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BADLAO[↗]
FOUNDATION
INITIATIVE FOR CHANGE

2024 - 2025
A year's journal



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Message from the Founder

Shri Bajrang Singh

Founder, Badlao Foundation

As the Founder of Badlao Foundation, I feel deeply privileged to witness the journey we began decades ago continue to evolve with purpose and dedication. Our greatest strength has always been the community; their unwavering trust, resilience, and partnership inspire every step we take.

At Badlao, we have never seen ourselves as providers but as facilitators of change, rooted in the belief that true development happens when the community leads its own progress. It gives me immense satisfaction to see how our initiatives are now bringing new voices from tribal and marginalized communities to the forefront.

I extend my heartfelt appreciation to the entire team whose relentless commitment and grounded efforts have kept the spirit of Badlao alive and growing. To our well-wishers and supporters, thank you for believing in our vision. Together, we will continue to walk hand in hand with the community, fostering dignity, empowerment, and equity for all.

Best wishes to all.



Message from the President

Shri Ashok Kumar Singh

President, Badlao Foundation

It is with immense pride and gratitude that I pen down my thoughts on the remarkable journey of 43 years that the Badlao Foundation has traversed. These decades of dedication, perseverance, and service have been foundational in shaping not just an organization, but a movement; one rooted in justice, equity, and sustainable development.

I feel truly privileged and honored to be associated with this esteemed organization as its President. Since the beginning of my tenure, I have witnessed first-hand the unwavering commitment and tireless efforts of our team, partners, and communities. The Foundation's work reflects a deep understanding of ground realities and a strong resolve to transform lives, particularly of the marginalized and underserved.

Every new day presents a new challenge, and I am proud to note that the Badlao Foundation has consistently embraced these challenges with resilience and innovation. Whether in the realm of women's empowerment, education, sustainable livelihoods, or health, the organization has shown courage and conviction in turning adversity into opportunity.

This year, our strategic focus has been on one of the most pressing issues of our times, climate change. Recognizing its impact on our people, especially those dependent on natural resources, Badlao Foundation has launched a range of interventions aimed at climate adaptation, mitigation, and community education. Through awareness drives, eco-friendly livelihood practices, sustainable agriculture promotion, and youth engagement, we are striving to make our intervention areas more climate-resilient.

The path ahead may be complex, but with our values as our compass and our community as our strength, I am confident that the Badlao Foundation will continue to grow and deepen its impact. I extend my heartfelt congratulations to every team member, volunteer, partner, and community leader who has contributed their time, energy, and spirit to this journey. Your commitment to social service is what truly fuels this organization.

As we step into another year of service and solidarity, I wish Badlao Foundation all the very best in its continuing mission to create a just and inclusive society.

Thank you for being part of this inspiring journey.

Warm regards.

Message from the Secretary

Mr. Arvind

Secretary, Badlao Foundation

As we reflect on our journey of over 43 years of relentless service in the heartland of Jharkhand, it fills me with immense gratitude and pride. Our path has been one of struggles, learning, and meaningful impact. Every step we took was rooted in the belief that sustainable change is possible when communities are empowered and development is inclusive.

Over these decades, we have navigated through complex social issues, worked with marginalized communities, and strengthened grassroots participation in the development process. This long-standing journey has given us the strength, confidence, and motivation to lead by example, and more importantly, to continue evolving as an institution grounded in people-centric values.

Today, as the world grapples with unprecedented environmental challenges, we recognize the urgent need to integrate climate change adaptation and mitigation into our ongoing work. The time to act is now. We cannot afford to wait or debate while our environment continues to deteriorate. At Badlao Foundation, we are committed to making climate resilience a core part of our mission, ensuring that our development efforts are not just impactful but also sustainable.

As the Secretary of Badlao Foundation, I call upon all our partners, networks, and stakeholders to join us in this renewed commitment. Let us rethink, realign, and reinforce our collective efforts to respond to the climate crisis with clarity and urgency.

I extend my heartfelt thanks to every partner, donor agency, network, and friend who has stood by us throughout this journey. Your support has enabled us to deliver meaningful results, and together, we will continue to strive for the changes we all wish to see.

With warm regards and continued hope.



Our Mission

To realise the aspirations and entitlements of deprived communities, particularly tribals, forest dwellers, women, and children, through social and infrastructure development that ensures a better quality of life for all.

Our Vision

To promote inclusive development of deprived communities through Gram Sabhas, PRIs under PESA, traditional institutions, and women-based collectives (Mahila Sabhas), enabling access to basic services and sustainable livelihoods.

Core Values

- * Commitment to Equitable Social and Economic Change
- * Human Dignity and Ecological Stewardship
- * Participatory Planning and Inclusive Development
- * Social and Gender Equality

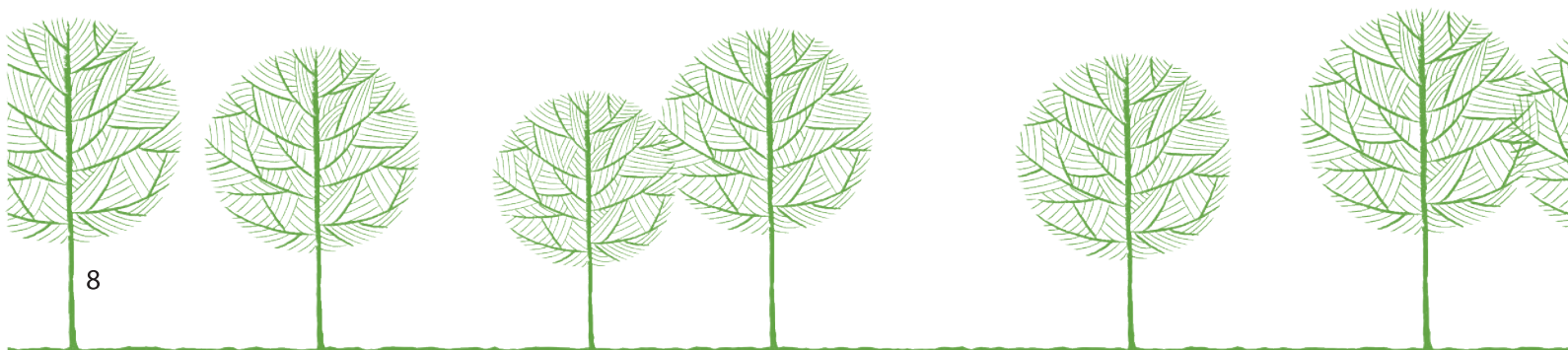
Badlao Foundation's ethos is grounded in Gandhian values of self-reliance and community participation. Every initiative, whether in governance, gender equity, or climate action, is rooted in the belief that communities hold the wisdom and strength to shape their future.



Organisation's Organogram



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Geographic Outreach











Badlao Foundation currently works across 14 blocks in 10 districts of Jharkhand, covering the Santhal Pargana region; Godda, Pakur, Dumka, Sahebganj, Jamtara, and Deoghar; along with Ranchi, Gumla, Lohardaga, and Garhwa districts.



Key Thematic Areas of Work

- * Integrated Natural Resource Management, Livelihoods, and Food Security
- * Education, Health & Nutrition, and Child Protection
- * Governance
- * Climate Action

Each thematic area is aligned with the Sustainable Development Goals (SDGs), ensuring that our work contributes directly to the global agenda for equality, sustainability & justice.

1 No Poverty 	2 Zero Hunger 	3 Good Health & Well-being 	4 Quality Education 
5 Gender Equality 	BADLAO FOUNDATION <small>INITIATIVE FOR CHANGE</small> SDG Coverage		6 Clean Water & Sanitation 
7 Decent Work & Economic Growth 	8 Industry, Innovation & Infrastructure 	9 Reduced Inequalities 	10 Sustainable Cities & Communities 

