging water quality challenges.

During the year, community-led water quality systems expanded across villages, alongside efforts to address identified risks and test new approaches:

- **1,682 villages** had trained Water Quality Service Providers supporting community-led water quality management.
- **1,356 villages** regularly conducted water quality monitoring following established protocols.
- **119 villages** undertook community-led mitigation measures to address identified water quality issues.
- An in-line chlorination pilot continued in selected villages, demonstrating encouraging results in reducing bacteriological contamination and strengthening drinking water safety.

Strengthening Household Sanitation

Household sanitation is central to improving health, dignity, and quality of life in rural communities. Gram Vikas promotes an integrated approach that combines toilets, private bathing spaces, reliable water supply, and behaviour change to ensure that sanitation facilities are constructed, used, and maintained over time. The emphasis is on enabling every household to access safe and dignified sanitation as part of a healthy living environment.

Achieving universal sanitation requires sustained community engagement alongside technical support. Village institutions identify households that need additional assistance, facilitate access to government programmes, and encourage collective action to extend sanitation coverage. As villages move towards universal access, greater attention is also being given to repairing, upgrading, and maintaining existing sanitation infrastructure.

During the year, communities continued to expand household sanitation access while improving and upgrading existing facilities:

- **46,033 households** had access to household toilets.
- **24,377 households** had both toilets and private bathing rooms.
- **849 villages** achieved universal household toilet coverage.
- **187 villages** achieved universal toilet and bathing room coverage.
- **1,693 households** constructed or upgraded household sanitation facilities with technical support during the year.

Putting Wastewater to Productive Use

Household wastewater can become a valuable resource when managed effectively. Gram Vikas promotes the reuse of greywater from kitchens and bathing areas to support backyard gardens, enabling households to grow vegetables and fruits close to home. This improves environmental hygiene, supports household nutrition, and makes productive use of water that would otherwise be wasted.

The approach combines technical guidance with community awareness on wastewater management, nutrition, and healthy food practices. Backyard gardens help diversify household diets and encourage the cultivation of locally available vegetables and fruits, strengthening food security while improving the household environment.

During the year, households expanded the use of greywater for backyard gardens, alongside community efforts to improve nutrition and dietary diversity:

- **14,263 households** used greywater to maintain backyard gardens.
- **5,388 new backyard gardens** were established during the year.
- **1,404 community sessions** were conducted on greywater management and dietary diversity.
- **Three Nutrition Melas**, involving more than 500 community members from 40 villages, promoted locally available nutritious foods and community learning.





Backyard Nutrition Gardens Improve Household Nutrition and Food Security

For Surama Muthamajhi of Mundrumaha village in Danekbadi Gram Panchayat, Kandhamal district, a small backyard garden has transformed her family's access to nutritious food. What began as a simple effort to grow vegetables at home now provides fresh produce throughout the year while reducing household expenditure.

Inspired by a nutrition awareness meeting facilitated by a Poshan Mitra, Surama established a backyard nutrition garden that today produces brinjal, okra, chilli, spinach, long beans, papaya, ivy gourd and pumpkin. She irrigates the garden using wastewater from the household bathing area and relies entirely on organic manure.

"Earlier, we had to buy vegetables from the market. Now we harvest fresh vegetables from our own backyard. The garden provides nutritious food for my family and has also reduced our household expenditure on vegetables," says Surama.

Many families in the village have had similar experiences. Nilima Pradhan says her family's nutrition garden now supplies fresh vegetables throughout the year, leaving them to buy little more than essentials such as oil and salt.

The experience of these households shows how simple, low-cost interventions can strengthen rural livelihoods. By enabling families to grow their own nutritious food using locally available resources, backyard nutrition gardens improve food security, reduce household expenditure and strengthen household resilience.



Supporting Early Childhood Care and Nutrition

The Rural Crèche Initiative provides safe, community-managed spaces where young children receive care, nutrition, and early stimulation while their caregivers engage in livelihood activities. By combining childcare with nutrition, growth monitoring, and early learning, the initiative supports healthy child development while reducing a barrier to women's participation in livelihood activities.

Community ownership is central to the initiative. Village Development Committees, Gram Panchayat Coordination Committees, and frontline government workers work together to manage the crèches, monitor children's growth, and facilitate referrals to public health and nutrition services. This helps improve the quality of childcare while building stronger links between communities and public systems.

During the year, community-managed crèches provided regular care and nutrition support while strengthening growth monitoring and referral systems:

- **51 community-managed crèches** supported 541 children aged 7 to 36 months.
- **77 children** improved their nutritional status through regular nutrition support, growth monitoring, and caregiver counselling.
- **90% of enrolled children** received regular growth monitoring.
- Community management and convergence with ASHA workers, Anganwadi Workers, and ANMs strengthened referral and nutrition support systems.







Poshan Melas Revive Traditional Foods for Better Nutrition

For many rural families, nutritious food is often associated with market purchases, while locally available cereals, pulses, leafy greens and forest foods are overlooked. Poshan Melas are helping communities rediscover these traditional foods and incorporate them into healthier diets for children and families.

During the year, Gram Vikas organised Poshan Melas under the Climate Resilient Odisha Produce Study (CROPS) in Ganjam district. Women from self-help groups prepared and exhibited a wide variety of nutritious dishes using millets, pulses, seasonal vegetables and indigenous foods, while sharing recipes and traditional knowledge with other participants.

The melas also provided practical guidance on child nutrition, maternal nutrition and balanced diets. Through demonstrations and discussions, participants learnt that nutritious meals can be prepared using affordable, locally available ingredients that are well suited to local conditions.

The Poshan Melas show how community learning can improve nutrition by reviving healthy food traditions. By encouraging families to make greater use of local foods, they support healthier diets for young children, pregnant and lactating women, and contribute to improved household nutrition.





Equity and Resilience for People, Resources, and Opportunities

The Equity and Resilience outcome focuses on building the institutions, capabilities, and support systems that enable people to participate in decisions affecting their lives, access public services and entitlements, and respond to changing social and economic conditions. Particular attention is given to women, young people, migrant households, and other vulnerable groups so that development processes are more inclusive and opportunities are shared more equitably.

Equity and resilience depend on strong local institutions, inclusive planning processes, and the ability to engage effectively with public systems. Gram Vikas works with communities to improve access to rights and entitlements, support safer migration, and enable women, young people, and children to participate more actively in local development. These efforts help build local institutions that are more representative, responsive, and better equipped to manage social and economic change.

During the year, equity and resilience interventions were implemented across



265
Gram Panchayats



5,510
Habitations



2,50,298
Households

through the Water Secure Gram Panchayat Programme, the Safe and Dignified Migration Programme, Vikalp, and other Strategic Extension projects.

Strengthening Community Institutions

Strong community institutions are central to Gram Vikas's approach to rural development. Village Development Committees (VDCs) and Gram Panchayat Coordination Committees (GPCCs) enable communities to organise collective action, engage with public systems, and make decisions that shape local development. Women's Self-Help Groups, Bal Sabha, and Kishor Kishori Samuh create additional opportunities for different groups within the community to participate in these processes.

Over time, these institutions have evolved beyond programme implementation. They increasingly anchor participatory planning, facilitate access to public programmes, support vulnerable households, and strengthen accountability within communities. Together, they contribute to more inclusive and resilient local development.

During the year, community institutions continued to expand participation by women and young people in local leadership:

- **2,172 Village Development Committees (VDCs) and 48 Gram Panchayat Coordination Committees (GPCCs)** were active across programme areas.
- **91% of VDCs and 60% of GPCCs** had women serving as office-bearers.
- **81% of VDCs and 60% of GPCCs** had youth serving as office-bearers.

Enabling Women, Youth and Children to Participate and Lead

Inclusive development depends on enabling women, young people, and children to participate meaningfully in community institutions and local decision-making. Women's Self-Help Groups, Bal Sabhas, and Kishor Kishori Samuhs complement village governance institutions by giving different groups opportunities to organise, participate, and lead. Collaboration with the Mission Shakti network has also helped bring previously excluded women into the Self-Help Group system, widening access to collective action and leadership.

Participation through these groups extends beyond representation. Women increasingly take on leadership roles in community institutions, while children and adolescents organise awareness campaigns, lead community activities, and engage with issues such as hygiene, environmental protection, and village development. These experiences build confidence and collective responsibility while helping local institutions become more representative. They also build the next generation of community leaders.

During the year, women, young people and children took on greater roles in community institutions and collective action:

- **91% of Village Development Committees** had women serving as office-bearers.
- **81% of Village Development Committees** had youth serving as office-bearers.
- **60% of Gram Panchayat Coordination Committees** had both women and youth serving as office-bearers.
- **16,953 children and adolescents** participated through 919 Bal Sabhas and 673 Kishor Kishori Samuhs.
- **178 women** from previously excluded households joined existing Self-Help Groups, and 19 new Self-Help Groups were formed through collaboration with Mission Shakti.

Expanding Access to Rights and Entitlements

Access to government schemes and social protection is often constrained by limited awareness, incomplete documentation, and administrative barriers, particularly for vulnerable households. Community institutions and village-level service providers help eligible individuals identify the benefits to which they are entitled, complete the required processes, and access social protection and other public services.

The work also builds local systems to identify vulnerable households, support them through application processes, and follow up over time. This enables communities to engage more effectively with public systems and helps improve access to social protection for those who need it most.

During the year, community-level support helped individuals and migrant workers access social protection and government entitlements at both source and destination locations:

- **10,566 individuals** accessed social protection schemes and government entitlements through programme support.
- **88% of identified eligible individuals** successfully received the benefits they sought.
- **548 migrant workers** were enrolled on the e-Shram portal at destination locations.
- **536 migrant workers** were linked to social security schemes at destination.
- **1,251 individuals** received support to access social protection and entitlement services at source locations.







Strengthening Social Protection for Migrant Workers

For many migrant and informal workers, access to social security is limited by a lack of awareness, documentation, and support in navigating government systems. As a result, families often remain unprotected during accidents, illness or other livelihood shocks.

To address this gap, Gram Vikas has been supporting migrant workers to register with the Odisha Unorganised Workers' Social Security Board. Through awareness campaigns and registration support, workers are able to obtain labour cards that provide access to insurance and other welfare benefits.

One such initiative was undertaken in Asurabandha Gram Panchayat of Sorada Block, Ganjam district. Following a Safe and Dignified Migration awareness programme attended by nearly 300 migrant and informal workers, 62 workers successfully obtained labour cards issued by the Odisha Unorganised Workers' Social Security Board.

"Earlier, many workers and their families suffered severe financial hardship when accidents occurred because they had no social security. With these labour cards, they now have access to insurance benefits and government support that will provide greater security for their families," says Enas Sabar, Sarpanch of Asurabandha Gram Panchayat.

The initiative demonstrates that safe and dignified migration extends beyond facilitating movement for work. By connecting migrant workers with government entitlements and social protection, it helps reduce vulnerability and provides greater security for workers and their families when they need it most.

Making Migration Safer

Migration can create opportunities for rural households to improve their livelihoods, but it also exposes workers and their families to risks before departure, at destination, and during periods of crisis. The Safe and Dignified Migration Programme helps migrant workers access information, social protection, grievance redressal, and emergency assistance throughout the migration cycle. By working at both source and destination locations, the programme seeks to make migration safer and more secure while enabling it to contribute to household well-being.

Migration Resource Centres, the Bandhu helpline, and partnerships with government agencies and civil society organisations help workers navigate employment-related challenges, access welfare schemes, respond to emergencies, and maintain links with their families and communities. The programme also provides timely assistance to migrant households during crises, including support in cases involving injury or death.

During the year, migration support systems connected workers to social protection and responded to emergencies at destination locations:

- **548 migrant workers** were enrolled on the e-Shram portal at destination locations.
- **536 migrant workers** were enrolled under social security schemes at destination.
- **43 emergency cases** were responded to through the migration support system, including 30 cases involving the deaths of migrant workers.
- **₹73.12 lakh** was mobilised to support the transportation of mortal remains and provide emergency assistance to migrant households.



Strengthening Convergence for Local Development

Strengthening convergence begins with enabling communities to identify, prioritise, and articulate their own development needs while creating effective platforms for engagement with public institutions. The Village Prosperity and Resilience Planning (VPRP) process provides the foundation for this work, bringing together community priorities across livelihoods, natural resources, infrastructure, social protection, and public services, with particular attention to the needs of vulnerable households.

These priorities are consolidated and taken forward through structured engagement with Gram Panchayats, line departments, and other public agencies. Convergence Workshops and Convergence Melas enable Village Development Committees and Gram Panchayat Coordination Committees to present community needs, engage directly with public officials, and improve coordination between local institutions and government systems. This helps translate locally identified priorities into plans, services, and public action.

During the year, village planning processes created stronger links between community priorities and Gram Panchayat and government planning.

- **1,100 villages** incorporated priorities identified through Village Prosperity and Resilience Plans into Gram Panchayat Development Plans.
- **15 Convergence Melas** were organised, enabling communities to engage directly with Gram Panchayats and government departments.
- **15 Gram Panchayat demand reports** were prepared, consolidating village priorities for engagement with public systems.