List of Ongoing Project



Sl. No.	Name of the Project	Thematic Area	Donor Institution	Geographic Coverage (Jharkhand)
1	Empowering Adivasi and other vulnerable communities to access public service deliveries and claim their entitlements and forest rights by strengthening, Gram Sabha and governance structures (Gram Swashashan Abhiyaan)	Governance, Women Empowerment	Azim Premji Foundation	Sundarpahari block, Godda district, and Littipara block, Pakur district
2	Reducing vulnerability of forest dependent communities by strengthening community governance over natural resources towards discrimination free climate justice approach	Governance and Climate Justice	INKOTA Germany	Godda, Gumla, and Lohardaga districts
3	On-Granting Project – Strengthening of Gram Sabha supporting five organizations	Governance	Azim Premji Foundation	Jamtara, Giridih, Dumka, Ranchi, and Jamshedpur districts
4	Constitutional Values Fellowship Program	Education, Social security Schemes	Azim Premji Foundation	Jamtara, Godda, and Pakur districts
5	Common Ground Initiative	Governance & Environment Sustainability	Living Landscape	Sundarpahari, Boarjor, Pathargama, Mahagama, and Poraiyahat blocks of Godda district
6	Gender Equity Movement in school in Jharkhand - No Girl Left Behind (GEMS)	Education & Gender	ICRW	Narayanpur, Nala, and Jamtara blocks of Jamtara district
7	LIC HFL - SANGAM	Livelihood, Women Empowerment	LIC HFL	Sundarpahari block in Godda district
8	Khadi and Gram Udyog - Spinning the Thread of Nation Building	Livelihood	KVIC	Jamtara, Mihijam, and Chittaranjan
9	Addressing Vulnerabilities among the Pahariya community through women-led market interventions in Jharkhand, India, Pahariya Samriddhi Yojna	Livelihood, Women Empowerment	Transform Trade	Sundarpahari block, Godda district, and Littipara block, Pakur district
10	Pahadiya Swalamban (Building Collective Enterprise - Phase 2) Farmer Producer Organization (FPO)	Livelihood, Women Empowerment	Transform Trade	Sundarpahari block, Godda district, and Littipara block, Pakur district
11	Tribal Agriculture and Animal Husbandry Producer Company Limited - Farmer Producer Organization (FPO)	Livelihood	NABARD	Jamtara district
12	SAKSHAM - Revitalizing the Capacities of Civil Society Organisations	Organizational Development & Capacity Building	-	Santhal Pargana districts

Gram Swashashan Abhiyan



In the quiet hills and scattered hamlets of Littipara (Pakur district) and Sundarpahari (Godda district), a quiet revolution is taking place. Through the Gram Swashashan Abhiyan, communities once excluded from decisions that shaped their lives are now finding their voice.



Implemented in partnership with the Azim Premji Foundation, the Abhiyan empowers Adivasi and other vulnerable communities to access public services, claim their entitlements, and assert their forest rights by strengthening Gram Sabhas and Mahila Sabhas, the true pillars of local democracy. The project started in October 2022, and will be completed in October 2025.

Gram Sabha and Mahila Sabha:

Across two tribal blocks, the year witnessed **1,028 Gram Sabha meetings and 1,037 Mahila Sabha meetings**, where villagers discussed everything from ration cards to roads. What began as gatherings for awareness slowly evolved into platforms of decision-making.

People learned to file collective applications for pensions, disability benefits, MGNREGA job cards, and basic infrastructure. In many villages, officials began attending meetings, listening to grievances that earlier went unheard.

By year-end, 70 percent of pending social-scheme applications had been processed or forwarded. Women, elders, and the poorest families participated more actively than ever before. For many, it was their first tangible experience of democratic accountability.

Through Mahila Sabhas, women have moved from the margins of governance to its centre. In 2024–25 alone, over 2,236 women were linked to the Mukhyamantri Maiya Samaan Yojana (MMSY). They discussed maternal health, nutrition, hygiene, and legal rights, and acted on issues that mattered most to them.

Women's groups submitted applications for water supply, Anganwadi repairs, and job opportunities. These meetings became safe spaces for learning, mutual support, and leadership; places where women found confidence not just to demand change, but to drive it.





Community Infrastructure Initiatives

The Abhiyan also demonstrated how participatory planning can transform physical spaces. Through Gram Sabha-led discussions and government convergence, communities identified and executed several infrastructure projects:

- * Four Dumkudiya Bhavans (in Nawadih, two in Jordiha, and one in Kamalghati) built at a cost of ₹ 96.6 lakh, now serving as venues for meetings, training, and cultural events.
- * Roads, water systems, and sanitation facilities created with small yet meaningful investments: ₹ 8 lakh for four roads, ₹ 10 lakh for five Jalminars (water tanks), ₹ 2 lakh for Chabutra platforms, and ₹ 3 lakh for two drainage channels.

Every project was prioritised through open Gram Sabha dialogue and monitored by local volunteers. What emerged was not only infrastructure, but trust between the community and the state.

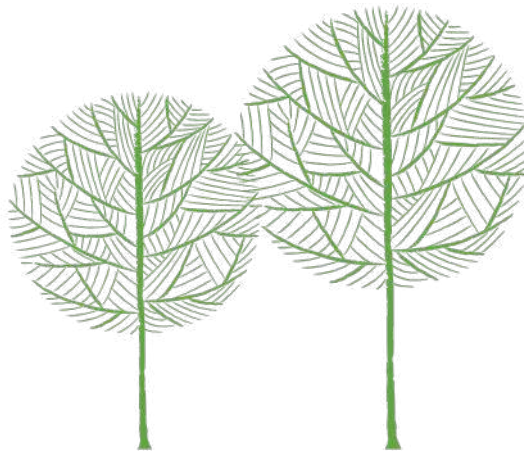




Community Applications & Forest Rights

From 126 villages, more than 300 community applications were submitted to Panchayats and block offices. These included demands for roads, electricity, safe drinking water, Anganwadi maintenance, and cultural-site restoration. Youth and women played visible roles in identifying needs and following up with officials, resulting in several works being approved.

At the same time, 15 villages (10 in Littipara block and 5 in Sundarpahari block) submitted Community Forest Rights (CFR) claims under the Forest Rights Act, 2006, seeking legal recognition of their traditional forest usage and conservation practices. For many Adivasi families, this process symbolised the return of dignity, the right to live and thrive on their ancestral land.





Strengthening Access to Social Security Schemes

Access to welfare schemes gained momentum through sustained facilitation and collective demand:

- * Under MGNREGA, 3,891 vulnerable families were identified, 373 job-card applications submitted (61 approved), and 127 work demands raised (43 approved). A total of ₹ 17.27 crore was spent, reflecting growing trust in the programme as a rights-based livelihood guarantee.
- * In pension outreach, 2,590 applications were filed, and 516 beneficiaries began receiving regular support, a lifeline for elderly, widowed, and disabled citizens.
- * Ration-card drives led to 63 new households being added to the Public Distribution System, improving food security for excluded families.
- * Under PMAY-G, 1,257 households received housing approvals worth ₹ 27.65 crore, ensuring safer and more dignified living conditions.

These achievements were not isolated outcomes, but the result of years of patient community mobilisation, people learning that entitlements are not favours, but rights guaranteed by law.





Capacity Building & Special Events

Over the years, the Abhiyan nurtured leadership and learning through training, workshops, and exposure visits. More than 300 participants attended sessions on social security schemes and forest rights, while 600 traditional leaders were trained in participatory planning.

Special observances such as World Indigenous Peoples Day, International Women's Day, and World Social Justice Day became occasions of pride and unity across villages.

The Gram Swashashan Abhiyan has redefined governance for rural Jharkhand. It has turned meetings into movements, awareness into action, and citizens into changemakers.

By combining community mobilisation with convergence across departments, the initiative has helped thousands access welfare schemes, secure livelihoods, and participate meaningfully in decision-making.

The journey ahead lies in institutionalising these democratic practices so that participatory governance becomes the norm, not the exception.







Case Story

Empowered Voices, Transforming Lives : The Journey of Jamri Village

Tucked away in the hills of Jharkhand, Jamri, a small tribal village home to the Pahariya community, once lived in quiet isolation. The village, surrounded by Chacham in the east, Narayanpur in the west, Kairabari in the north, and Goga in the south, had been cut off from basic development for decades. There was no proper road, no reliable source of drinking water, and little access to markets or government services.

When the rains came, the muddy path that connected Jamri to the outside world disappeared into slush, leaving villagers stranded. Fetching water became a daily struggle, as women and children walked long distances to find even a few pots of clean water. For many, this was simply how life had always been, until the people of Jamri decided to rewrite their story.

In March 2023, something remarkable happened. Guided by the Gram Swashashan Abhiyan, the Gram Sabha of Jamri gathered with a shared purpose to take collective action. For the first time, men and women together drafted and submitted applications to the Block Office, demanding a road and a reliable water source.

Their unity brought results faster than anyone had imagined. By April 2023, the proposal for well construction and renovation was approved. The work not only solved the long-standing water crisis but also created local employment. A well was repaired, fitted with a motor, and connected to a Jal Minar or water tank, transforming daily life. Water became accessible for drinking, bathing, and livestock — a basic right finally realized.

A year later, in May 2024, the villagers witnessed another dream come true when a six-kilometre pucca road connected Jamri to the main road, linking it to markets, schools, and health services for the first time. For the villagers, it was not just a road; it was a path to dignity and opportunity.

Change deepened when the Gram Sabha approved the formation of a Mahila Sabha, a women's collective. For the women of Jamri, who had long been silent observers in village meetings, it became a turning point. In these gatherings, they began voicing concerns, learning about government schemes, and actively participating in village governance.

Their collective efforts soon bore fruit. Three women received pensions under the Particularly Vulnerable Tribal Groups scheme. Fifteen families were successfully geo-tagged under the Housing Scheme. Six elderly villagers began receiving Old Age Pensions.

Today, Jamri stands as a living example of what empowerment looks like when people take charge of their destiny. What began as a few handwritten applications has grown into a movement of collective ownership and pride.