A Village Plan Opens New Livelihood Opportunities

After the death of her husband, Pankajini Bag became the sole provider for her family in Charlabhata village of Lakhanpur Block in Jharsuguda district. With no land of her own, she depended on irregular daily wage labour to support the household. Her daughter, Sarita, had to discontinue her education after Class XII and contributed a small income through tailoring, while her son continued his schooling.

When the Village Poverty Reduction Plan (VPRP) was prepared, the community identified Pankajini's family as one of the most vulnerable. Their livelihood needs were included in the village plan and presented to the relevant government departments for support.

With assistance of ₹4,500 and technical guidance from the Watershed Department, supplemented by her own savings, Pankajini opened a small grocery shop.

Today, the shop provides a steady monthly income of ₹5,000-6,000 and has become the family's primary source of livelihood. Together with Sarita's tailoring income of about ₹2,500-3,000 a month, it has enabled the family to meet daily expenses, continue her son's education and save for her daughter's future.

"Earlier, I thought life would always remain the same. The support I received through the VPRP has given me the confidence that I can fulfil my family's aspirations and build a better future for my children," says Pankajini.

Pankajini's experience shows how community-led planning can connect vulnerable households with the government programmes best suited to their needs. By identifying priorities at the village level and enabling convergence across departments, the Village Poverty Reduction Plan helps translate local planning into practical livelihood opportunities.

Mobilising Local Resources



Local resource mobilisation reflects the ability of community institutions to turn locally identified priorities into investments. Gram Vikas supports Village Development Committees and Gram Panchayat Coordination Committees to engage with government programmes and other organisations, helping communities mobilise financial and material resources for priorities identified through the Village Prosperity and Resilience Planning process. These resources support infrastructure, land development, farm and allied livelihoods, social protection, and other local development needs.

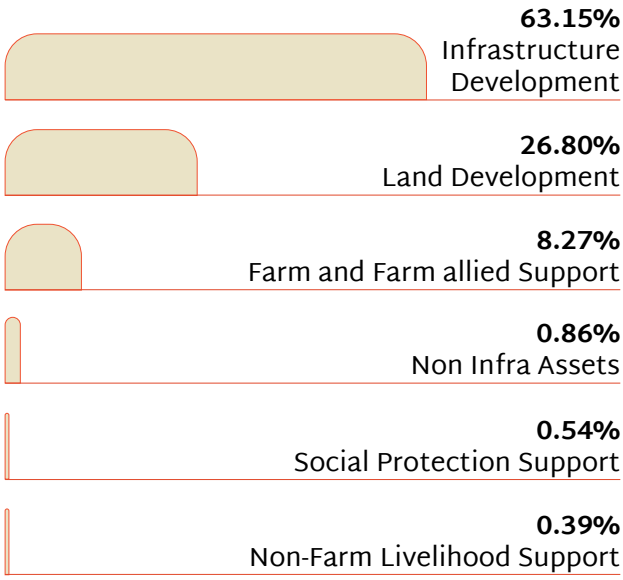
A community-led system of documentation, verification, and certification supports this process. Village Lekha Mitras work with community institutions to record and independently verify resources mobilised, creating a transparent system for tracking the outcomes of engagement with public institutions.

During the year, convergence certification was completed across 33 Gram Panchayats, bringing the cumulative total to 51 Gram Panchayats since the process began in 2023-24.

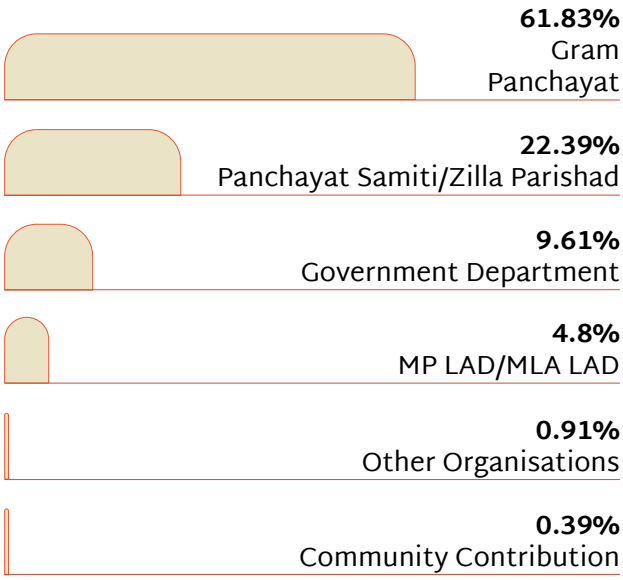
Resources worth ₹7.42 crore were mobilised and certified during the year, taking the cumulative value of resources mobilised through the Village Prosperity and Resilience Planning process to ₹13.09 crore.

These investments show how stronger community institutions and sustained engagement with public systems can translate local priorities into tangible improvements for rural communities.

Resource Mobilised by Purpose



Resource Mobilised by Source



WAGE CONTRIBUTIONS THROUGH PROGRAMME ACTIVITIES

Many programme activities also create paid work for community members. Land development works, plantations, community surveys, water resource monitoring, and other field activities provide wage opportunities, while village-based service providers such as Gram Vikas Saathi and Village Lekha Mitras receive honoraria for their services. Together, these payments provide an additional source of household income while building local capacity for programme implementation.

During 2025–26, community members and village-based service providers received ₹4.06 crore in wages and honoraria, comprising ₹1.29 crore in wages and ₹2.77 crore in honorarium payments.

Since 2021-22, cumulative payments have reached ₹15.90 crore, reflecting the programme's continued investment in local people as workers, service providers, and partners in development.

PERIOD	Wages (₹ lakh)	Honorarium (₹ lakh)	Total (₹ lakh)
2021-22 TO 2024-25	343.56	840.72	1,184.28
2025-26	129.21	276.55	405.76
TOTAL OVER YEARS	472.77	1,117.27	1,590.04

Enabling young people to aspire and achieve



Young people in rural communities need guidance and opportunities to make informed choices about education, livelihoods, and life. Gram Vikas works with adolescents and youth aged 10–24 years to build confidence, broaden aspirations, and develop the knowledge and skills needed to navigate the transition to adulthood.

During the year, the programme focused on creating pathways to higher education and employment, expanding digital and financial inclusion, and enabling young people to contribute to their communities through mentoring, community media, theatre, and local campaigns. Community ownership of youth development also deepened.

Village Development Committees established locally managed tuition centres, while Yuva Saathi expanded their role as mentors, tutors, and career guides, helping build the foundations for the programme's long-term sustainability.

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VIKALP

Vikalp is implemented by Gram Vikas in partnership with the Social Shapes Foundation across selected Gram Panchayats in Lakhanpur (Jharsuguda), Rayagada (Gajapati), and Patrapur (Ganjam). Through village-level learning groups organised for three age cohorts (10-14, 15-19, and 20-24 years), trained local mentors provide guidance, peer learning, exposure, and career support, helping young people make informed decisions about education, livelihoods, and life.

Vikalp's mentoring approach is based on the different life situations young people find themselves in. Drawing on learning from more than 1,150 young people over three years, the programme has identified five recurring life situations that reflect the different opportunities and barriers they encounter. These personas help mentors tailor guidance and support to individual needs at critical decision points, rather than applying the same approach to every young person.



First-Gen Aspirer
Wants to study and progress, but lacks guidance and system awareness

N=40%



At-Risk Exiter
At risk of leaving education due to poverty, migration, or family pressure

N=20%



Misinformed Striver
Motivated but pursuing unsuitable or poorly understood pathways

N=10%



Silent High-Potential Girl
Academically capable but constrained by social norms and limited mobility

N=25%

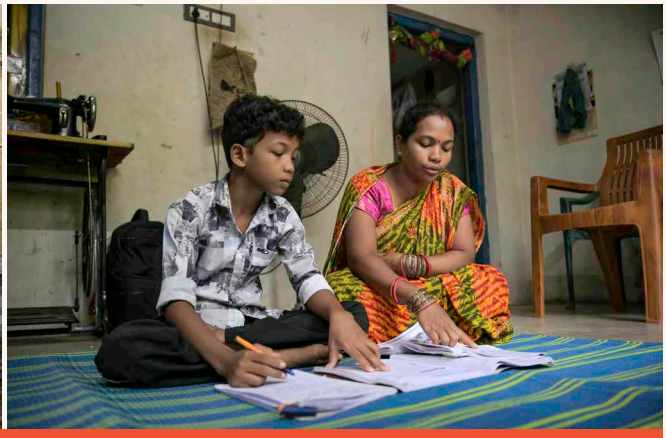


Local Multiplier
Emerging youth leader with influence and leadership potential

N=5%

As of March 2026, the programme reaches seven Gram Panchayats, 58 villages, and 79 learning groups, engaging 694 active scholars and 1,020 youth members, with an average learning group attendance of 95%. During the year, young people received support to access residential schools, higher education, scholarships, skill development institutions, and employment opportunities through mentoring, digital facilitation, career guidance, and mock examinations.





Building Confidence Beyond the Classroom

Children's futures are shaped by their learning in school and by the confidence, aspirations, and life skills they develop beyond the classroom. Recognising this, Gram Vikas, in partnership with the Social Shapes Foundation, has introduced Vikalp, a community-based learning programme that complements formal education by helping adolescents prepare for life beyond the classroom.

Implemented through Learning Groups in Tumba Gram Panchayat of Ganjam district, the programme creates safe spaces where young people explore their strengths, develop critical thinking, build confidence and gain exposure to future educational and career opportunities. Alongside academic learning, the programme focuses on self-awareness, problem-solving, communication, leadership, digital literacy and financial literacy.

For Pran Gopal, a 12-year-old from Banapur village, the Learning Group has become a place he looks forward to every week. His father, Pradeep Sabar, has seen a visible change in his son's curiosity and enthusiasm for learning.

"My son eagerly looks forward to every session and is excited about learning new skills. This programme is helping children think beyond textbooks and prepare for life," he says.

The programme has had a similar impact on Birajini Dalai from Lokasahi village. Her mother, Urmila, has observed her daughter becoming more confident, curious and independent through regular participation in the Learning Group.

Today, Vikalp operates eight Learning Groups across nine villages, reaching 76 adolescents between the ages of 10 and 15 years. Through interactive and experiential learning, participants develop curiosity, teamwork, creativity, resilience and leadership, while regular engagement with parents and community institutions strengthens local ownership of the programme.

The experiences of Pran Gopal and Birajini reflect the broader purpose of Vikalp. By complementing formal schooling with mentoring, life skills and future orientation, it helps adolescents navigate critical educational transitions with greater confidence, make informed choices about their futures and realise their potential.

NATYA MANCH: THEATRE FOR COMMUNITY ACTION

Natya Manch continued to evolve during the year from a youth theatre initiative into a community theatre collective using participatory performance as a tool for dialogue and social change. Members underwent advanced training in Theatre of the Oppressed, strengthening their skills in facilitation, play development, and community engagement. The group also initiated the process of establishing itself as an independent community enterprise, creating opportunities for young people to build livelihoods through community-based theatre.

A new production, Pani Amaro Seemito, was developed in both Kui and Odia, using theatre to engage communities on water security and groundwater management. During the year, Natya Manch performed this production alongside its earlier play, Sango Moro Kwade Gola, reaching 117 villages. The performances encouraged discussion and participation rather than one-way awareness campaigns.



Technology for Rural Resilience







Appropriate technology enables rural communities to manage water, energy, and natural resources more effectively while reducing costs, improving reliability, and strengthening resilience.

Gram Vikas works with communities to identify, test, adapt, and deploy technologies that respond to local needs and can be managed locally over the long term. Alongside technology development, equal emphasis is placed on building local technical capability so that communities are able to operate, maintain, and sustain these systems independently.

During the year, work focused on renewable energy systems, solar-powered drinking water infrastructure, irrigation technologies, and strengthening local technical capacity. As technologies such as solar pumping become integral to the Water Secure Gram Panchayat programme, greater emphasis is being placed on innovation, technical support, and the development of new solutions that strengthen rural resilience.

RURAL ELECTRIFICATION

Reliable electricity is essential for improving the quality of life and supporting livelihoods in remote rural communities. During the year, the Maligaon solar micro-grid in Kalahandi district continued to provide round-the-clock electricity with battery backup. Regular system assessments and preventive maintenance helped minimise technical failures and improve system performance, while preparations continued for the gradual transfer of operations and maintenance to the community.

In Karnibel village of Kalahandi district, work continued to revitalise the village's micro-hydropower system alongside a solar power installation to create a hybrid renewable electricity system. The initiative harnesses local water resources for electricity generation while supporting agricultural activities through stream channelisation, demonstrating how renewable energy can simultaneously strengthen household energy security and rural livelihoods.

SOLAR-POWERED WATER AND IRRIGATION SYSTEMS

Solar-powered pumping systems continued to expand as an important component of drinking water supply and climate-resilient agriculture. During the year, 31 solar pumping systems were installed for piped water supply schemes, while site assessments were completed in 24 additional villages to support future installations. Maintenance and repair support was provided to 40 existing solar pumping systems, helping ensure their continued operation.

Eighteen new solar irrigation pumps were installed during the year to improve access to reliable irrigation and support agricultural livelihoods. Community operators received practical training in system operation, routine maintenance, and first-level troubleshooting, helping build local technical capability and reduce dependence on external support. Different solar pump technologies were also evaluated to identify systems that are affordable, reliable, and easier for communities to maintain over the long term.