“Earlier, we waited for someone to come and help us,” shared a Gram Sabha member. “Now, we know how to demand our rights and build our village together.”

The journey of Jamri reflects the very essence of the Gram Swashashan Abhiyan — turning awareness into action and transforming forgotten villages into symbols of participatory rural development.

On-Granting Partnership – Gram Swashashan Abhiyaan



Badlao Foundation plays a pivotal role in advancing decentralized governance under the Gram Swashashan Abhiyaan, supported by the Azim Premji Foundation. As an On-Granting Partner, Badlao Foundation provides strategic support to five grassroots Civil Society Organisations, ensuring that governance initiatives reach the last mile with accountability, transparency, and strong community participation.

The organizations receiving mentoring and grant management support include:

Ayo Aidari Trust, Dumka
Lok Chirag Sewa Sansthan, Jamtara
Ambedkar Social Institute, Giridih
Karra Society, Ranchi
Paryavaran Chetna Kendra, Jamshedpur

Driving Institutional Excellence and Accountability:

Badlao Foundation's experience in financial governance and institution-building has helped partner organizations strengthen their structures and improve local leadership capacities. Support has focused on:

- * Financial and Compliance Strengthening
Best-practice financial systems, documentation standards, and accountability tools have been introduced to ensure transparent and responsible grant utilization.
- * Strategic Planning and Documentation
Partners are guided on project architecture, data management, and outcome-focused reporting, enhancing the quality of field implementation and communication with stakeholders.
- * Field-Level Support and Monitoring
Regular monitoring visits, mentoring sessions, and participatory reviews help identify implementation gaps and build a culture of continuous learning.

Impact of the Collaboration:

The partnership has resulted in improved organizational readiness and a stronger civil society network across Jharkhand. With better systems and deeper community engagement, the organizations now demonstrate:

- * Enhanced governance practices
- * Strengthened grassroots institutions
- * Improved ability to access entitlements and support communities
- * A shared commitment to accountability and democratic participation





Case Story

From Struggling to Structured - The Transformation of Grassroots Organizations in Jharkhand

For years, small community-based organisations across Jharkhand worked tirelessly in remote villages, helping families access entitlements, creating livelihood opportunities, and standing with the most marginalized. Their commitment was unquestionable. But there was one challenge that constantly held them back.

They lacked the systems, skills, and documentation required to grow.

Financial records were maintained manually and often inconsistently. Receipts were kept in notebooks or plastic folders. Programme achievements were visible in the field, but rarely found their way into structured reports. And without proper compliance mechanisms, applying for donor support remained a distant dream.

This is where Badlao Foundation stepped in.

As part of its responsibility under the On-Granting initiative of the Gram Swashashan Abhiyaan, Badlao Foundation began working shoulder-to-shoulder with five partner organisations — Ayo Aidari Trust (Dumka), Lok Chirag Sewa Sansthan (Jamtara), Ambedkar Social Institute (Giridih), Karra Society (Ranchi), and Paryavaran Chetna Kendra (Jamshedpur).



The support didn't come from lectures or audits. It came through patient listening, regular mentoring, and practical handholding. Finance staff learned how to maintain cashbooks and vouchers without confusion. Organizational leaders were guided to establish approval systems, adopt accounting software, prepare budgets, and ensure timely audits. Teams learned how to document field activities and report progress in formats donors expect. Most importantly, they gained confidence in their own capabilities.

Within just a year, transformation began to show.

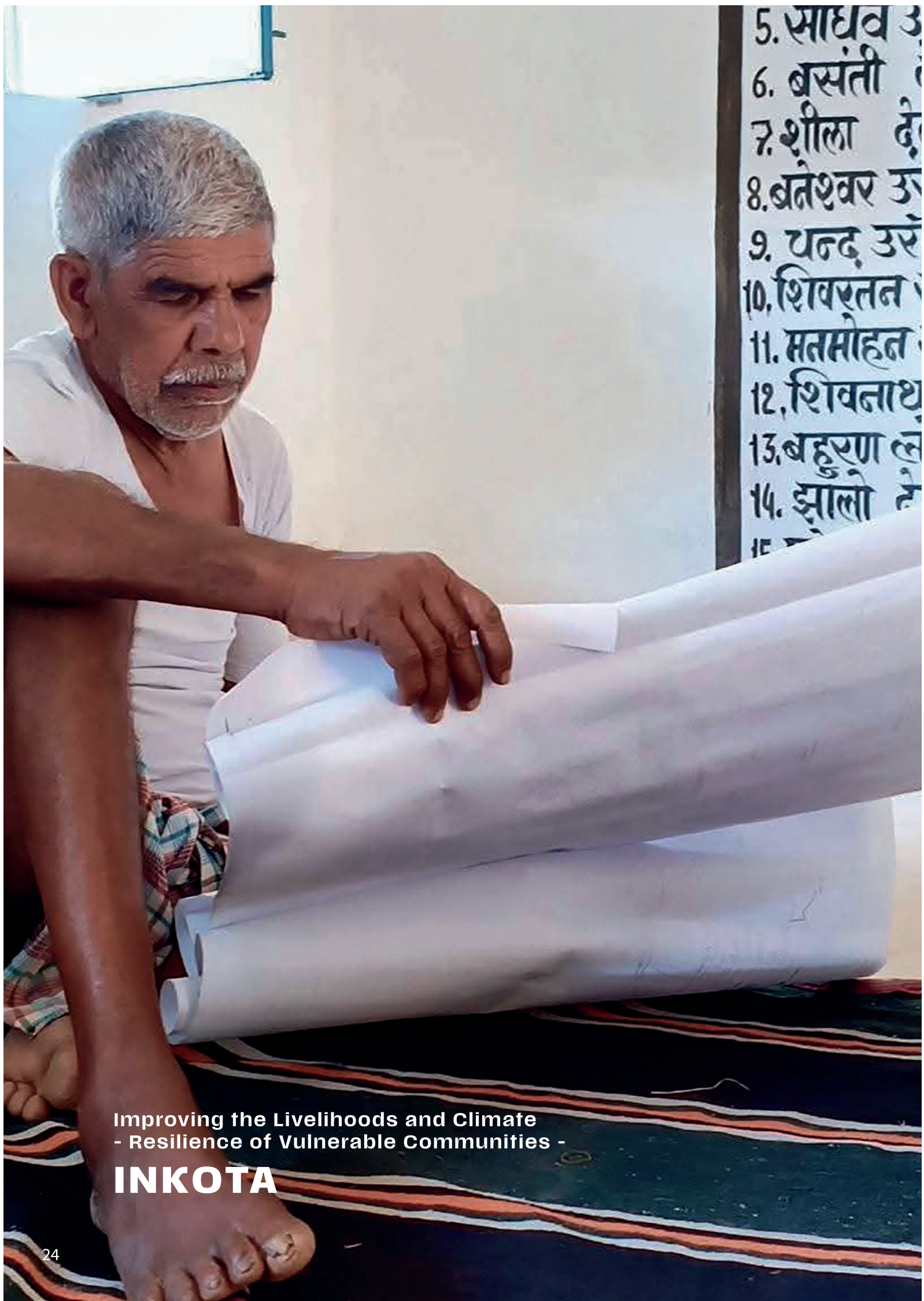
These organizations now maintain transparent and verified financial records. Compliance processes are being followed. Reports reflect the true scope of their impact. And suddenly, new doors, once shut, have started to open. Donors are listening. Partnerships are growing. Field initiatives are scaling with clarity and purpose.

What changed was not their passion, that was always there.
What changed was their power to convert that passion into sustainable action.

Today, these grassroots organizations continue to serve communities with renewed strength. They have moved from struggling to structured, from hopeful to capable. And the ripple effect of this transformation will keep reaching families, villages, and futures across Jharkhand.

Because when local institutions become strong, communities become unstoppable.





Improving the Livelihoods and Climate
- Resilience of Vulnerable Communities -

INKOTA

In the dense sal and mahua forests of Jharkhand, forest-dependent Adivasi communities have lived for generations, drawing sustenance, culture, and identity from the land. Yet, for decades, decisions about these forests were made without their voice. The INKOTA project, implemented by Badlao Foundation, is changing that reality, placing governance back into the hands of those who know the forest best.

The initiative, titled “Reducing vulnerability of forest-dependent communities by strengthening community governance over natural resources towards a discrimination-free climate justice approach,” is being implemented across Godda, Gumla, and Lohardaga districts. Its goal is to empower communities, especially women, to lead forest conservation, access government welfare schemes, and develop women-led forest-based enterprises that secure both livelihoods and ecology.

Reviving Forest Rights and Strengthening Local Institutions:

At the heart of the project lies the facilitation of Community Forest Rights (CFR) under the Forest Rights Act, 2006, and the creation of Community Forest Management Committees (CFMCs) that manage these rights collectively.