Solar-powered Irrigation Eliminates Irrigation Costs for a Remote Farmer

For years, irrigation was one of the largest expenses for Radhekrishna Nayak, a farmer from Barapudugia village in Bolangir district. Dependent on kerosene and diesel pumps to irrigate his fields, he spent nearly ₹35,000-36,000 each year on fuel, making cultivation both expensive and uncertain.

Radhekrishna and his family cultivate five acres of land, growing paddy and a range of vegetables. A farm pond beside his fields provided water, but its limited storage capacity and the high cost of pumping water constrained production.

Under the Holistic Rural Development Project, the farm pond was restored to increase its storage capacity, and a solar-powered irrigation system was installed. The restored pond now provides a reliable source of water throughout the cropping season, while the solar pump enables irrigation without any fuel costs. The improved water availability has also enabled the family to begin fish farming, creating an additional source of income.

“After the pond was restored, it holds much more water than before. Since the solar-powered irrigation system was installed, I no longer need the kerosene pump. I can irrigate my crops without spending anything on fuel,” says Radhekrishna.

Within 20 months of installation, the family had saved approximately ₹58,000 in irrigation costs. The savings, together with income from fish farming, have strengthened the family’s livelihood and enabled them to invest further in agriculture.

The experience of Radhekrishna’s family demonstrates how appropriate technology can improve the productivity and sustainability of smallholder farming. When combined with water resource development, renewable energy solutions reduce cultivation costs, improve resource efficiency and strengthen the resilience of rural livelihoods.

Knowledge and Methods for Building Climate Resilience



Building climate resilience requires more than successful field interventions. It also depends on how rural landscapes are understood, planning decisions are made, and resources are mobilised. Gram Vikas continues to develop and test practical approaches that improve planning and implementation while contributing to wider learning on climate adaptation. During the year, this work focused on understanding settlement patterns, exploring opportunities for climate finance, and refining a bio-regional approach to rural development.

ACCESSING GLOBAL CLIMATE FINANCE THROUGH THE VOLUNTARY CARBON MARKET

Climate finance has the potential to create long-term incentives for communities to restore degraded landscapes while strengthening water security, biodiversity, and rural livelihoods. Gram Vikas is developing a community-based carbon programme under the Water Secure Gram Panchayat programme that seeks to connect landscape restoration with emerging opportunities in voluntary carbon markets.

During the year, significant progress was made in establishing the technical and institutional foundations of the programme. The Project Idea Note (PIN) received approval, the Project Design Document (PDD) reached the final stage of review, and public consultations were successfully completed. The project validation visit was also completed by 4K Earth Science Pvt. Ltd., the Validation and Verification Body (VVB) under the Plan Vivo Standard, marking an important milestone towards project registration and future access to voluntary carbon finance. Institutional systems were also strengthened to support long-term implementation. Nine local stakeholder consultations and a voluntary carbon market workshop involving eighteen civil society organisations helped build awareness and partnerships, while a Monitoring, Reporting, and Verification (MRV) Standard Operating Procedure was jointly developed with C-GEM to support a credible, science-based, and community-owned carbon programme.

Field implementation also advanced steadily. More than 3,500 acres of plantations established between 2021 and 2025 were surveyed, of which around 2,200 acres were approved by the project developer, FCF India, with a target of reaching 2,500 eligible acres following completion of field verification. The assessment process also helped strengthen plantation design, improve survival standards, and enhance the quality of carbon potential assessments.

UNDERSTANDING RURAL SETTLEMENT GROWTH PATTERNS

Building on the pilot study undertaken in Tarava Gram Panchayat, Gram Vikas continued its work on understanding Rural Settlement Growth Patterns and their implications for long-term water and natural resource security. During the year, detailed field studies were completed in Koinpur Gram Panchayat, while similar work commenced in Sirtiguda Gram Panchayat, extending the understanding of how settlement expansion, changing land use, and evolving livelihood systems are influencing rural landscapes across different ecological contexts.

The work also expanded beyond documenting settlement change towards developing practical planning tools for Gram Panchayats. In collaboration with technical partners, Gram Vikas is developing a framework for spatially integrated rural planning with water security at its centre. Alongside this, a community-based Hazard Risk and Vulnerability Assessment (HRVA) methodology is being developed to help Gram Panchayats identify climate risks, understand local vulnerabilities, and integrate resilience measures into local planning processes.

Together, these initiatives are strengthening the evidence base for the Water Secure Gram Panchayat programme, enabling communities and local governments to anticipate future challenges, guide settlement growth more sustainably, and make better-informed decisions on land, water, and natural resource management.

BIO-REGIONAL DEVELOPMENT FRAME

The Water Secure Gram Panchayat (WSGP) approach has demonstrated how water security can become the foundation for strengthening livelihoods, ecosystems, and local governance. Building on this experience, Gram Vikas has begun developing a Bio-regional Development Framework that extends this thinking beyond individual Gram Panchayats to the wider ecological landscape.

The framework recognises that forests, water, agriculture, settlements, biodiversity, and livelihoods are interconnected and that long-term resilience depends on understanding and managing these relationships together. It also draws on the emerging Sense of the House (SoTH) approach, which places people and the places they inhabit at the centre of development planning and collective action.

Koinpur Gram Panchayat in Gajapati district is emerging as a demonstration landscape for this work. During the year, efforts focused on bringing together ecological restoration, settlement planning, local institutions, and community action within a single landscape approach. Alongside the ongoing Water Secure Gram Panchayat programme, initiatives such as the Rural Settlement Growth Patterns study, community-led environmental stewardship, and strengthened Gram Panchayat planning have helped build a more integrated understanding of how natural resources, settlements, and livelihoods interact.

A significant initiative during the year was the Clean Koinpur campaign, which sought to build community stewardship of public spaces and the local environment. Led jointly by the Gram Panchayat, community institutions, schools, and local volunteers, the initiative promoted waste segregation, responsible disposal of plastic waste, regular cleanliness drives, and greater public awareness on environmental responsibility. The campaign demonstrated how community ownership and local leadership can translate shared aspirations into collective action, while reinforcing the broader vision of Koinpur as a model for integrated, climate-resilient rural development.

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Network for Water Secure Gram Panchayats



Gram Vikas launched the Network for Water Secure Gram Panchayats (NWSGP) during the year as a collaborative platform to enable the Water Secure Gram Panchayat (WSGP) approach to reach 1,000 Gram Panchayats. The Network brings together community-rooted non-profit organisations implementing the approach in their own geographies, with Gram Vikas providing technical support, common tools, and opportunities for learning and collaboration.

The Network is built on the belief that lasting change depends on strong local institutions and organisations rooted in the communities they serve. Each partner implements the WSGP approach within its own geography, drawing on its understanding of the local context and relationships with communities. Gram Vikas contributes technical expertise and shared learning resources, enabling partners to adapt the approach to their contexts while remaining guided by its core principles.

The Network also recognises that water security cannot be achieved through infrastructure alone. It combines natural resource management, community institution building, local planning, technical tools, and convergence with government programmes to create systems that communities can sustain over the long term.

LAUNCH OF THE NETWORK

The Network for Water Secure Gram Panchayats was formally launched on 2 December 2025 during the Mohuda@50 convening. Seven community-based organisations from across Odisha joined Gram Vikas as the founding partners of the Network:

- Area Movement for Awareness, Growth, Action and Motivation (AMAGAM), Kandhamal
- Jana Mukti Anusthan (JMA), Bolangir
- Kandhamal Zilla Sabuja Vaidya Sangathan (KZSVS), Kandhamal
- Parivesh Foundation, Mayurbhanj
- People Awareness and Hilly Area Development (PAHAD), Kandhamal
- Samajik Seva Sadan (SSS), Sundargarh
- Social Education for Women's Awareness (SEWA), Jharsuguda

Together, these organisations bring complementary experience in natural resource management, livelihoods, community institutions, women's empowerment, migration, and local governance, laying the foundation for collaborative learning and the wider adoption of the Water Secure Gram Panchayat approach.

BUILDING READINESS FOR IMPLEMENTATION

Preparatory work for the Network began during the year through a series of orientation programmes, planning workshops, and technical training. These included an initial workshop with Yuva Vikas, consultations with prospective partners, a three-day orientation and planning workshop, and capacity building on the WSGP approach, community institutions, baseline assessment, Gram Swabhimaan, and community planning processes. Memoranda of Understanding were signed with all partner organisations, and implementation plans were finalised.

PHASE I COVERAGE

Through the seven founding partners, the Network will extend the Water Secure Gram Panchayat approach to



21
Gram Panchayats



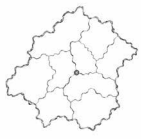
covering approximately
22,000
Households



212
Revenue Villages



441
Habitations



across
5
Districts of Odisha

ORGANISATION	DISTRICT	BLOCK	GRAM PANCHAYATS	HABITATIONS
AMAGAM	Kandhamal	Daringbadi	3	45
JMA	Bolangir	Muribahal	3	39
KZSVS	Kandhamal	Kotagarh	3	77
PAHAD	Kandhamal	Khajuripada	3	100
Parivesh	Mayurbhanj	Khunta, Udala	3	78
Samajik Seva Sadan	Sundargarh	Subdega	3	55
SEWA	Jharsuguda	Kolabira	3	47

PHASE I IMPLEMENTATION

Implementation commenced in February 2026 and focuses on establishing the institutional and knowledge systems required for long-term water security. During the first phase, partner organisations will complete baseline assessments, establish and strengthen Village Development Committees and Gram Panchayat Coordination Committees, map all water sources, prepare Water Security Plans and Village Prosperity and Resilience Plans, consolidate community priorities at the Gram Panchayat level, and organise the first Convergence Mela. Together, these activities lay the foundation for long-term, community-led management of water resources and local development.



Gram Vikas Saathi



Gram Vikas believes that lasting development depends on people within communities having the knowledge, confidence, and opportunity to lead change themselves. The Gram Vikas Saathi (GVS) initiative develops a cadre of young women and men from rural communities who combine technical skills with a commitment to public service. Working in and around their own communities, the Saathi provide specialised support across water security, livelihoods, nutrition, financial inclusion, youth development, local governance, and migration. They also strengthen community institutions and improve access to public programmes.

The initiative creates pathways for rural youth to build meaningful livelihoods rooted in service to their communities. Over time, Gram Vikas Saathi are expected to grow into local entrepreneurs, technical resource persons, and community leaders, contributing to programme implementation and building stronger local capacity within Gram Panchayats.



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STRENGTHENING THE GRAM VIKAS SAATHI FELLOWSHIP PROGRAMME

The Gram Vikas Saathi Fellowship remains the principal pathway for identifying, preparing, and mentoring the cadre. During the year, the Fellowship adopted a more structured selection and training process that combined residential assessment, field immersion, thematic assignments, and continuous mentoring. The process helped identify young people with the technical aptitude and motivation to work alongside their own communities.

The selection process began with a three-day residential assessment camp attended by 128 candidates, followed by a month-long field immersion to assess skills in community mobilisation, communication, problem identification, and documentation. Candidates who completed the field assignments then participated in a five-day orientation covering Gram Vikas's values, programme approach, documentation, safety, and technical work. A final cadre assessment placed selected Fellows into specialised thematic streams.

At the end of the year 121 Saathi remained active across seven specialised cadres.



Gram Udyog Mitra	
Continuing from Previous Cohort	**10**
Joined During the Year	**1**
Total Active	**11**

Samajik Suraksha Saathi	
Continuing from Previous Cohort	**11**
Joined During the Year	**9**
Total Active	**20**

Jala Bandhu	
Continuing from Previous Cohort	**20**
Joined During the Year	**10**
Total Active	**30**

Jeevika Mitra	
Continuing from Previous Cohort	**0**
Joined During the Year	**14**
Total Active	**14**

Poshan Mitra	
Continuing from Previous Cohort	**4**
Joined During the Year	**18**
Total Active	**22**

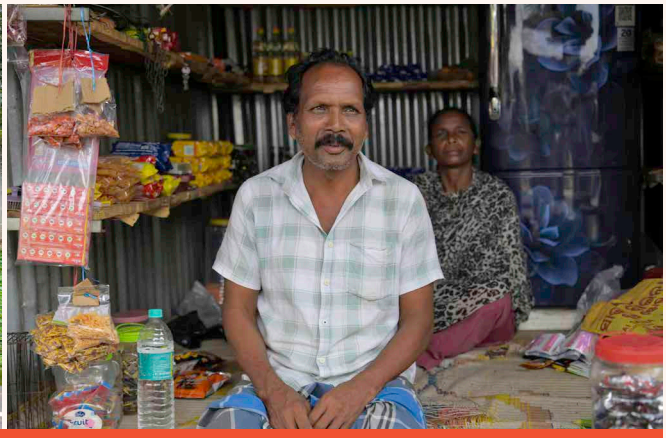
Village Lekha Mitra	
Continuing from Previous Cohort	**4**
Joined During the Year	**5**
Total Active	**9**

Yuva Saathi	
Continuing from Previous Cohort	**15**
Joined During the Year	**0**
Total Active	**15**

TOTAL	
Continuing from Previous Cohort	**64**
Joined During the Year	**57**
Total Active	**121**

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Udyog Mitra: Enabling Rural Entrepreneurship

For many rural households, the challenge is not a lack of willingness to work but identifying livelihood opportunities that match local demand, available resources and their own capabilities. Udyog Mitras address this gap by helping aspiring entrepreneurs identify viable enterprises, prepare business plans, connect with finance and markets, and receive mentoring during the early stages of their business.