In Godda, CFR claims were submitted in 14 villages, with 8 villages receiving approval (including 5 partial titles). The remaining cases were followed up actively, with grievances on reduced area coverage raised with government officials. To ensure community-driven management, 15 CFMCs were formed and held regular meetings, while 10 villages began preparing detailed forest management plans.

The project also facilitated the formation of a CFMC Federation, enabling cross-village coordination and joint advocacy. Continuous capacity-building sessions strengthened local knowledge of sustainable forest practices, conservation rules, and legal entitlements.

Similar progress unfolded in Gumla and Lohardaga districts. In Gumla, 11 villages submitted CFR claims to the District Level Committee, while 11 CFMC Federations were formed to oversee conservation and rights management. In Lohardaga, 10 village claims were approved, with land titles already distributed in 6 villages, and the remaining 4 awaiting official ceremonies.

Across these regions, community institutions are now not only asserting legal rights over forests but also taking responsibility for their protection and regeneration.





Women at the Centre of Forest Governance:

A defining feature of the INKOTA project is its focus on women's participation in governance, both within and beyond the Gram Sabha.

Across the three districts, 40 women's groups are active in 37 villages, addressing issues ranging from forest produce marketing to health, social security, and violence prevention. The project has linked over 2,100 women to the Mukhyamantri Maiya Samaan Yojana (MMMSY), providing ₹ 2,500 per month in support to reduce financial vulnerability.

In Godda, 18 women's groups have taken the lead in decision-making and local advocacy. In Gumla, 12 groups are engaging with Gram Sabhas to ensure women's voices are part of every forest-related resolution. In Lohardaga, 10 groups are actively involved in forest produce management and local development planning.

Beyond awareness, women are now preparing to manage their own enterprises. In Godda, 90 women have been identified for leaf plate-making units, to be supported with machines and training in 2025. This marks a critical step toward women-led, forest-based livelihoods that combine economic opportunity with ecological responsibility.

Knowledge Hubs for the Community:

To strengthen local planning and transparency, Village Resource Centres (VRCs) were established in 35 villages across the three districts, 14 in Godda, 11 in Gumla, and 10 in Lohardaga. These centres now serve as knowledge repositories where community members can access records of forest rights, Gram Sabha proceedings, welfare entitlements, and conservation activities.

By keeping documentation at the village level, communities have gained greater autonomy in decision-making, information access, and coordination with government departments.



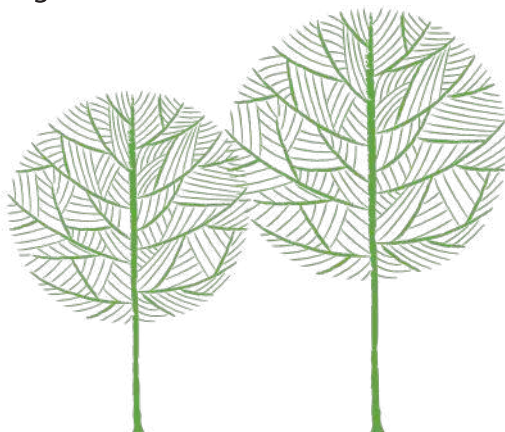
Building Capacity for Climate Resilience:

Throughout the year, Badlao Foundation conducted a series of follow-up training for CFMC members and traditional leaders. These sessions covered sustainable forest management, biodiversity protection, and convergence with government schemes for alternative livelihoods.

This training-based approach has helped strengthen the collective governance capacity of communities, ensuring that climate resilience is not imposed externally, but built from within.

The INKOTA project embodies a simple but transformative idea: climate justice begins with social justice. By empowering Adivasi communities, especially women, to reclaim their rights over forests, the initiative has reduced vulnerability, restored dignity, and created pathways for inclusive development.

As CFMCs evolve into powerful local institutions and women-led enterprises take shape, the forests of Jharkhand are becoming living symbols of resilience and hope, where conservation and livelihood go hand in hand.





Case Story

Forest for Life - The Initiative of Churku Village

High in the forested hills of Lohardaga district lies Churku, a small tribal village where most families depend on farming, livestock, and seasonal migration to make ends meet. For generations, the people of Churku also relied on the forest for fuel, fodder, and food. But over time, as trees were cut and no new ones grew back, the green canopy that once protected their lives began to fade. The forest was thinning, and so was the community's hope.

There were deeper problems too. Most villagers had never heard of the Forest Rights Act of 2006, a law that could give them legal rights over the forest land they depended on. Without this awareness, their connection to the forest remained informal, leaving them powerless to protect or claim what had always been their lifeline.

This began to change when Badlao Foundation, through the INKOTA program, initiated awareness campaigns in Churku. The team spoke about the Forest Rights Act, the importance of legal entitlements, and how community ownership could transform the future of their forests. These sessions inspired the Gram Sabha to take action. Together, the villagers prepared and submitted applications for forest land entitlement. Their efforts were rewarded when they received legal recognition under the Community Forest Rights provision, a milestone that gave them both ownership and responsibility.

With new awareness came a stronger sense of purpose. The villagers soon turned their attention to reviving their forest. They learned about a simple yet powerful method called the seed ball technique, rolling soil and seeds into small balls that could be dispersed easily over barren patches to encourage natural regeneration.



The people of Churku embraced the idea wholeheartedly. In 2022, they prepared two thousand seed balls, and eight hundred saplings grew from them. Encouraged by the results, they expanded their efforts. The following year, they made six thousand seed balls, and four thousand saplings took root. By 2025, the villagers had prepared nearly ten thousand seed balls, ready to be scattered with the coming monsoon rains.

The forest that once seemed lost began to return. Hillsides turned green again, and with them came birds, shade, and a renewed sense of pride. Men, women, and youth all worked side by side in the forest, nurturing saplings and guarding against deforestation. What started as a small campaign evolved into an annual tradition, a celebration of unity and environmental stewardship.

The transformation went beyond the trees. Awareness of forest rights is now high, and villagers feel a strong sense of ownership. Sustainable practices have replaced unplanned cutting, and non-timber forest products are providing new opportunities for income. As one villager shared, “Earlier we did not know about forest rights. Now, after getting the entitlement, we are protecting our forest with unity and leaving a green future for our children.”

Today, Churku’s forest stands not only as a testament to environmental regeneration but also as a living symbol of community empowerment. With guidance and training from Badlao Foundation, the villagers have turned awareness into action and dependence into stewardship. Their forest is growing again, and so is their confidence in shaping a sustainable and dignified future for generations to come.





Gender Equity Movement in Schools in Jharkhand
No Girl Left Behind (GEMS)



Across the classrooms of Jamtara, Nala, and Narayanpur blocks, a quiet shift is reshaping how young minds see the world, and each other. The Gender Equity Movement in Schools (GEMS), implemented by Badlao Foundation in collaboration with the International Center for Research on Women (ICRW), is nurturing respect, empathy, and equality among adolescents through everyday school life.

What began as an effort to promote gender equality and prevent gender-based violence has now evolved into a movement that encourages students to question stereotypes, speak up against discrimination, and create inclusive spaces where both boys and girls can learn and lead together.

Nurturing Change in Classrooms:

Implemented across 112 government schools in the three blocks, GEMS works by engaging students in participatory learning sessions on equality, respect, and healthy relationships. Activities and dialogues help them recognise how gender norms shape opportunities, and how they can change that.

The year saw remarkable progress in institutionalising these practices. In 32 schools, GEMS sessions were conducted entirely by nodal teachers, without requiring field facilitators, a strong sign of school ownership and sustainability. Students in these schools were also able to recall and explain key messages from the sessions, confirming the effectiveness of participatory learning.

In many homes, parents began hearing from their children about equality and respect. Students took these lessons beyond classrooms, discussing them in community campaigns and home visits, proving that change in mindset spreads most powerfully through conversation.





Empowering Teachers as Catalysts of Equality:

Teachers are the heart of the GEMS model. During the year, two major capacity-building trainings were conducted, a two-day training for 162 nodal teachers and a three-day advanced training for 67 teachers on the second-year module.

As a result, 78% of all Gender Equity Activity (GEA) sessions were led by nodal teachers, reflecting growing confidence and institutional integration.

In 84 schools, GEMS sessions are now part of the official school timetable, and in 110 schools, with support from headmasters and nodal teachers, a year-long GEMS session plan has been established.

These steps mark a transition from project-driven intervention to school-owned practice, ensuring that gender education becomes a regular part of every student's learning experience.

Building Awareness Beyond Classrooms:

Campaigns held across 112 schools on issues such as drug addiction, road safety, and violence prevention engaged 64% of the student population, creating a holistic understanding of social responsibility.

Attendance across GEMS sessions stood at 58%, reflecting steady participation despite examination schedules. Encouragingly, video testimonials were received from 12 teachers, 5 headmasters, 8 students, and 10 parents, each affirming that GEMS is making classrooms safer and more inclusive.



Addressing Inequality Where It Matters Most:

One of the most meaningful outcomes came from four schools where discrimination in Mid-Day Meals was reported. Through facilitated discussions among teachers, students, and School Management Committees, these issues were addressed collaboratively. Today, all children in these schools share meals together, symbolising equality not just as an idea, but as a lived practice.