Peter Majhi, a small farmer from Bamunigaon in Daringbadi Block of Kandhamal district, is one such entrepreneur. Advancing age and limited irrigation had made farming increasingly uncertain, prompting him to look for an alternative source of income.

Working with an Udyog Mitra, Peter explored different enterprise options before deciding to establish a grocery shop. He received support to prepare a business plan, identify wholesale suppliers and understand the business through visits to established shops and markets. Peter invested his savings and supplemented them with a small institutional loan to start the enterprise.

Today, the shop is managed jointly by Peter, his wife and his younger brother. It supplies essential household goods to the village while generating a regular daily income of around ₹300-400, reducing the family's dependence on agriculture alone.

"The guidance of the Udyog Mitra helped me discover a new livelihood opportunity. Today, I can earn a regular income from my own village without depending entirely on farming," says Peter.

Peter's experience demonstrates how Udyog Mitras help translate entrepreneurial aspirations into viable local enterprises. By providing practical guidance, facilitating access to finance and markets, and mentoring entrepreneurs through the initial stages of their businesses, they strengthen rural entrepreneurship and expand livelihood opportunities within the community.

GRAM VIKAS SAATHI ENTERPRISES

An important milestone during the year was the emergence of the first Gram Vikas Saathi enterprises. Moving beyond their roles as individual resource persons, Saathis began organising into locally managed service collectives capable of undertaking technical assignments for Gram Panchayats and development programmes.

Two enterprises were established during the year. The Village Vision Saathi Hub in Thuamul Rampur, Kalahandi, brings together 10 Gram Vikas Saathis who are undertaking land levelling, migrant registry, and other Water Secure Gram Panchayat activities in Kaniguma Gram Panchayat. The Samruddhi Saathi Hub in Patrapur, Ganjam, comprises seventeen members and supports survey and field implementation work for the Water Secure Gram Panchayat Programme in Ganjam district under the Sir Ratan Tata Trust-supported project.

These enterprises mark the next stage of the Gram Vikas Saathi model, creating locally managed service organisations that provide technical support to community institutions and Gram Panchayats while generating livelihood opportunities for rural youth. Over time, they are expected to strengthen local implementation capacity and help sustain community development efforts.

Gram Vikas Community Development Foundation







Established in 2021, the Gram Vikas Community Development Foundation (GVCDF) is a wholly owned subsidiary of the Gram Vikas Society. It complements the work of Gram Vikas by developing and implementing initiatives that bring together communities, governments, academic institutions, civil society organisations, and the private sector to address emerging development challenges. While remaining closely aligned with the mission and values of Gram Vikas, the Foundation provides a platform for innovation, collaborative partnerships, research, learning, and public engagement.

During the year, GVCDF continued to expand its work across climate adaptation, migration, water security, learning, and policy engagement. Its activities combined field implementation with research, knowledge generation, capacity building, and public engagement, while strengthening collaborations with a wide range of national and international partners.

The Foundation continued to implement the Climate Change Local Adaptation Pathways (CLAPs) initiative, combining participatory rural appraisal, foresight workshops, and research to better understand the relationship between climate change and migration. It also supported the rollout of the Gram Panchayat Migrant Registry, introduced the Arogyahaat accident insurance scheme for registered migrant workers, and strengthened collaboration with the Centre for Migration and Inclusive Development (CMID) through health services, exposure visits, and joint learning on migration governance.

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As part of its work on water security, GVCDF facilitated the transition of Inline Chlorination (ILC) systems to community ownership across nine villages. Community institutions and local volunteers were trained to operate and maintain the systems, strengthening local capacity to ensure sustained access to safe drinking water while reducing dependence on external support.

The Foundation also contributed to wider public engagement by anchoring the migration and climate justice track at the Odisha Vikash Conclave, supporting the development of a policy brief on climate-responsive human mobility, documenting migration through a collaboration with The Migration Story, and facilitating field-based learning for university students.

Gram Vikas Schools



Education has been an integral part of Gram Vikas' work for more than four decades. The four residential schools were established to ensure that children from remote Adivasi communities could access quality formal education at a time when such opportunities were largely unavailable. Although established in different locations and at different times, the schools share a common purpose of enabling children from marginalised communities to complete their education in a supportive residential environment that encourages academic achievement, personal growth, and leadership.

Since 2014, the schools have been managed by independent Gram Vikas Trusts established for this purpose. They continue to provide quality residential education while promoting sports, creative arts, science-based learning, and values education. These opportunities help students develop the confidence and capabilities to pursue higher education and contribute to their communities.

Gram Vikas High School

Kankia Village, Kukudakhandi Block, Ganjam District

Milestone years
Established
1982

Class X started
1999

Student Strength
(2024-2025) 522

297 225

High School
177

Number of Teachers
28

14 14

Mahendra Tanaya Ashram School

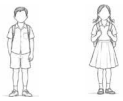
Koinpur Village, Rayagada Block, Gajapati District



Milestone years
Established
1992

Class IX started
2022

Student Strength
(2024-2025) 490



307 183

High School
109



Number of Teachers
29



15 14

Gram Vikas Shikshya Niketan

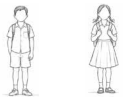
Kumudabahal Village, Thuamul Rampur Block, Kalahandi District



Milestone years
Established
1998

Class IX started
2022

Student Strength
(2024-2025) 434



246 188

High School
70



Number of Teachers
27



18 9

Gram Vikas Vidya Vihar

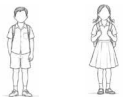
Gayaganda Village, Jagannathprasad Block, Ganjam District



Milestone years
Established
2002

Class IX started
2022

Student Strength
(2024-2025) 479



312 167

High School
94



Number of Teachers
21



12 9

ACADEMIC PERFORMANCE

Three of the four residential schools achieved a 100% pass rate in the Class X Board Examinations in 2025-26. Across all four schools, 201 students appeared for the examinations, of whom 197 passed. A total of 111 students secured more than 60%, while 42 students secured more than 80% marks.

Among the top performers were Krishna Sabar (88%), Archana Badaraita (87%), Chandini Bhuyan (87%), and Hemanta Jani (87%) from Mahendra Tanaya Ashram School, Koinpur; Mamini Raita (84%), Trilochan Nayak (81%), and Jistel Mandal (73.3%) from Gram Vikas High School, Kankia; Suraj Rupa Majhi (83%), Ayush Pradhan (83%), and Asma Gamango (82%) from Gram Vikas Vidya Vihar, Gayaganda; and Aswini Majhi (84%), Pramod Nayak (73%), and Akash Nayak (73%) from Gram Vikas Shikshya Niketan, Kumudabahal.

The results reflect the continued commitment of the schools to providing quality education for children from marginalised communities in rural Odisha. They are a testament to the dedication of the students, teachers, and school communities, and to the sustained support of the Gram Vikas Trusts.

Networking and Sectoral Contributions



Gram Vikas believes that advancing rural development requires collaboration beyond individual programmes and organisations. Alongside its work with partner communities, the organisation contributes to the wider development sector by sharing knowledge, supporting peer learning, engaging with policy processes, and working with networks, academic institutions, civil society organisations, and government agencies.

During the year, Gram Vikas contributed to sectoral learning through research, publications, training programmes, field learning, and collaborative initiatives. These engagements enabled practitioners, researchers, government officials, students, and development organisations to draw on experience from the field, while helping Gram Vikas refine its own approaches through dialogue and exchange.

MEMBERSHIP OF NETWORKS

Gram Vikas is a member of Voluntary Action Network India (VANI). We are also an active member of the RCRC Coalition, with membership of the Working Committee at the national level and implementation of several projects at the State level.

Odisha Vikash Conclave

Gram Vikas convened and coordinated the thematic track on Relocation, Migration and Climate Justice at the Odisha Vikas Conclave 2025, bringing together government representatives, research institutions, civil society organisations, and community leaders to examine the links between climate change, migration, relocation, and adaptive capacity. Drawing on its Safe and Dignified Migration programme and ongoing research partnerships, Gram Vikas helped shape the conceptual framework for the track and facilitated dialogue on policy and practice to strengthen just and climate-resilient mobility in Odisha.

Climate Rise Alliance

The Climate Rise Alliance is a platform of development organisations facilitated by Dasra with support of the Rainmatter Foundation. Gram Vikas actively participated in the deliberations of the Alliance.

PARTICIPATION IN EVENTS

Liby T Johnson, Executive Director attended several events as part of the networking efforts of Gram Vikas.

- Attended the Skoll World Forum on Social Entrepreneurship 2025 in Oxford, United Kingdom, in April 2025.
- Participated in the Stakeholders' Consultation on India's National Adaptation Plan (NAP) on Poverty Alleviation and Sustainable Livelihoods, organised by the Ministry of Rural Development, Government of India, in June 2025.
- Participated as a panellist in the workshop Changing the Narrative on Climate Change and Labour Migration in India, organised under the Climate Change Local Adaptation Pathways (CLAPs) initiative, in August 2025.
- Spoke at Dialogues on Development Management 2025, organised by the Indian School of Development Management (ISDM), New Delhi, on the theme "Methodologies for Studying the Long-Term Impact of Nonprofits: Existing Practices and Future Directions", in August 2025.
- Participated in Reflections on Co-Creation, organised by the Rainmatter Foundation in Bengaluru, in August 2025.
- Spoke at the international seminar Reimagining Decentralisation in Kerala: Local Governance for a Sustainable Future, sharing perspectives on gender-inclusive local economic development and decentralised governance, in October 2025.
- Moderated the panel discussion Climate Migration: Building a Climate Resilient Administration at the Earth Again Conference 2025 in Bhubaneswar in October 2025.
- Participated as a panellist in the COP30 Prelude Webinar: Strengthening Subnational Climate Governance to Achieve National Goals, organised by iFOREST, in November 2025.
- Participated in the 40th Anniversary Celebrations of URMUL Trust in Bikaner, Rajasthan, in December 2025.
- Participated in the SUCCESS-CLAPS Annual Meeting in Bangkok, Thailand, in February 2026.
- Moderated the panel discussion Sustainable Funding to Enhance the Role of Sport, Physical Activity

and Play in Young People's Lives at Krida Ru Paribartan: Building Futures through Sports, organised by Pro Sport Development in partnership with UNESCO New Delhi, the Confederation of Indian Industry, and the Piramal Foundation, in February 2026.
- Participated in the Wellbeing Project – Inner Development Programme Retreat in São Paulo, Brazil, in March 2026.
- Participated in the Bharat Carbon Conclave in New Delhi in March 2026.
- Served as a guest trainer in an online orientation programme on Distress Migration in Odisha for journalists from Sambad, Kanak News, Radio Choklate, and Sambad Digital, organised by the Sambad Group, in March 2026.

Event participation by other staff members:

- Liby T Johnson and Alex Sam Thomas attended the SUCCESS/CLAPs consortium meeting in Bhutan in April 2025.
- Jobin Chacko and Astina Kumar Raika attended the exposure visit to Nepal facilitated by ICIMOD as part of the SUCCESS/CLAPs project in April 2025.
- Sukanta Bhattacharya attended the National Stakeholder Consultation on Heat, Gender, and Climate Resilience in Northern India, in Ahmedabad, organised by MSSRF, in April 2025.
- Sheethal T. S., Akanksha Awasthi, and Jannatun Begum participated in the Conclave on Menstrual Health and Hygiene organised at IIT Bhubaneswar in May 2025.
- Alex Sam Thomas participated in the International Conference on Sustainable & Resilient Future (ICSRF 2025) organised by Amrita Vishwa Vidyapeetham in August 2025.
- Alex Sam Thomas presented a poster on "Urgent transitions for just adaptation: Rethinking mobility and inequality in South Asia's climate futures" along with 3 others as part of the CLAPs/ SUCCESS project at the Tyndall Conference : Our Critical Decade for Climate Action, at University of East Anglia in September 2025. Sheethal T S also attended the same event.
- Jobin Chacko, Sebin Mathew, Shubham Salil, Alex Sam Thomas and Liby T Johnson attended the Foresight workshop at source organised by CMID at Kochi in November 2025.
- Alex Sam Thomas attended the foresight review workshop organised by ICIMOD in Kathmandu, Nepal, in December 2025.
- Siddharth Patil participated as a panellist in the IWMI-TATA Partners Meet - Water & Livelihoods in Viksit Bharat 2047, in Anand, Gujarat, organized by IWMI TATA Water Policy Research Programme, in December 2025.
- Manjary S. participated as a panellist in Kanthari Talks, organised by Kanthari International, Kerala in December 2025.
- Siddharth Patil participated in a workshop on Open Water Data, User Insights, and Algorithms, in Bengaluru, organised by INREM Foundation, in January 2026.
- Varun Namineni and Selina Parvin participated in The Water Quality Network Conference in Bengaluru, organised by INREM Foundation, in February 2026.
- Jobin Chacko attended the Round table on Migration in Odisha organised by DEFT along with ICIMOD in Bhubaneswar in February 2026.
- Sanjoy Sabud and Muskan Agarwal attended the Bharat Carbon conclave in March 2026.

Learning visits hosted

We facilitated learning and exposure visits to our programme areas for educational institutions, government agencies, and development organisations seeking to understand Gram Vikas's work and organisational practices.