The GEMS project has redefined what education can mean for young minds. It has shown that when equality becomes part of the curriculum, classrooms become spaces of transformation, where learning is not only about textbooks, but about values, fairness, and dignity.

By challenging gender stereotypes early, GEMS is helping shape a generation that sees equality as normal, not exceptional. The journey continues, one school, one conversation, one child at a time.





Case Story

Breaking the Silence — Shahnaz's Journey to Menstrual Hygiene Awareness

In the quiet village of Piyalsola Nala in Jamtara district, seventeen-year-old Shahnaz Khatun, a student of PM Shri Kasturba Gandhi Residential Girls' School, grew up following the same menstrual practices passed down through generations. Like many girls in her community, she used cloth during her periods, washing, drying it discreetly indoors, and reusing it month after month. Conversations around menstruation were considered shameful, and hygiene was rarely discussed.

Things began to change when Shahnaz attended a GEMS session at her school, facilitated under the Gender Equity Movement in Schools (GEMS) Program of Badlao Foundation. The class discussed topics she had never openly heard before, the physical changes of adolescence, menstrual health, and the importance of hygiene. For the first time, she understood how using unclean cloth could cause infections and other health problems, and how switching to sanitary pads could make a real difference.

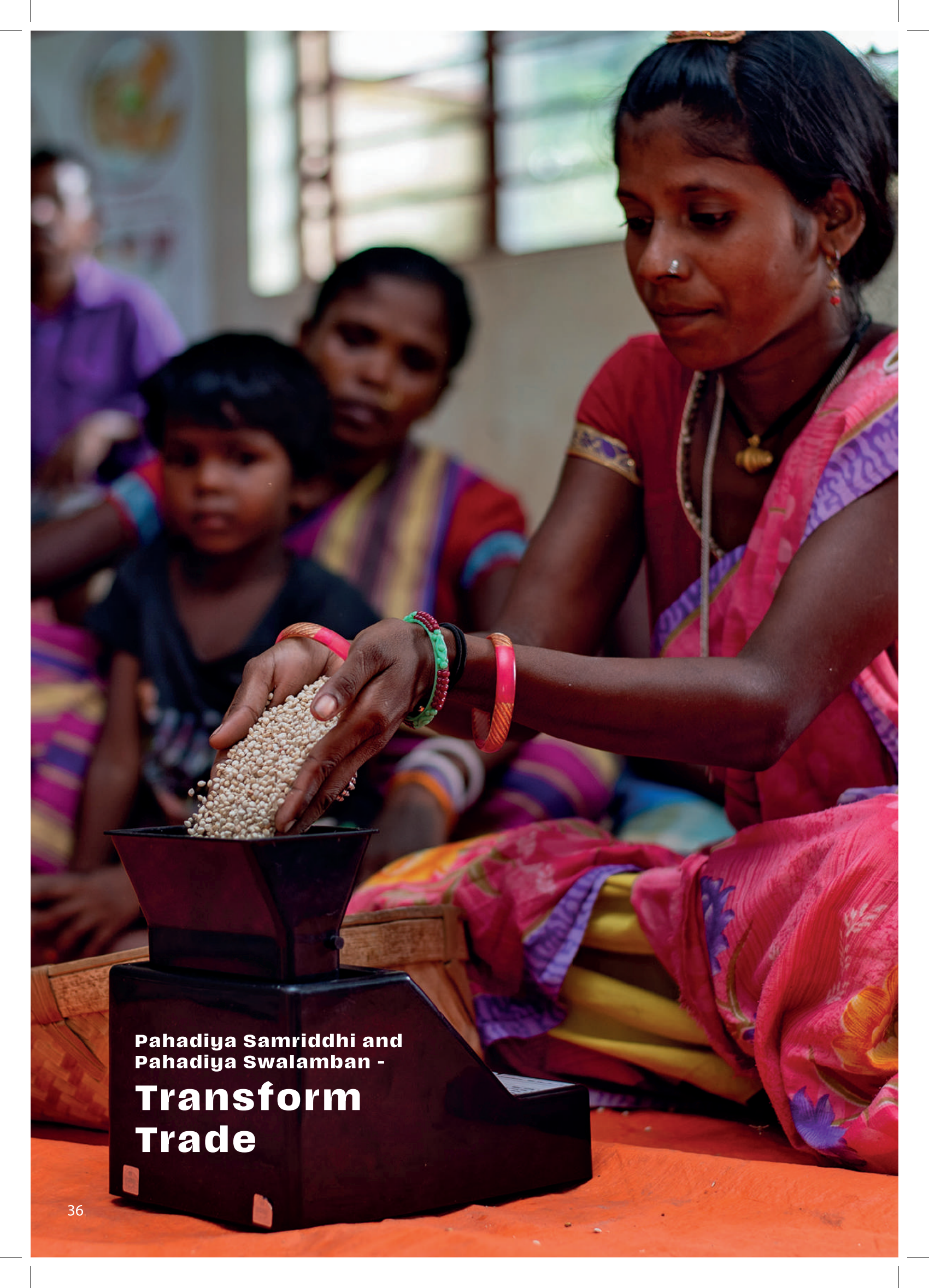
Empowered by this knowledge, Shahnaz decided to bring the conversation home. One evening, she gathered the courage to speak to her mother, grandmother, and younger sister. It wasn't easy, the elders were skeptical and questioned the need for such a change, especially when sanitary pads seemed like an unnecessary expense. But Shahnaz patiently explained what she had learned, talking about health, dignity, and self-care. Slowly, her words began to make sense.

Within weeks, her family started buying sanitary pads, making the shift from old practices to safer, healthier habits. Today, Shahnaz and the women in her family use sanitary pads regularly and confidently. What began as a classroom discussion became a movement within her own household.

Shahnaz now encourages her friends and neighbors to do the same. She says that understanding menstrual hygiene has not only improved her health but also given her a sense of pride and confidence. Her journey is a reminder that change begins with awareness, and that one informed girl can transform an entire family's outlook on health and dignity.

Through programs like GEMS, Badlao Foundation continues to spark such small but powerful transformations, where knowledge becomes empowerment, and silence gives way to informed, confident voices of young girls like Shahnaz.





**Pahadiya Samridhi and
Pahadiya Swalamban -**

Transform Trade

High in the rugged hills of Godda and Pakur districts live the Pahariyas, one of Jharkhand's most vulnerable Particularly Vulnerable Tribal Groups (PVTGs). For generations, their isolation, limited access to markets, and dependence on forest resources kept them on the margins of development.

Through the Traidcraft project, Badlao Foundation has been working to change that narrative, transforming livelihoods and leadership by placing women at the centre of economic and social change.

The project, implemented across 90 villages in four Gram Panchayats of Sundarpahari (Godda district) and Littipara (Pakur district), aims to strengthen food sovereignty, sustainable agriculture, and community-based market systems among 3,000 Pahariya households.

Phase I: Building Resilience through Women-Led Market Interventions (2022–2024)

The first phase of the initiative focused on reducing vulnerability and enhancing food security and income through improved agriculture, community institutions, and collective marketing.

Improving Nutrition and Food Sovereignty:

A remarkable 75% of Pahariya families reported better dietary diversity, a shift driven by the Dakiya Yojana, the use of Non-Timber Forest Produce (NTFPs), and the promotion of kitchen gardens. Families began cultivating leafy greens, pulses, and seasonal vegetables throughout the year. Nutrition sessions helped women understand the value of a balanced diet, leading to visible improvement in community health.

Securing Incomes and Strengthening Food Stocks:

Improved agricultural practices brought tangible gains. 66% of households reported increased income. 95% had food stocks lasting about five weeks, sourced from the Public Distribution System (50%), own production (30%), and market purchases (20%). 74% experienced better food security over three years.

By selling surplus crops such as cowpea, sorghum, and rice bean, nearly 43% of families traded directly through the Cluster Level Federation, reducing dependence on exploitative local traders. Still, some continued informal trading with mahajans for credit and convenience, highlighting areas for further intervention in financial inclusion.

Empowering Women's Institutions:

Every woman in the project villages became part of a community group, primarily the Mahila Sabha. 96% of members received training, and more than half regularly attended meetings. A strong net promoter score reflected women's confidence, pride, and ownership.

The Mahila Sabhas evolved into platforms for learning, financial decision-making, and social solidarity, reshaping gender roles within the Pahariya society.

Bridging Access to Social Protection:

The project significantly improved access to government schemes:

Scheme	Households Accessed
PVTG Pension	2,592 (93%)
Dakiya Yojana	2,717 (92%)
Birsa Awas	1,733 (86%)
Job Card / MGNREGA	1,981
Old Age Pension	2,112
Ayushman Card / Others	1,705

Through doorstep facilitation and convergence with local administrations, previously excluded families began accessing entitlements that are transforming everyday life.

Phase II: Pahariya Swalamban — Building Collective Enterprise (2024–2027)

Building on the foundation of Phase I, Pahariya Swalamban aims to deepen institutional sustainability through collective enterprise and leadership. The new phase envisions a Pahariya Leadership Council and a women-led Producer Company that together anchor the community’s long-term resilience.

The project focuses on climate-resilient agriculture, women’s entrepreneurship, and market access while strengthening governance and cultural pride.

Livelihoods and Market Linkages:

Direct market linkages were established with 1,000 tribal households, facilitating transactions worth ₹15 lakh in the last agricultural marketing season. This initiative helped producers secure fair prices and reduced dependency on middlemen.

Agroforestry and Natural Resource Management:

With community participation, 3,100 fruit-bearing plants were planted by 350 beneficiaries. While the organization provided saplings and compost, villagers contributed labour and fencing, demonstrating co-ownership. Additionally, Gravity Flow Irrigation systems were introduced in two sites, ensuring reliable water for cultivation.

Sustainable Agriculture and Traditional Seeds:

Recognizing the challenges of erratic rainfall, farmers received training on millet cultivation and bio-pesticide preparation, promoting sustainable, climate-resilient crops. 35 local seed growers were developed to preserve and promote indigenous varieties. 2,000 Mahila Sabha members trained in eco-friendly seed treatment and pest management.





Community Leadership and Cultural Identity:

A Producer Leadership Committee (PLC) of 20 members was formed, holding four planning and review meetings during the year. In a symbolic milestone, the community unveiled the Jawra Pahariya statue, celebrating their cultural identity and unity.

Women's Empowerment and Governance:

Mahila Sabhas facilitated community applications for housing (Janman Awas) and water tank support, while leaders received training on documentation and leadership roles.

Strengthening Farmer Producer Organization (FPO):

The Pahariya Community Producer Company, now formally recognized, has enrolled over 200 shareholders. The new FPO office was inaugurated and visited by NABARD's District Development Manager (DDM). Four exposure visits and three training sessions were conducted for the Board of Directors on governance, finance, and institutional management.

From household nutrition to community enterprise, the Traidcraft initiative has become a journey of dignity and transformation for Jharkhand's Pahariya community. Women who once relied solely on forests for survival are now cultivating, trading, and leading.

By combining traditional knowledge with new skills, and solidarity with sustainability, the project has sown the seeds of long-term resilience, where every Pahariya woman becomes both a guardian of nature and a leader of change.



Case Story: **Awakening Voices from the Hills**

On a crisp February morning in 2025, a group of men and women from Jharkhand's remote hills gathered at the Kunjbona Panchayat Bhavan. For the first time in their history, they were not there as individuals seeking help, but as leaders ready to lead. This was the inaugural meeting of the Pahariya Leadership Council, a platform created by Badlao Foundation to empower one of India's most marginalized communities, the Pahariyas, recognized as a Particularly Vulnerable Tribal Group.

The meeting on February 15 marked the beginning of a new chapter for the community. The hall was filled with anticipation and pride as representatives from Littipara, Sundarpahari, and Sonadhani Panchayats took their seats alongside the Founder Secretary, Zonal Head, and the project team. For the Pahariyas, who have long been left out of mainstream decision-making, this was more than just a meeting, it was the beginning of a movement.

Ten members of the newly formed Council came together to discuss the challenges and aspirations of their people. The session began with an orientation on the vision and purpose of the Council, setting the tone for a day of dialogue, self-reflection, and unity. The facilitation was led by Santosh Pahariya from Bichpahar village, whose quiet confidence symbolized the spirit of grassroots leadership that the Council sought to nurture.

The discussions were heartfelt and bold. Jamuna Pahariya, the village head of Balami, spoke passionately about the need to celebrate their identity. He shared his own efforts to install statues that honored Pahariya history and called for a collective campaign to preserve their culture. “If we forget who we are, we lose our strength,” he said, urging others to make culture the heart of their community revival.

The conversation soon turned to internal challenges. Members spoke openly about social issues and practices that had long held the community back. They agreed that the Mahila Sabhas, supported by village elders and traditional leaders, could play a key role in initiating difficult but necessary dialogues on these issues.

As discussions deepened, one issue struck a strong chord, the inequality in social security pensions. The Pahariya elders receive only one thousand rupees under the standard pension scheme, while others receive fifteen hundred under the Maiya Samman Yojana. The Council decided that this disparity must be challenged. Together, they planned to draft a joint petition demanding inclusion and fairness for all Pahariya elders.

The members also raised concerns about the lack of a Minimum Support Price for crops grown on their hilly lands, such as cowpea, sorghum, maize, and rice bean. Without fair pricing, their hard work often went unrewarded. The Council resolved to raise this issue collectively, starting with Gram Sabha consultations and petitions to district officials.

Infrastructure was another pressing issue. Poor roads, limited water access, and unreliable electricity continued to affect their daily lives. The Council agreed to prepare a detailed memorandum to submit to the Block Development Officer and District Administration, ensuring proper follow-up until tangible progress was made.

By the end of the meeting, the Council had drawn up a clear plan for the future, to hold Gram Sabha meetings in every village to raise awareness about MSP and social security rights, to circulate joint petitions, and to convene panchayat-level meetings to strengthen local governance. It was a moment of collective resolve, where the community realized that their voice could shape their destiny.

The Pahariya Leadership Council is not just an institution; it is a symbol of awakening. It represents a shift from dependence to agency, from being spoken for to speaking for themselves. Rooted in culture, equity, and the spirit of self-governance, the PLC is transforming the Pahariya narrative from marginalization to participation.

“For the first time, we are not just talking, we are deciding,” said Santosh Pahariya, the Council’s facilitator. “Through the PLC, our voice is reaching places it never did before. This council is the hope of our hills.”

With every meeting, the Pahariya Leadership Council is redefining what democracy means in the hills, not as a distant promise, but as a lived experience of dignity, dialogue, and self-determination.



Constitutional Values Fellowship Program



The Indian Constitution is more than a legal document, it is a promise of justice, liberty, equality, and fraternity for all. To bring these ideals closer to people's daily lives, Badlao Foundation, with support from the Azim Premji Foundation, launched the Constitutional Values Fellowship that nurtures civic awareness, legal literacy, and active citizenship among rural communities.

The fellowship supports local youth, educators, and grassroots leaders who are advancing justice, equality, and democratic participation in their communities. Through dialogue, art, and action, the fellows are helping citizens translate constitutional principles into lived reality.

Inspiring Youth and Protecting Children:

In the villages of Santhal Pargana, hundreds of children and adolescents are learning what it means to grow up with rights and responsibilities. Over the reporting period, the fellowship reached 500+ children through Kishor–Kishori group sessions, introducing them to the values of equality, non-violence, and justice.

With the fellows' facilitation, 13 Village Level Child Protection Committees (VLCPCs) were reactivated, creating safe spaces for children and strengthening community-based safety nets.

In the past year alone, 21 out-of-school children were re-enrolled in education, directly linking awareness on child rights with access to schooling. Fellows also intervened in one case of child marriage and prevented the trafficking of three children, working closely with local authorities and parents to safeguard their futures.

Gender Justice and Legal Literacy:

The fellowship placed a strong emphasis on empowering women to understand their constitutional rights. Through Mahila Sangathan meetings, over 750 women were reached with discussions on gender equality, legal entitlements, and protection from violence and discrimination.

One of the most significant moments came when fellows supported a survivor of witchcraft-based violence, raising community awareness about superstition, stigma, and justice under the Witchcraft (Daain Pratha) Prevention Act.

These sessions encouraged women to challenge domestic violence, dowry practices, and exclusion, resulting in more open conversations and visible resistance against abuse within villages.



Art, Culture, and Expression as Instruments of Change:

The fellowship also used culture as a medium for learning. Fellows wrote and performed street theatre (Nukkad Nataks) and folk dramas highlighting issues such as child marriage, gender violence, and substance abuse, weaving these messages through traditional Santhal art forms.

During community festivals like Chatiar and Nim Dakmandi, they performed plays based on the Santhal creation story, celebrating indigenous heritage while promoting equality and dignity.

In several villages, wall-painting drives involved youth and women in preserving tribal art, ensuring that culture remained a living expression of identity and social awareness.

Strengthening Civic Participation and Media Voice:

Through community journalism and local campaigns, the fellows amplified public participation and accountability. Women's participation in Gram Sabhas was documented and encouraged, creating visible spaces for their voices in governance. Fellows drew attention to water scarcity and local infrastructure issues through reports and coverage in regional media, prompting official responses. Articles and campaigns focused on road safety, digital and financial fraud awareness, and citizen vigilance in public service delivery.

These grassroots communication efforts gave communities a platform to question, demand, and participate, hallmarks of a healthy democracy.

Legal Awareness and Access to Justice:

Legal empowerment remained a core pillar of the fellowship. Fellows facilitated 20 legal cases involving domestic violence, dowry disputes, property fraud, divorce, maintenance,





and accident compensation, ensuring that survivors accessed justice through formal mechanisms.