- Facilitated the field visit of the 525-member Jagriti Yatra, providing participants with first-hand exposure to rural realities, community-led development, and grassroots innovations.
- Hosted an eight-member team from AIDENT Social Welfare Organization, Delhi, to share Gram Vikas's approaches to women-led farm and non-farm livelihood enterprises, community livelihood institutions, and organisational systems.
- Hosted a six-member team from Seva Mandir, Rajasthan, as part of a cross-learning programme on financial management systems, accounting practices, internal controls, financial reporting, and the use of digital accounting tools.
- Hosted 16 Odisha Administrative Service (OAS) trainee officers in two batches as part of their field exposure programme, providing first-hand exposure to community-led rural development, local governance, and Gram Vikas's programme approaches.
- Hosted an eight-member team from SeSTA, Assam and its partner organisations to share Gram Vikas' organisational structure, programme approaches, management systems, and institutional practices.
- Facilitated the exposure visit of a six-member team from University of East Anglia, UK and University of Exeter, UK to understand how climate change and migration affect the lives and livelihoods of households in South Odisha.
- Facilitated the visit of four members from ICIMOD Nepal to understand how local government engages with Migration in Odisha.
- Hosted 43 students from the M.A. Rural Management programme at Shiv Nadar Institution of Eminence for a month-long field course on Drinking Water and Sanitation.

ALL LIVING THINGS ENVIRONMENTAL FILM FESTIVAL

Gram Vikas partnered with the All Living Things Environmental Film Festival (ALT-EFF) for the third consecutive year to organise community film screenings and interactive learning sessions across Gajapati, Kandhamal, and Sundargarh districts. More than 600 students, community members, local leaders, and civil society representatives participated.

A curated selection of Indian and international environmental films, followed by facilitated discussions, encouraged participants to reflect on climate change, biodiversity, sustainable livelihoods, waste management, and environmental justice. By connecting global environmental challenges with local experiences, the festival created opportunities for dialogue, critical thinking, and reflection on shared responsibility for environmental protection and climate resilience.

Governance and Management

Gram Vikas Society is governed by its General Body and Governing Board, which together provide strategic direction, oversight, and stewardship to the organisation. The Executive Director is responsible for the management of the organisation and serves as the ex-officio Secretary to the Governing Board. During the year, the governance structure was further strengthened through the constitution of the Strategy & Programme Steering Group, adding to the organisation's strategic oversight and institutional leadership.

GENERAL BODY

The General Body is the highest governing authority of Gram Vikas Society. It provides overall oversight of the organisation and is responsible for matters relating to governance, institutional direction, and the constitution of the Governing Board.

The Annual General Body Meeting was held on 25 July 2025.

GOVERNING BOARD

The Governing Board provides strategic leadership and oversight to Gram Vikas, guiding the organisation's mission, programmes, institutional development, financial stewardship, and governance. The Executive Director serves as the ex-officio Secretary to the Governing Board.

During the year, the Governing Board was reconstituted following the General Body Meeting held on 6 March 2026. Anant Mahapatra, Debi Prasad Mishra, Meena Gupta, and Veena Joshi completed their tenure on the Governing Board. As of 31 March 2026, the Governing Board comprised the following members:



Joe Madiath, Chairman



Namrata Chaddha



Pradosh Chandra Mohanty



Anup Kumar Mohapatra, Treasurer



Neelima Khetan



Sanjeev Nayak



Gyana Ranjan Das



P. V. S. Suryakumar



Liby T. Johnson (Executive Director & Ex-officio Secretary)

Meetings of the Governing Board

The Governing Board met three times during the year. The meetings were held on the following dates:

- 25 July 2025
- 29 November 2025
- 6 March 2026

STRATEGY & PROGRAMME STEERING GROUP

During the year, the Strategy & Programme Steering Group was constituted as part of the governance structure of Gram Vikas Society. Established by the General Body, the Group provides strategic guidance to the Executive Director, Strategic Leadership Team, and programme teams on programme direction, organisational capability, employee development, sector stewardship, and engagement with government and development partners. It also strengthens the interface between the General Body, Governing Board, and the organisation's programme leadership.

The Strategy & Programme Steering Group comprises the following members:

- Arati Pandya
- Biren Bhuta
- Suprava Patnaik
- Veena Joshi
- Liby T. Johnson (Executive Director & Ex-officio Member)
- Sukanta Bhattacharya (Strategic Lead – Performance & Ex-officio Secretary)

MANAGEMENT TEAM

The Management Team (MT) comprises senior managers responsible for the day-to-day leadership of Gram Vikas's programmes and support functions. It supports the Strategic Leadership Team in implementing the organisation's mission and the strategic direction set by the Governing Board. Its responsibilities include organisational planning and budgeting, programme coordination and review, policy implementation, human resource management, and oversight of organisational systems and assets.

During the year, the Management Team was restructured to broaden representation across programme and support functions and strengthen organisational decision-making. The Strategic Leadership Team, District Managers, leaders of major strategic initiatives, and the Convenor of the Management Team continue as regular members. The revised structure also introduced rotating representation from the Thematic and Support Function Management Groups, enabling these functions to participate directly in organisation-wide decision-making and strengthening coordination across Gram Vikas.

The regular members of the Management Team, as on 31 March 2026, were:

Liby T. Johnson	Executive Director
Sukanta Bhattacharya	Strategic Lead – Performance
Chandramohan Patnaik	Strategic Lead – Finance
Ranjan Kumar Patnaik	District Manager – Gajapati
Sarat Chandra Mohanty	District Manager – Ganjam
D. P. Debashis Hota	District Manager – Ghumusur
Varun Namineni	District Manager – Kalahandi

Biswajit Sahu	District Manager – Kandhamal
Nirmal Chandra Mohanty	District Manager – Keonjhar
Benstin Jenith B. G.	District Manager – Sundargarh
Pratap Chandra Panda	Project Holder – Swayamshree
Nirmal Chandra Mohanty	Project Holder – HRDP
Sangita Patra	Convenor, Management Team

MANAGEMENT GROUPS

Management Groups (MGs) provide programmatic and implementation leadership across Gram Vikas's thematic and support functions. They are responsible for planning and implementing activities, achieving intended results, ensuring the quality of processes and outcomes, and overseeing related financial and administrative responsibilities.

Each Management Group brings together staff with relevant thematic or functional expertise and may co-opt Junior Managers or Thematic Coordinators as needed. The Group is led by a Convenor who coordinates its activities, convenes meetings, records decisions, facilitates communication with programme teams and District Offices, and tracks progress against plans and budgets. Convenors of the Thematic and Support Function Management Groups also participate in the Management Team on a rotational basis, linking thematic leadership with organisation-wide decision-making.

STRATEGIC LEADERSHIP TEAM - PROGRAMME UNIT

During the year, the Programme Unit of the Strategic Leadership Team (SLT-PU) was established to strengthen the planning, coordination, and implementation of thematic programmes and major donor-supported initiatives. Working under the guidance of the Executive Director, the Unit promotes collaboration across thematic areas, aligns project implementation with organisational priorities, and provides strategic oversight for large, multi-location initiatives. It also supports the Management Groups through planning, monitoring, evidence generation, partnership management, and programme review.



Thematic Management Groups (as on 31 March 2026)

	Management Group	Members
	**Village Institutions**	Jannatun Begum, Sebin Mathew, Thomas Sunil K
	**Water**	Benstin Jenith B G, Laxmi Narayan Panda, Sanjoy Kumar Sabud, Siddharth Patil
	**Livelihoods**	Krishna Chandra Dikshit, Krushna Chandra Hembram, Nirmal Chandra Mohanty, Sanjoy Kumar Sabud
	**Sanitation & Health**	Akanksha Awasthi, Jannatun Begum, Sheethal T S, Tanmaya Kumar Jena, Varun Namineni
	**Education & Youth**	Akanksha Awasthi, Arya M Shankar, Thomas Sunil K
	**Habitat & Technology**	Malay Kumar Panda, Nirmal Chandra Mohanty, Varun Namineni
	SLT – Programme Unit	Bharti Kumari, Jobin Chacko, Manjary S., Sanjeev Nayak

Support Function Areas

The Support Function Areas provide organisation-wide support for programme implementation and institutional management.

Management Group	Members
Planning & Monitoring	Alex Sam Thomas, Lipika Verma, Varun Namineni
Documentation & Communication	Arya M Shankar, Sangita Patra
Human Resources	D. P. Debashis Hota, Sangita Patra, Thomas Sunil K
Finance & Accounts	Bukky Das, Dillip Kumar Subudhi, Ranjan Kumar Patnaik, Sudhir Ranjan Sahu, Thomas Sunil K
Administration & Logistics	Ambika Prasad, D.P Debashis Hota, Sudhir Ranjan Sahu, Sumanta Kumar Biswal, Alex Sam Thomas

Planning and Monitoring

The Planning and Monitoring (PMO) function supports evidence-based planning, programme monitoring, and organisational learning across Gram Vikas. It works with thematic programmes to develop baseline information systems, design assessments and surveys, track implementation, manage organisational databases, and generate evidence for planning and decision-making. The function also develops digital systems that enable teams to track progress, review performance, and use data more effectively in programme management.

STRENGTHENING MONITORING AND LEARNING

During the year, the Planning and Monitoring function focused on improving the use of monitoring data for programme management. Monitoring information was reviewed regularly in District Meetings, Field Coordination Office meetings, Management Group reviews, and Management Team meetings, enabling teams to track progress, identify implementation gaps, and take timely corrective action. Greater access to monitoring data also increased field teams' ownership of reporting and programme performance.

The PMO worked closely with thematic teams to develop monitoring systems aligned with programme requirements and improve coordination across thematic areas. Specialised tracking systems were developed to monitor the integration of Community-based Water Resource Management and Comprehensive Sourceshed Development interventions. Qualitative assessments complemented routine monitoring by capturing community perspectives on implementation. A revised monitoring framework was rolled out across the organisation, supported by quarterly analytical reports that informed programme review and planning.

Work also continued on improving the organisation's data systems. Databases across thematic areas were consolidated to make information easier to access and use for organisational learning. Preparatory work also began on a comprehensive data governance framework covering data quality, management, and compliance with the Digital Personal Data Protection Act, 2023.

ASSESSMENTS AND SURVEYS

Baseline and endline assessments continued to provide evidence for programme planning and evaluation. During the year, household and village survey instruments were redesigned, shifting from a census approach to sample-based assessments to improve efficiency while maintaining analytical rigour. Baseline surveys were completed in Gram Panchayats under the Water Secure Gram Panchayat Programme and Strategic Extension projects, while endline assessments were conducted in villages where piped water supply systems had been established.

The PMO also supported specialised studies and field surveys, including migration block profiling and thematic assessments, adding to the evidence available for programme design, implementation, and organisational learning.

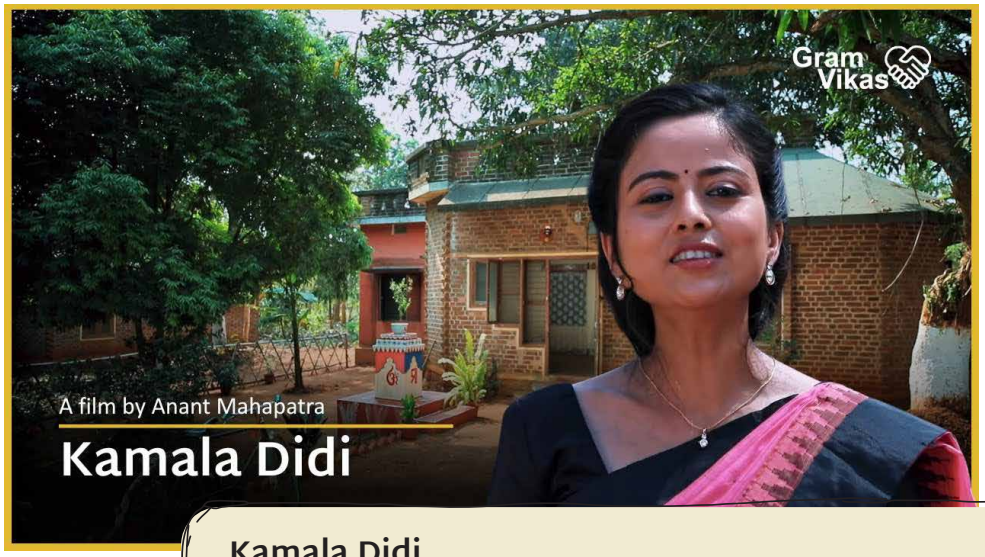
Communications

The Documentation and Communication function builds Gram Vikas's capacity to document, learn, and communicate. It preserves institutional knowledge, captures programme experiences, engages wider audiences, and enables staff and communities to tell their own stories. During the year, the function focused on improving knowledge systems, expanding public engagement, and building internal documentation capabilities.

Documenting Change

The team continued to document programme experiences through stories, photographs, videos, and digital media in English and Odia. During the year, 278 content pieces were published, covering community experiences, programme milestones, and thematic learning. Campaigns on water, climate change, migration, sanitation, and rural development connected experiences from the field with wider public conversations.

The organisation also expanded its digital archives of photographs, videos, publications, reports, and other institutional resources. Improved documentation and archiving practices have made organisational knowledge easier to access and use for learning, communication, and research.