They also organized legal literacy workshops on women's and children's rights under the Indian Constitution, including provisions of the POCSO Act, Domestic Violence Act, and Witchcraft Prevention Act.

The Constitutional Values Fellowship is more than a program, it is a growing movement of grassroots changemakers who are taking the ideals of the Constitution to every corner of rural Jharkhand.

By combining education, culture, media, and law, these fellows are transforming awareness into collective action, enabling communities to stand for their rights with dignity, empathy, and courage.

In doing so, they remind us that the Constitution lives not only in books and courts but in the choices ordinary people make every day.





Case Story

A Community's Rightful Claim to Water and Life

In Mahtodih village of Koridih Panchayat, Jamtara district, water has become a daily struggle. For months, the village's only hand pump near Dargah Tola had stopped working. Each morning, women and children walked long distances to fetch water from unsafe, distant sources. The dry hand pump stood like a silent reminder of neglect, its rusted handle and empty spout echoing the community's frustration.

The problem was simple, yet the solution remained out of reach. No one had complained formally, and the issue never reached the authorities. Most villagers believed it was just another government failure they would have to live with. That sense of resignation defined daily life, until January 2025, when change arrived in the form of a young Media Fellow engaged under the civic awareness program supported by Badlao Foundation.

The Fellow began by meeting families and listening to their stories. He spoke about constitutional rights and reminded them that access to safe drinking water is not charity, it is a fundamental right guaranteed to every citizen. Through small meetings, open discussions, and door-to-door outreach, he began sowing the seeds of awareness.

At first, people were hesitant. They had seen promises before, but rarely changed. Yet, the Fellow's quiet persistence began to build trust. By mid-February, something shifted. The

people of Mahtodih, once silent and tired, started talking about their right to water. They realized that unity could amplify their voice.

On February 16, 2025, the villagers gathered near the broken hand pump. What began as a small meeting turned into a peaceful demonstration. Men, women, and children stood together holding placards and chanting for their right to water. It was not an act of anger, it was an act of awareness, courage, and belief in democracy.

The Fellow documented the entire protest and shared it through local media channels. Within days, the story appeared in newspapers across Jamtara on February 24, 2025, sparking public discussion. The coverage caught the attention of the Panchayat and district administration. Within seventy-two hours, government officials arrived in the village, inspected the site, and repaired the hand pump.

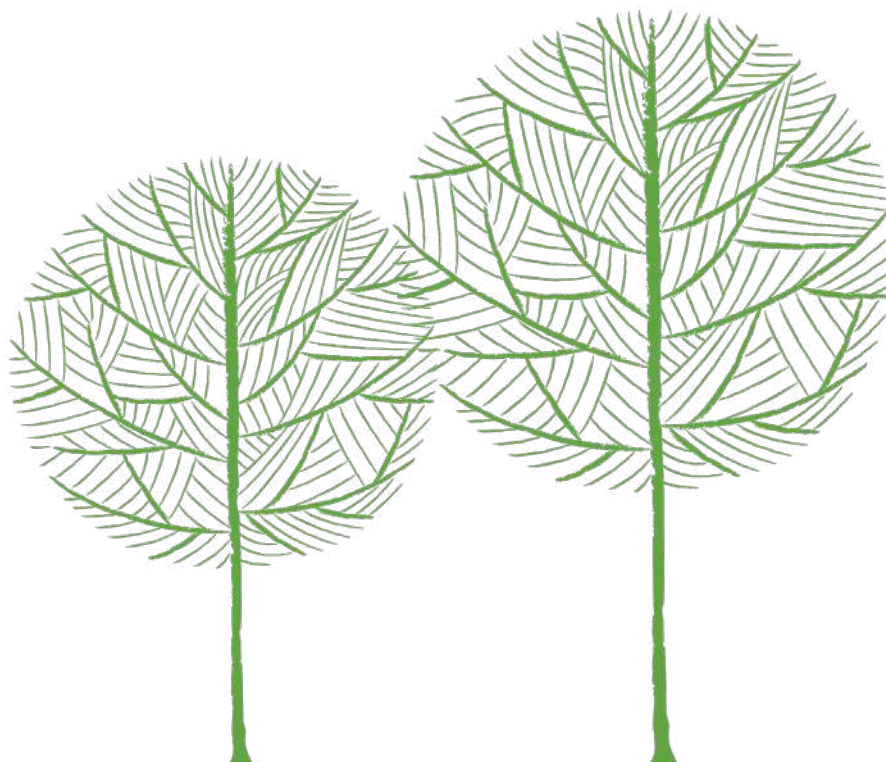
When clean water finally flowed again, the celebration was not just about convenience, it was about dignity. Over one hundred and fifty households regained access to safe drinking water. But something even more powerful had been restored: faith in collective action.

The ripple effect soon reached neighbouring villages, where communities began raising their own demands for better water access, electricity, and sanitation. What started as one Fellow's initiative became a movement of civic awareness and accountability.

The story of Mahtodih shows how knowledge of rights can transform silence into strength. It is proof that the Constitution is not just a document, it is a living promise that takes shape when citizens act with courage and unity.

As one elder in the village said, "We always believed the government should take care of us. Now we know we can remind the government of its duty."

The restored hand pump stands today not just as a water source, but as a symbol of empowerment, a testament to what communities can achieve when they know their rights and stand together to claim them.



Common Ground Initiative

- Living Landscape



Across the undulating landscapes of Godda district, a quiet experiment in collaboration is redefining how communities, government institutions, and civil society can work together for sustainable development. The Common Ground Initiative, implemented by Badlao Foundation with support from the Padrakka Foundation and allied partners, brings this spirit to life, finding unity in shared responsibility for land, water, and livelihoods.



Spanning five blocks — Mahagama, Pathargama, Poriyahat, Boarijor, and Sundarpahari, the initiative began in October 2025 and continues through June 2026, focusing on empowering local communities to manage and restore common natural resources through inclusive and participatory governance.

Creating Shared Spaces for Collective Action:

The Common Ground Initiative embodies Badlao Foundation's long-standing philosophy of bridging the gap between marginalized communities and sustainable development. Rather than treating development as a top-down intervention, Common Ground Initiative builds "common ground", spaces where women, youth, elders, and traditional leaders jointly make decisions on how to conserve and utilize shared natural assets such as water bodies, grazing lands, and forests.

During the reporting period, seven Mahila Sabhas were formed to strengthen women's participation in managing common resources. Simultaneously, four Core Community Teams, comprising youth, elders, women, and traditional leaders, were created to anchor the process at the grassroots level.

More than 250 local stakeholders were sensitized on the importance of community-led governance and the sustainable use of natural resources, reinforcing the idea that true development emerges when every voice finds its place in the collective.

Building Capacity through Knowledge and Technology:

A cornerstone of the initiative has been the capacity building of local catalysts, community representatives trained to use Common Ground Initiative's tools and frameworks effectively.

Catalysts received training on the Common Ground Initiative framework, the Core Stack Tool, and techniques for conflict resolution and participatory mapping. Using these tools, communities digitally mapped over 100 common resources across 35+ villages, tagging assets like ponds, forests, grazing lands, and water harvesting structures.

This integration of digital monitoring with traditional knowledge has empowered communities to track resource use, assess degradation, and plan restoration efforts with greater accuracy.



Strengthening Gram Sabhas and Collective Governance:

Through continuous engagement, the initiative has strengthened local governance platforms. Between 10 to 15 Gram Sabhas were facilitated with inclusive participation, ensuring that decisions reflected the priorities of all sections, women, youth, and traditional leaders alike.

These Gram Sabhas collectively submitted 25+ applications for the restoration of common resources, particularly those related to water management, check dams, ponds, and grazing lands. Each application reflected a vision of shared benefit of water for crops, pastures for livestock, and forests for future generations.



Convergence and Collaboration:

Recognizing that sustainable resource management requires shared accountability, the initiative has prioritized convergence between communities and government institutions.

Over 35 village-level meetings were held involving local leaders, NGOs, and government departments. Regular coordination with Block Development Officers (BDOs), Divisional Forest Officers (DFOs), and Panchayati Raj Department officials ensured that community proposals were aligned with government schemes and priorities.

Joint field visits and planning sessions further deepened trust and cooperation, enabling the integration of community plans into formal development programs.

The Common Ground Initiative reflects a growing understanding that ecological restoration and social justice must go hand in hand. By combining community knowledge, digital tools, and institutional partnerships, the project has laid the foundation for transparent, inclusive, and sustainable governance of natural resources.

Badlao Foundation continues to act as the bridge, the common ground, where diverse stakeholders come together with one purpose: to ensure that progress is shared, and nature is protected for generations to come.

Case Story

Community Ownership Strengthens the Fight for Forest Rights in Sundarpahari

In the rugged hills of Sundarpahari block in Godda district, seven panchayats had been waiting for years to have their forest rights recognized. Under the Forest Rights Act, thirty-three Community Forest Resource claims, covering more than 8,865 acres of land, had been filed with care and patience. Yet nothing moved. Files sat untouched, and verification never came. The forest, once a source of life and identity, had become a symbol of waiting.