Kamala Didi

A short film by Ananta Mahapatra

This year saw the release of Kamala Didi, a short film by renowned Odia filmmaker and theatre personality Ananta Mahapatra, who also serves on the Governing Board of Gram Vikas. Created as a tribute to Gram Vikas's contribution to rural community development in Odisha, the film tells the story of Kamala, a young village woman who chooses to remain in her village as a teacher despite the attractions of a career elsewhere. Through Kamala's story, the film celebrates the conviction that meaningful change is often created by people who choose to serve the communities they call home. It is a tribute to the commitment and everyday leadership that continue to shape rural transformation across Odisha.

Reaching Wider Audiences

Gram Vikas continued to expand its digital presence through its website and social media platforms, reaching more than 28,000 website users during the year. Work also progressed on a comprehensive redesign of the organisation's website to better reflect its evolving programmes, strategy, and identity.

An immersive field exposure brought together twelve photojournalists and digital content creators who travelled through programme areas and interacted with partner communities. The initiative resulted in a body of photographs and other documentation from the field, and informed the development of a curated photo exhibition combining contemporary and archival images to trace Gram Vikas's work over nearly five decades.

Building Documentation Capacity

Strengthening documentation skills across the organisation remained an important priority. Staff members from programme teams participated in practical training on writing, photography, and mobile video documentation, improving the quality, consistency, and timeliness of field-based communication. These efforts are helping embed documentation as a core organisational capability rather than a specialised communications function.



Human Resources

The strength of Gram Vikas lies in its people. Alongside building the knowledge, skills, and leadership of its staff, the organisation supports volunteers, community professionals, interns, and fellows who bring local knowledge, technical expertise, and new perspectives to its work. Together, they strengthen programme implementation, contribute to innovation, and help develop the next generation of development practitioners.

STAFF STRENGTH

As of March 2026, Gram Vikas had 322 staff members, of whom **85 (26%)** were women.

During the year,

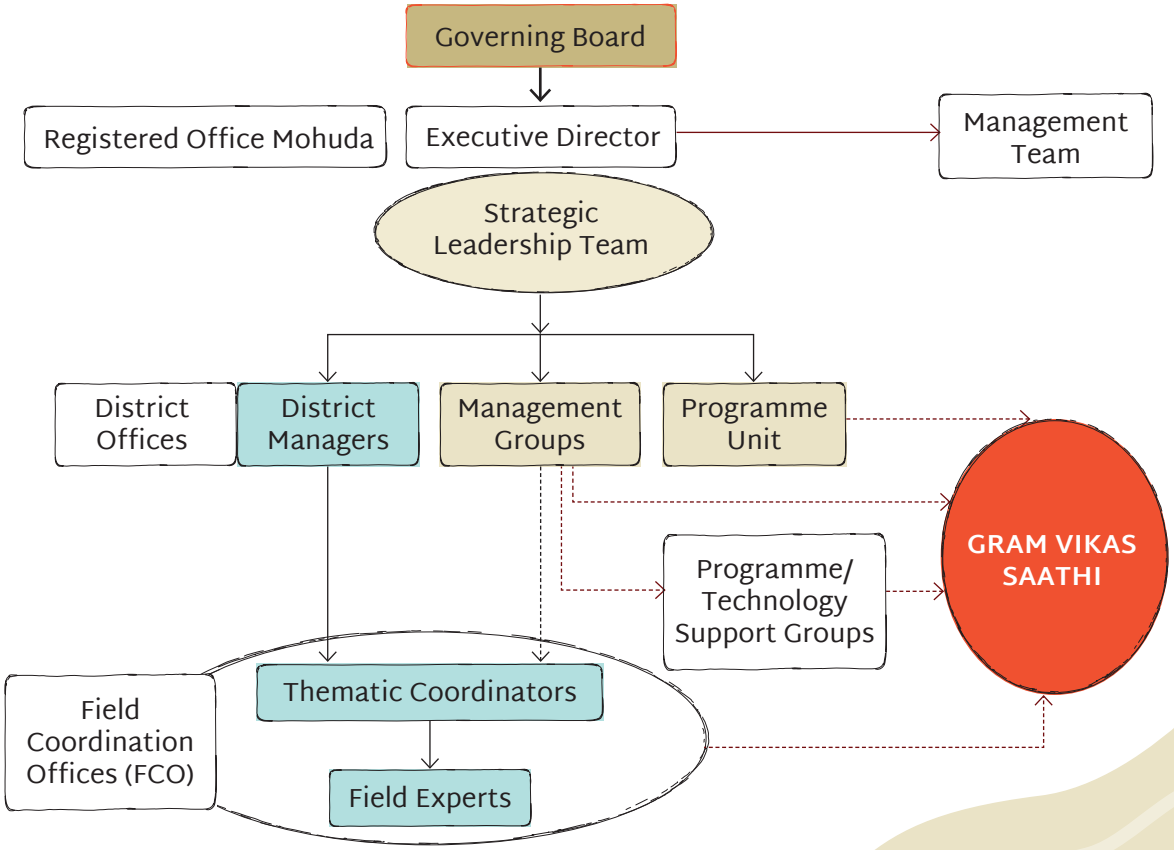
52 staff members joined the organisation

45 left the organisation

88% of staff were engaged in programme implementation and support roles. Of the total workforce, **276** held regular positions and **46** were engaged on project-specific contracts.

Gram Vikas's work was also supported by 283 full-time volunteers in project-specific roles at the Gram Panchayat and village levels, **73%** of whom were women.

ORGANISATIONAL STRUCTURE



STAFF DEVELOPMENT CELL

The Staff Development Cell (SDC) is responsible for strengthening the knowledge, skills, and capabilities of Gram Vikas staff through structured learning, technical training, leadership development, and professional exposure. During the year, the SDC organised a wide range of internal capacity development programmes while also facilitating participation in external learning opportunities, conferences, training programmes, and exposure visits. These initiatives helped build technical competencies, improve programme implementation, and develop leadership across different levels of the organisation.

During the year, the Staff Development Centre organised the following internal capacity development programmes for Gram Vikas staff:

- Convergence Facilitation: A three-day programme for 24 staff members strengthened understanding of convergence with government schemes and inter-departmental coordination, with emphasis on practical planning, follow-up, and documentation of field-level outcomes.
- Mobilising Communities for Convergence and Resource Mobilisation: A four-day programme for 29 staff members strengthened capacities in participatory planning, community mobilisation, and facilitating access to government entitlements.
- Convergence Workshop: A two-day workshop for 11 Young Management Trainees (YMTs) and Junior Managers, facilitated by Maya Sashidharan, strengthened conceptual understanding and practical approaches to stakeholder coordination and convergence.
- Convergence and Identification of Local Resource Groups: A three-day programme for 34 Young Management Trainees, Junior Managers, and Thematic Coordinators, facilitated by Maya Sashidharan, focused on identifying and strengthening local resource groups to sustain convergence through decentralised leadership and community ownership.
- Training of Trainers on Community Engagement Materials: A two-day Training of Trainers (ToT) for 15 staff members supported the development of IEC and facilitation materials on Gram Sabha engagement, convergence melas, community planning, and resource mobilisation.
- Accounts Workshop: A four-day workshop for 24 staff members strengthened financial management systems, statutory compliance, budgeting, and financial reporting.
- Administration Workshop: A one-day workshop for 46 administrative staff members focused on administrative procedures, documentation, behaviour and workplace etiquette, asset management, and coordination mechanisms.
- Data for Results: A two-day programme for 12 staff members strengthened the use of data for programme monitoring, result tracking, and evidence-based decision-making.
- AI-enabled Research and Communication: Seven members of the Emory-supported project team strengthened their capacities in pilot studies, research documentation, content generation, and the use of AI-enabled tools for developing IEC materials.
- Leadership Retreats: Retreat programmes for Engineers, Technicians, the Spearhead Team, Programme Unit, Young Management Trainees, and Junior Managers brought together 97 participants to strengthen collaboration, leadership, and organisational alignment.
- Refresher Training on Water Quality: A two-day refresher programme for 17 staff members strengthened technical knowledge on water quality parameters, testing protocols, and field monitoring.
- Water Quality, FGD, Documentation, Monitoring and Working with Children: A four-day programme for 22 staff members combined technical training on water quality with skills in focus group discussions, documentation, monitoring, and child-sensitive approaches.

- On-site Technical Training for Engineers: A four-day practical programme for 13 Engineers and Water Technical Coordinators strengthened skills in water system installation, supervision, quality assurance, and field-level troubleshooting.
- Training on Sanitation and Health Infrastructure: A six-day technical programme for 35 members of the Sanitation and Health team strengthened capacities in infrastructure planning, implementation standards, site supervision, and quality monitoring.
- Leadership Development Programme: Twenty-one Thematic Coordinators participated in a leadership development programme conducted in two phases of three days each.
- Professional Effectiveness Toolkit (PET): A management development programme for 41 Junior Managers and 15 participants from the first batch of the Community Professional Programme strengthened management competencies, programme planning, and the design of impact-oriented interventions.
- Refresher Training on Sanitation and Health: A refresher programme for 26 team members strengthened technical knowledge across the thematic components of the Sanitation and Health programme.
- Management Group Workshop: A three-day workshop clarified the role of Management Groups within the evolving Water Secure Gram Panchayat (WSGP) Programme, including their responsibilities for thematic leadership, direct implementation, innovation, and support to the WSGP Network.
- Documentation, Mobile Photography and AI-enabled Tools: A three-day technical training for 14 representatives from the Field Coordination Offices strengthened capacities in field documentation, visual storytelling, mobile photography, AI-enabled tools, and reporting.

The SDC also facilitated participation in the following external training programmes, conferences, and exposure visits:

- Baseline Survey, Research and Data Analysis: Three members of the Planning and Monitoring team attended a three-day programme at KKID, Coimbatore, on survey design, research methodologies, data validation, and analysis.
- Digital Transformation for Social Impact: Two managers completed the Digital Transformation for Social Impact programme conducted by the Koita Foundation and ILSS.
- Early Career Researcher Summer School and Tyndall Conference: Two managers participated in the Early Career Researcher Summer School and the Tyndall Conference at the University of Exeter, England.
- Equilead Gender Accelerator Programme: One staff member attended the Equilead Gender Accelerator Programme in New Delhi, followed by a one-day workshop in Bhubaneswar attended by five staff members, strengthening organisational capacity for gender-responsive programming and women's leadership.
- Organic and Natural Farming: Eleven staff members participated in a five-day residential programme at the Krishna Sudha Academy for Agroecology, Andhra Pradesh, on organic and natural farming practices.
- Training of Trainers (ToT) on Wastewater Treatment and Management: Two staff members attended a three-day ToT organised by the Centre for Environment and Development on wastewater treatment and management.
- Gender Responsive Gram Panchayats: Three staff members participated in a three-day programme organised by PRADAN on Gender Responsive Gram Panchayats and PRI-CBO collaboration.
- Water Quality Management (WQM 201): Two staff members completed the Water Quality Management (WQM 201) course through the JJM Digital Academy, conducted by the INREM

Foundation and the Rural WASH Partners Forum.
- Sheethal T. S. completed a four-month e-course in Maternal, Infant, Young Child and Adolescent Nutrition (MIYCAN) conducted by the Indian Institute of Public Health, Delhi.

The SDC also facilitated exposure visits to organisations across the country, enabling staff and community representatives to learn directly from innovative practices and institutional approaches relevant to Gram Vikas's work.

- Two staff members visited Shivganga, Goonj, and Vaagdhara in Gujarat, Rajasthan, and Madhya Pradesh to strengthen their understanding of community engagement processes and approaches.
- Three staff members visited BuzzWorthy, Khunti, Jharkhand, to learn technical aspects of the beekeeping model.
- A team of 13 staff members and community representatives visited Sauramandala Foundation, Meghalaya, to learn about fellowship programmes, rural entrepreneurship, and community tourism initiatives.



ANNUAL STAFF RETREAT

The Annual Staff Retreat, held from 8–10 March 2026 at Mohuda, brought together colleagues from across Gram Vikas's programme areas and district offices to reconnect, reflect, and strengthen organisational cohesion. The retreat began with a tribute to colleagues who had passed away during the year, honouring their contribution to the organisation.

Sri Jagadananda J., Co-Founder of the Centre for Youth and Social Development (CYSD), attended as Chief Guest and shared his reflections with the team. Smt. Arati Pandya, Member of the Gram Vikas Society, also addressed the gathering. Women staff members were recognised for their contribution to the organisation as part of the observance of International Women's Day.

The Museum of Experiences, along with district and innovation stalls, gave colleagues an opportunity to learn about work and experiences from across the organisation. Technical sessions on the new Labour Codes and the Annual Plan were complemented by sports, cultural programmes, and informal interactions. The retreat concluded with an open dialogue between staff and the Executive Director, providing space for questions, reflection, and exchange.

PERFORMANCE MANAGEMENT SYSTEM

Performance assessment for 2024-25 was completed in September 2025. Of the 276 regular employees assessed, 197 were found eligible for performance incentives under the Performance Management Rules, 2022. Performance incentives were awarded to 187 employees who secured a grade above C. Of these, 19 employees received an A grade, 67 received B+, 66 received B, and 35 received B-.

The organisation also continued the practice of including representatives from Village Development Committees in the field-level Qualitative Assessment Panels, ensuring that community perspectives remain an integral part of assessing the performance and effectiveness of Gram Vikas's work on the ground.

COMMUNITY PROFESSIONAL PROGRAMME

Gram Vikas launched the Community Professionals Programme (CPP) in 2019 to create opportunities for young people from partner communities to contribute to development work while building their professional capabilities. As of March 2026, 51 Community Professionals were engaged through the programme.

The year marked an important milestone for the CPP. Prasant Kumar Sahu, from the first batch, completed an M.A. in Rural Management at Shiv Nadar University and joined Gram Vikas as a Junior Manager. His progression from Community Professional to postgraduate study and a professional role within Gram Vikas reflects the pathway the programme seeks to create for young people from partner communities: enabling them to grow into development professionals and future organisational leaders.

Others from the CPP cohort are following similar pathways. Abnaijar Raika, from the first batch, is expected to complete the course and resume work with Gram Vikas in June 2026, while Mastram Pradhan, from the third batch, secured admission to the M.A. Education programme at Azim Premji University, Bengaluru.

During the year, 15 participants from the first Community Professionals Programme (CPP) batch completed training using the Professional Effectiveness Toolkit (PET). The training strengthened their understanding of key management concepts and their application to programme planning and implementation, with a focus on designing projects around intended outcomes for stakeholders.

In March 2026, 28 Community Professionals participated in the selection process for the position of Thematic Coordinator. Of these, 16 qualified and were promoted to the role.

INTERNS AND VOLUNTEERS

Gram Vikas continued to offer internship and volunteer opportunities to students from universities and professional institutions in India and abroad. These engagements provide students with practical exposure to community development while bringing additional skills and perspectives into the organisation. During the year, 89 interns contributed across programme and support functions. Their institutions, assignments, and periods of engagement are listed below.

Name	Institution	Project / Assignment	Period
Anu Krishna A	Loyola College of Social Sciences, Kerala	Preparing a report on implementation of WhatsApp Channel in the education sector	Apr-May 25
Akhila M S	Loyola College of Social Sciences, Kerala	Rural Crèche Initiative: Preparing journal and community score card	Apr-May 25
S. Ahalya	Loyola College of Social Sciences, Kerala	Preparing training module for RMSG	Apr-May 25
Abinash Sahoo, Devraj Hansda	KSRM, Bhubaneswar	Ensuring community involvement in the Rural Crèche Initiative; ensuring the effective use of water meters to strengthen rural piped water supply systems	Apr-Jun 25

Barsharani Demta	KSRM, Bhubaneswar	Developing and piloting data collection tools for Farmer Producer Groups	Apr-Jun 25
Blessy Sunny, Amalendu B	Marian College, Kuttikkanam	Preparing field report on community engagement under the Gram Swabhiman Approach	May-Jun 25
Naveen Fransis, Mathew Thomas	Marian College, Kuttikkanam	Impact of the CROPS Project on pregnant women and mothers with children below five	May-Jun 25
Riya Jain	IIITDM, Jabalpur	Designing social media collaterals, YouTube thumbnails, and animated end cards	May-Jul 25
Piyush Raut, Aditya Meshram	Azim Premji University, Bengaluru	Strengthening village planning through community engagement and resource mapping under WSGP	May-Jun 25
Ritika Rai	Azim Premji University, Bengaluru	Preparing a report on water usage and issues in Lakhanpur Gram Panchayat	May-Jun 25
Manisha Naik	Azim Premji University, Bengaluru	Preparing a report on water quality analysis in Luhagudi, Malaspadar, and Hichagandhi	May-Jun 25
Shruti Narlawar	Azim Premji University, Bengaluru	Growth Plan for Prakriti Bandhu Farmer Producer Company	May-Jun 25
Rushikesh Umale	Azim Premji University, Bengaluru	Understanding information pathways for education and career development among rural and tribal youth	May-Jun 25
Gautam J B	Central University of Andhra Pradesh	Comparative study of GPDP and VPRP: Participatory planning at the grassroots	May-Jul 25
Prasad Mondal, Subhasish Garain	Visva Bharati University	Report on water usage, sanitation, and hygiene practices in Tumba village	Jun-Jul 25
Subhalaxmi Panda	Government Polytechnic, Bhubaneswar	Designing water tanks and rural housing structures using AutoCAD	Jun-Jul 25
Karuna Johnson	University of British Columbia, Canada	Developing protocols and models to assess nitrate contamination and mitigation in water sources	Jun-Jul 25

Lipun Patro	O. P. Jindal Global University	Endline assessment of the Water Secure Initiative Project at Chandaka	Jul 25
Asit Kumar Majhi	Central University of Punjab	Preparation of Water Passbooks, digitisation of aquifer mapping data, and preparation of digital aquifer maps	Sep-Oct 25
Saikrishna Nath	Central University of South Bihar	Preparation of Water Passbooks, digitisation of aquifer mapping data, and preparation of digital aquifer maps	Sep-Dec 25
Ayaskanta Sahoo	Central University of Punjab	Preparation of Water Passbooks, digitisation of aquifer mapping data, and preparation of digital aquifer maps	Sep-Dec 25
Induja Rajeev	Pondicherry University	Preparation of Water Passbooks, digitisation of aquifer mapping data, and preparation of digital aquifer maps	Sep-Dec 25
Muhsina C V, Arya K P	SAFI Institute of Advanced Study, Kerala	Field exposure to rural development, governance, and community engagement	Sep-Oct 25
Sirsharaj Chhatraj	Visva Bharati University	Analysis of the Enterprise Development Programme and TBR usage in Lakhanpur	Oct-Nov 25
Padmanav Majhi, Pankaj Kumar Bhumij	KSRM, Bhubaneswar	Analysis of the community-managed Rural Crèche Initiative and PWSS in Gasukia	Oct-Nov 25
Bikram Sinhamahapatra, Himansu Sekhar Behera	KSRM, Bhubaneswar	Analysis of the Enterprise Development Programme and community awareness on sanitation, health, and nutrition in Lakhanpur	Oct-Nov 25
Titikshya Hota, Ayushi Sahani	KSRM, Bhubaneswar	Survey on the effective use of greywater and water meters at the household level in Kumudabahal	Oct-Nov 25
Shrabani Biswas, Rachayeeta Barua, Shrishti Vatsa	IRMA, Anand	Financial performance analysis of small-scale enterprises in Madatola village	Oct-Nov 25
Sayoni Sinha	IRMA, Anand	Financial performance analysis of small-scale enterprises in Dumerjore village	Oct-Nov 25
Aritra Raha, Susmriti Bera	IRMA, Anand	Financial performance analysis of small-scale enterprises in Dumerjore village	Oct-Nov 25

Apoorv Raj, Nitesh Kumar, Arya Shikhar	IRMA, Anand	Documentation of GPCC and VDC roles in accessing government schemes, and operation and maintenance of crèche centres	Oct-Nov 25
Aayush Amlan Mishra, Yash Raj	XIM University	Strategic assessment of livelihood opportunities and Village Development Committee functioning in Haradanga village	Nov 25-Jan 26
Aditi Agarwal, Vidisha Pareek	XIM University	Strategic assessment of livelihood opportunities and Village Development Committee functioning in Jaleripentha village	Nov 25-Jan 26
Samir Nag	Shiv Nadar University	Cost-benefit analysis of Farm Tool Banks in Sadar Block, Keonjhar	Jan-Mar 26
Abhishek Patnaik	NMIMS, Mumbai	Optimisation of survey design and data processing	Jan-Feb 26
Arun Kumar Palka	Marian College, Kuttikkanam	Field study in Gramdevati village	Feb-Mar 26
Sonu Kumar Yadav, Animesh Kumar, Aioushee Gogoi, Anwesha Bose, Santosh Kumar Agasti, Astha Barnwal	Goa Institute of Management	Status assessment of educational support provided by VIKALP in Koinpur and Laxmipur Gram Panchayats	Mar-Apr 26
Dibya Choudhary, Rajesh Paul, Yash Kumar Agarwal	Goa Institute of Management	Ensuring the effective use of water meters to strengthen the rural piped water supply system	Mar-Apr 26
Soumalya Saha, Aishwarya Sharma, Alka Burnwal	Goa Institute of Management	Feasibility study and promotion of nutrition gardens	Mar-Apr 26

SBI YOUTH FOR INDIA FELLOWSHIP

Gram Vikas continued its partnership with the SBI Youth for India Fellowship for the twelfth consecutive year. During the year, the final review of the fellowship projects undertaken by the eight fellows of the August 2024 cohort and four fellows of the October 2024 cohort was completed, marking the successful closure of their assignments.

The organisation also welcomed eight fellows from the August 2025 cohort and four from the October 2025 cohort. Following an induction programme that included field exposure and thematic training, the fellows were placed at their respective project locations. The first review workshop for the 2025–26 cohort was held in January 2026 to finalise project plans and review progress during the initial phase of implementation.

SBI Youth for India fellows during August 2024 to October 2025

Name	Domain & Project	Location
Aakansha Mudgal	**Domain** – Education & Youth **Project** – Empowering students by unlocking potential in life skills and cultivating a growth mindset through mentorship sessions	Tumba, Ganjam
Anmol Banerjee	**Domain** – Education **Project** – Saura Culture Club	Mahendra Tanaya School, Gajapati
Ashwin S Venkataraman	**Domain** – Sanitation and Health **Project** – Creating awareness and encouraging action on sanitation and health-related measures through folktales/fables for kids	Adri, Kalahandi
Bhawna	**Domain** – Education **Project** – Vidyarthi Darpan	Mahendra Tanaya School, Gajapati
Mansi Singh	**Domain** – Health **Project** – Creating supportive spaces for differently-abled individuals to connect and thrive empowering lives through tailored vocational training and community engagement	Sindhipadar, Kalahandi
Prabhat Kumar	**Domain** – Livelihood **Project** – Tourism Enterprise	Daringbadi, Kandhamal
Rina Anil Mahtole	**Domain** – Education **Project** – Digital Literacy	Gram Vikas Vidya Vihar, Ganjam
Yashovardhan Meherram Gadekar	**Domain** – Livelihood **Project** - Efficient poultry management and production as a supplementary source of income	Gopinathpur, Kalahandi

Muzamil Javaid	**Domain** – Education **Project** - Unlocking Rural Educational Potential: An intervention to increase digital literacy with integrated English language support	Gram Vikas Shikshya Niketan, Kalahandi
Gargi Gupta	**Domain** – Education **Project** - Our Anganwadi, Our Children's Education: To enhance the quality of early childhood education by fostering community participation and supporting Anganwadi Didi in children's learning and holistic development	Tumba, Ganjam
Sadaf Malik	**Domain** – Water & Environmental Protection **Project** – Community-led Water Revival: Ponds for productive fields	Koinpur, Gajapati
Tshering Cheki	**Domain** – Environmental Protection **Project** – Clean Koinpur: Promoting waste reduction and raising awareness for a healthier, greener community	Koinpur, Gajapati

SBI Youth for India fellows from August 2025 to October 2026

Name	Domain & Project	Location
Aaysha Parveen	**Domain** – Livelihood, Skill Building **Project** – Revival of Khajuripatti craft in Ranjasahi	Koinpur, Gajapati
Anusha Gangadhar Uppar	**Domain** – Education & Youth **Project** – Art of Emotions: Building SEL through art & games in Gram Vikas Vidyavihar school	Rudhapadar, Ganjam
Arpit Sutariya	**Domain** – Livelihood **Project** – Building Pragati Producer Group's turmeric value chain	Daringbadi, Kandhamal
Kori Akash Milan	**Domain** – Health (Disability & Rehabilitation) **Project** – Integrated development awareness plan	Tumba, Ganjam
Mayuresh Khale	**Domain** – Education & Youth **Project** – Functional English & digital literacy for children	Adri, Kalahandi
Moitri Das	**Domain** – Youth & Behaviour Change **Project** - Youth engagement and community documentation initiative	Kumudabahal, Kalahandi
Naveen Kumar Misra	**Domain** – Health-Behaviour Change **Project** – Behaviour Change through Communication in health in Sana Gatida village	Koinpur, Gajapati
Neethu N	**Domain** – Education & Youth **Project** – Communicative English & soft skills training for high school students in Laxmipur	Koinpur, Gajapati
Prerna Kumari	**Domain** – Sanitation **Project** – Clean Village, Green Mind, Indira Colony	Rudhapadar, Ganjam
Rahul P K	**Domain** – Water Quality **Project** – From filtration to future-nurturing water-wise behaviour in Jamuganda	Tumba, Ganjam
Shubham Yadav	**Domain** – Alternate Energy **Project** – Sustainable electrification of isolated tribal village Uppar Kandaguda – Project Okay	Kumudabahal, Kalahandi
Suman Jha	**Domain** – Sanitation **Project** - Clean Gopalpur: Community-led waste management initiative	Kumudabahal, Kalahandi

INTERNAL COMPLAINTS COMMITTEE

The Internal Complaints Committee (ICC) of Gram Vikas functions in accordance with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Committee comprises four internal members and one external member.

One complaint was received by the ICC on 29 April 2025. The Committee conducted the necessary enquiry and submitted its report to the Executive Director on 17 May 2025. Appropriate action was taken in accordance with the recommendations of the Committee.





Administration and Facilities

Gram Vikas operates across remote rural locations where reliable infrastructure is often limited. Over the years, the organisation has developed campuses, offices, staff accommodation, training facilities, and other support infrastructure to enable programme implementation.

The Administration and Logistics function manages and maintains these facilities, along with procurement, transport, stores, information technology, and other institutional support systems. During the year, the function improved infrastructure and operational systems across campuses, staff accommodation, information technology, procurement, transport, and asset management.

Training and residential facilities at selected locations were also upgraded to better support programme implementation and organisational learning.

GRAM VIKAS OWNED FACILITIES

Mohuda, Ganjam district	Head Office Staff accommodation Meeting facilities and Guest rooms
Koinpur, Gajapati district	Field Coordination Office Staff accommodation Meeting facilities and Guest rooms
Kumudabahal, Kalahandi district	Field Coordination Office Staff accommodation Meeting facilities and Guest rooms
Gayaganda, Ganjam district	District Office and Field Coordination Office Staff accommodation Meeting facilities and Guest rooms
Karadasing, Gajapati district	Field Coordination Office Staff accommodation
Tumba, Ganjam district	Field Coordination Office Staff accommodation
Adri, Kalahandi district	Field Coordination Office Staff accommodation
Parlakhemundi, Gajapati district	District Office
Bhubaneswar	Liaison office Meeting Facilities and Guest rooms

Accounts and Finance

The Finance and Accounts function continued to strengthen the organisation's financial management systems, ensuring timely accounting, reporting, and statutory compliance across all programme locations. All accounting activities are carried out through the VOLAC software platform, enabling faster consolidation of accounts and more efficient financial management. During the year, orientation and training on the use of VOLAC were provided to Accounts staff and Management Groups, and a comprehensive capacity-building programme for Finance and Accounts personnel was undertaken.

Statutory Compliances

Gram Vikas complied with all statutory requirements within the prescribed timelines during the year. Income Tax, GST, and FCRA returns were filed on time, and compliance with Provident Fund and other applicable labour laws was maintained.

Statutory Audit

M/s AASA Associates, Bhubaneswar, continued as the Statutory Auditors of Gram Vikas for the financial year 2025-26.

Internal Audit

During the year, the internal audit function was restructured into two complementary components: Concurrent Audit and Systems Audit. The Concurrent Audit function is undertaken internally and involves the concurrent scrutiny of all financial vouchers, books of accounts, and related financial records across the organisation. This enables timely verification of financial transactions, strengthens financial discipline, and supports prompt corrective action where required. The Systems Audit function is undertaken by M/s BBM & Co., Bhubaneswar, and focuses on statutory compliance, adherence to organisational policies and procedures, the effectiveness of internal control systems, and broader governance practices. Together, the two components strengthen Gram Vikas's financial management, accountability, and governance systems.

FINANCIAL STATEMENTS

BALANCE SHEET AS AT 31ST MARCH 2026

Particulars	As at 31.03.2026 (₹)	As at 31.03.2025 (₹)
1. LIABILITIES		
General Fund	16,12,82,941	12,38,84,427
Deferred Project Receipts	4,02,63,243	4,56,17,422
Project Funds - Restricted Grants	12,18,71,635	9,38,32,361
Capital Asset Fund	11,73,12,667	10,78,60,005
Dairy Development Fund	1,80,551	1,80,551
Other Funds	67,99,642	64,87,403
Current Liabilities and Provisions	1,05,28,346	2,16,43,758
TOTAL	**45,82,39,025**	**39,95,05,927**
2. ASSETS		
Fixed Assets	11,73,12,667	10,78,60,005
Investments	6,76,30,568	8,06,59,532
Piped Water Supply Projects' Advances	97,03,664	1,07,20,642
Current Assets	26,35,92,126	20,02,65,748
TOTAL	**45,82,39,025**	**39,95,05,927**

In terms of our report of even date

FOR: AASA & ASSOCIATES
CHARTERED ACCOUNTANTS

Amit Agrawal, FCA
Partner
Membership No.: 063572

FOR: GRAM VIKAS

Joe Madiath
Chairman

Anup Kumar Mahapatra
Treasurer

Liby T Johnson
Executive Director

BHUBANESWAR
Date: 27.07.2026

INCOME AND APPLICATION ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Year ending 31.03.2026 (₹)	Year ending 31.03.2025 (₹)
1. INCOME		
Grants and Donations	7,89,248	11,95,250
Interest Income	20,53,612	9,87,501
Add: Interest income earned on donor funds - Grant-in-aid	24,83,433	33,26,179
Income from Investments	8,98,01,884	4,37,08,795
Income from Sale of assets	4,77,25,798	73,31,000
Reimbursements	6,94,329	37,25,898
House Rent Income	3,36,000	15,01,264
Miscellaneous Income	35,87,715	10,13,094
Overhead recoveries from the projects	-	2,49,926
Utilisation against restricted grant - Pass through entry	33,64,83,016	26,28,14,410
TOTAL INCOME	**48,39,55,035**	**32,58,53,317**
2. APPLICATION		
Application - Programme - Revenue		
Village Institutions	54,42,807	78,77,458
Water	1,15,84,852	1,92,45,912
Livelihoods	39,43,080	53,64,660
Sanitation & Hygiene	52,46,617	56,84,620
Habitat & Technology	4,38,218	11,23,628
Education and Youth	23,83,747	19,11,837
Planning and Monitoring	9,26,155	11,90,928
Documentation & Communication	32,81,418	37,68,169
Human Resource Development	14,33,598	17,61,272
Strategies & Systems - Admin	82,89,102	70,99,483
Audit Costs	3,61,605	9,33,693
Staff Costs	2,11,47,653	2,14,80,092
Administration Costs	2,41,89,584	2,45,96,886
Utilisation against restricted grant (Annex to Schedule III A) - Pass through entry	33,64,83,016	26,28,14,410
Application - Programme - Capital		
Capital Expenses	2,34,76,788	-
Depreciation on assets acquired from sources other than Income- Past Accumulations	26,85,855	37,52,619
TOTAL APPLICATION	**45,13,14,095**	**36,86,05,667**
GROSS SURPLUS	**3,26,40,940**	**(4,27,52,350)**

INCOME AND APPLICATION APPROPRIATION ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Year ending 31.03.2026 (₹)	Year ending 31.03.2025 (₹)
Gross Surplus	3,26,40,940	(4,27,52,350)
Add: Depreciation on assets acquired from sources other than income transferred to BS	26,85,855	37,52,619
Less: Interest on Donor Project Funds trf.to Project Fund A/c-Grant-in-aid	24,83,433	33,26,179
Less : Interest on Bank deposits of GV Staff Welfare Fund transferred to Balance Sheet	3,03,970	-
NET SURPLUS	**3,25,39,392**	**(4,23,25,910)**

In terms of our report of even date

FOR: AASA & ASSOCIATES
CHARTERED ACCOUNTANTS

Amit Agrawal, FCA
Partner
Membership No.: 063572

FOR: GRAM VIKAS

Joe Madiath
Chairman

Anup Kumar Mahapatra
Treasurer

Liby T Johnson
Executive Director

BHUBANESWAR
Date: 27.07.2026



SCHEDULE FOR PROJECT FUNDS (RESTRICTED GRANTS) FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Year ending 31.03.2026 (₹)	Year ending 31.03.2025 (₹)
OPENING BALANCE OF PROJECT FUNDS	**9,38,32,361**	**7,82,34,668**
Accretion during the year		
Grants in Aid	36,47,69,270	27,50,85,924
Interest Income on donor funds transferred from Income & Application app. A/c	24,83,433	33,26,179
Previous year's Interest on Donor Project funds credited	4,95,057	-
TOTAL	**36,77,47,760**	**27,84,12,103**
Depletion during the year		
Depletion - Programme		
Village Institutions	1,50,13,121	1,34,20,824
Water	10,53,89,433	8,16,51,867
Livelihoods	11,79,87,254	7,82,02,247
Sanitation & Hygiene	2,97,01,095	2,88,45,577
Habitat & Technology	27,92,364	29,56,098
Education & Youth	82,10,345	76,39,684
Disaster Relief and Rehabilitation	2,14,320	11,06,080
Planning and Monitoring	65,53,977	75,04,770
Documentation & Communication	41,65,875	57,31,507
Human Resource Development	1,02,05,571	1,09,65,598
Strategies & Systems	1,52,97,795	75,55,411
Audit Costs	5,79,800	14,69,510
Staff Costs	1,05,07,333	62,58,093
Administration Costs	40,10,693	47,78,846
Project assets	55,97,622	47,28,298
Swachh Bharat Mission support for projects	2,56,418	-
TOTAL DEPLETION	**33,64,83,016**	**26,28,14,410**
Unclaimed Restricted Fund of Closed Donor Projects (Net)	**32,25,470**	-
CLOSING BALANCE OF PROJECT FUNDS	**12,18,71,635**	**9,38,32,361**

In terms of our report of even date

FOR: AASA & ASSOCIATES
CHARTERED ACCOUNTANTS

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Membership No.: 063572

FOR: GRAM VIKAS

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Executive Director

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Date: 27.07.2026

RESOURCE MOBILISATION AND UTILIZATION ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Total (₹)	Project Grants (₹)	Government (₹)	Own (₹)
1. INCOME				
Grants and Donations	36,55,58,518	36,47,69,270		7,89,248
Interest Income	45,37,045	24,83,433		20,53,612
Receipts from RWSS	2,04,978	-	2,04,978	-
Income from Investments	8,98,01,884	-		8,98,01,884
Income from Sale of assets	4,77,25,798	-		4,77,25,798
Reimbursements	6,94,329	-		6,94,329
House Rent Income	3,36,000	-		3,36,000
Miscellaneous Income	35,87,715	-		35,87,715
TOTAL INCOME	**51,24,46,267**	**36,72,52,703**	**2,04,978**	**14,49,88,586**
2. EXPENDITURE				
Village Institutions	2,04,55,928	1,50,13,121		54,42,807
Water	11,70,44,285	10,53,89,433	70,000	1,15,84,852
Livelihoods	12,19,30,334	11,79,87,254		39,43,080
Sanitation and Hygiene	3,52,04,130	2,97,01,095	2,56,418	52,46,617
Habitat and Technology	32,30,582	27,92,364		4,38,218
Education and Youth	1,05,94,092	82,10,345		23,83,747
Planning and Monitoring	2,14,320	2,14,320		-
Disaster Relief and Rehabilitation	74,80,132	65,53,977		9,26,155
Documentation-Communication	74,47,293	41,65,875		32,81,418
Human Resource Development	1,16,39,169	1,02,05,571		14,33,598
Strategies and Systems	2,35,86,897	1,52,97,795		82,89,102
Audit Costs	9,41,405	5,79,800		3,61,605
Staff Costs	3,16,54,986	1,05,07,333		2,11,47,653
Administration Costs	2,82,00,277	40,10,693		2,41,89,584
Project Assets and Capital Expenditure	2,90,74,410	55,97,622		2,34,76,788
TOTAL EXPENDITURE	**44,86,98,240**	**33,62,26,598**	**3,26,418**	**11,21,45,224**

In terms of our report of even date

FOR: AASA & ASSOCIATES
CHARTERED ACCOUNTANTS

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Partner
Membership No.: 063572

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BHUBANESWAR
Date: 27.07.2026

Design Note:
This year's Annual Report uses water as a recurring visual device, reflecting its central place in Gram Vikas's work and mission.

Odia words for water, health, land, forests, income, dignity and equity appear across the report, rooting the visual language in Odisha while showing how water connects to many dimensions of village life. The Bhadbhadalia (Indian Roller), Odisha's state bird, also appears throughout the report as a visual tribute to the state, its landscapes and the communities at the heart of Gram Vikas's work.

Each case study opens with one of these words, linking individual stories to the larger themes that shape Gram Vikas's work. Together, they reflect what Gram Vikas continues to work towards: rural communities living with greater security, dignity and opportunity.

Words that flow through this report:

ବର୍ଷକର କଥା	Year's Story
ଓଡ଼ିଶା	Odisha
ପାହାଡ଼	Mountains
ଜଙ୍ଗଲ	Forests
ଝରଣା	Springs
ପାଣି	Water
ଚାଷ	Farm
ଜୀବିକା	Livelihoods
ପୋଷଣ	Nutrition
ପରିମଳ	Sanitation
ଶାସନ	Governance
ସମୁଦାୟ	Community
ଯୁବପିଢ଼ି	Youth
ଭବିଷ୍ୟତ	Future
ପ୍ରବାସ	Migration
ସମତା	Equity
ମର୍ଯ୍ୟାଦା	Dignity
ସମୃଦ୍ଧି	Prosperity
ଆଶା	Hope
ପୁନରୁଦ୍ଧାର	Restoration
ଜଳ ସୁରକ୍ଷା	Water Security
ଜଳସେଚନ	Irrigation
ଆୟ	Income
ଉଦ୍ୟୋଗ	Enterprises
ସୁରକ୍ଷା	Protection
ଆକାଂକ୍ଷା	Aspiration
ପ୍ରଯୁକ୍ତି	Technology
ଉଦ୍ୟୋଗୀତା	Entrepreneurship
ସ୍ୱାସ୍ଥ୍ୟ	Health
ସୁରକ୍ଷା	Safety



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