For the people who depended on these forests for their daily sustenance, rituals, and livelihoods, the silence from the administration felt like abandonment. The trees they nurtured and protected for generations now belonged to a system that did not seem to listen.

Then came a moment of awakening. Through the Commons Ground Initiative facilitated by Badlao Foundation, discussions began in villages and Gram Sabhas. People started talking, not just about their rights, but about their own power to act. Slowly, realization took root: if they waited for change to arrive, it might never come. But if they stood together, they could make it happen.





Gram Sabha meetings turned into platforms of determination. Gram Pradhans, Forest Rights Committee members, federation leaders, and youth sat together, mapping out their next steps. The decision was bold yet simple, they would no longer wait for officials to come to them. Instead, they would take their demand to the administration themselves.

With guidance from the Badlao Foundation team, a delegation of community representatives travelled from their remote villages to the Block Office and then to the District Headquarters. Carrying documents, letters, and years of frustration, they met with the Deputy Commissioner, the District Welfare Officer, and the Sub-Divisional Officer. For many, it was their first time entering these government offices not as petitioners but as rightful claimants of their land and legacy.

Their collective voice carried strength and clarity. They explained how thirty-three claims remained pending despite all documents being complete and requested immediate verification. The officials listened attentively. They acknowledged the delay and assured the delegation that the process would now move forward. For the first time, the villagers felt seen and heard. The long silence had finally been broken.

The visit changed more than just the pace of paperwork. It changed people's perception of themselves. The act of coming together, preparing documents, travelling as a united group, and speaking to officers directly instilled a deep sense of ownership. The Gram Sabha, once seen as a routine meeting, became a symbol of empowerment where decisions took shape and voices carried weight.

Today, as verification of the thirty-three claims moves ahead, the people of Sundarpahari stand transformed. Their journey from passive waiting to active participation has reshaped their relationship with the forest and with governance itself.

The villagers now see their forests not as distant government property but as shared heritage and collective responsibility. They have learned that the power to protect and claim what is theirs lies within their unity and awareness.

The experience in Sundarpahari is a story of courage born from patience. It shows that when communities understand their rights and act together, even years of neglect can give way to hope. The forests remain the same, but the people have changed, they now stand taller, stronger, and sure of their place in shaping their future.

Tribal Agriculture and
Animal Husbandry
Producer
Company Limited -
FPO Jamtara



In the rolling farmlands of Jamtara district, a quiet shift is underway. Farmers who once struggled in isolation are now learning the power of collective strength through the Tribal Agriculture and Animal Husbandry Producer Company Limited, a Farmer Producer Organization (FPO) established to transform livelihoods and bring fairness to rural markets.

Formed under the Companies Act, this registered FPO unites small and marginal farmers across five Gram Panchayats — Chandradipa, Ladhna, Mejiya, Shaharpura, and Duladih, covering 28 villages. With 152 shareholders, it operates as a farmer-owned enterprise where profits, decisions, and opportunities are shared equally among members.

Empowering Farmers through Collective Action:

The FPO's foundation lies in one simple idea: that small farmers, when united, can negotiate better prices, access better inputs, and gain stronger voices in markets traditionally dominated by middlemen.

During April 2024 – March 2025, the FPO organized a series of village-level mobilization meetings to raise awareness about collective farming and the benefits of shared enterprise. These meetings helped identify and engage farmers ready to contribute land, time, and trust toward building a self-reliant community enterprise.

Ensuring Timely Input Support:

To reduce dependence on private traders and ensure better productivity, the FPO distributed 22 quintals of high-quality paddy seeds to 68 farmers, ensuring timely sowing and improved yields. By sourcing inputs collectively, farmers were able to access quality seeds at fair prices and build a sense of shared accountability for the crop season's success.

This input support initiative not only strengthened farmer confidence but also demonstrated the FPO's potential as a reliable institution for service delivery and coordination.

Strengthening Institutional Governance:

The past year also marked progress in institutional development. The FPO office was made fully functional, with improved record-keeping, regular operations, and streamlined service delivery.

Transparent financial management practices were introduced, and all required documentation was maintained on the NABARD portal, ensuring compliance, visibility, and access to government support.



Collaboration and Convergence:

The FPO worked closely with the Department of Agriculture and allied departments to seek technical guidance and scheme convergence. These partnerships helped members gain exposure to government programs, subsidies, and modern farming practices suited to local agro-climatic conditions.

By aligning with public institutions, the FPO positioned itself as a credible community business platform capable of bridging the gap between farmers and formal markets.

Looking ahead, the Tribal Agriculture and Animal Husbandry Producer Company plans to:

- * Expand its shareholder base to include more farmers across Jamtara.
- * Diversify into livestock and horticulture enterprises to ensure year-round income.
- * Build stronger market linkages and explore collective value chain development for paddy, pulses, and dairy.
- * Invest in farmer capacity building like leadership, accounting, marketing, and digital literacy to strengthen self-management.

The journey of the Tribal Agriculture and Animal Husbandry Producer Company reflects Badlao Foundation's broader mission to transform local livelihoods through self-reliance, cooperation, and empowerment. By combining traditional wisdom with institutional support, small farmers are now taking their first confident steps toward a sustainable and equitable rural economy.





Case Story

Empowering Farmers through Collective Action in Jamtara

Early June brought a sense of excitement to Chandradipa Panchayat in Jamtara. On June 6, 2025, the Tribal Agriculture and Animal Husbandry Producer Company Limited (FPO), supported by NABARD and facilitated by Badlao Foundation, organized a seed distribution program that would mark a turning point for small farmers across the region.

The FPO, created to bring tribal farmers together under one collective platform, has been working steadily to strengthen rural livelihoods through cooperation and knowledge sharing. That morning, farmers from Chandradipa, Sahrdhal, Ladhna, Barjora, and nearby villages gathered under the community shed, waiting eagerly as sacks of seeds were arranged in neat rows. For many of them, this event symbolized more than just access to paddy, it represented a growing belief in the power of collective farming.

During the program, twenty-five quintals of paddy seeds were distributed among one hundred farmers, ensuring timely preparation for the agricultural season. The event became an open classroom of learning and dialogue. Mr. Sanjay Kumar Singh, Deputy Project Director of the Agricultural Technology Management Agency (ATMA), not only led the distribution but also spoke passionately about sustainable agriculture and the role of FPOs in transforming rural economies. He encouraged farmers to diversify their fields with nutritious grains like millets (Shree Anna), promoting both income resilience and better nutrition for families.

Representatives from Badlao Foundation were present to reaffirm the organization's long-term commitment to farmer capacity-building and sustainable livelihood models. They listened, interacted, and celebrated the farmers' growing sense of ownership in the FPO movement.

Members of the FPO's Board of Directors, including Mr. Mirudi Hembram, Mr. Krishna Hansda, and Mr. Ravindra Hembram, shared their own experiences of how the FPO had begun to reshape farming practices in Jamtara. They spoke of better access to inputs, stronger market connections, and the pride of working together as a collective force rather than struggling alone.

Established with financial support from NABARD, the FPO functions as both a business and a movement. It nurtures sustainable agricultural practices, builds technical knowledge, and strengthens market linkages, helping farmers move from uncertainty to confidence.

As the event came to a close, the air was filled with laughter and conversation. Farmers left with more than just seed bags on their shoulders, they carried renewed faith in collaboration and the promise of a better season ahead.

The seed distribution program was more than an activity; it was a metaphor. Each seed handed out that day represented trust, cooperation, and the idea that when communities work together, growth becomes inevitable. In the fertile fields of Jamtara, a new chapter of hope had been sown, rooted in unity, nurtured by knowledge, and growing toward self-reliance.



Khadi and Gram Udyog

At Badlao Foundation, Khadi is not just a fabric, it is a philosophy of self-reliance, sustainability, and pride in India's rural craftsmanship. Through our Khadi and Village Industries initiatives, we are reviving traditional skills, nurturing entrepreneurship, and bringing authentic rural products into the modern marketplace.

The initiative goes beyond weaving cloth; it weaves lives, connecting generations through the art of spinning and crafting while promoting economic independence in villages.

Badlao Foundation currently operates three vibrant Khadi outlets and two dedicated production units:

- * Khadi Gram Udyog Bhavan – Mihijam
- * Khadi Bhandar – Jamtara
- * Khadi Emporium – Amladahi
- * Kewatjali Unit – engaged in raw material production
- * Rajbari, Mihijam Unit – crafting high-quality Khadi garments

Together, these units form a sustainable value chain, from thread to finished apparel, ensuring steady livelihoods for artisans and self-help groups across Jharkhand.





Our collaboration with Jharcraft, the Khadi Board, and the Central Silk Board strengthens the ecosystem of traditional industries. These partnerships enable skill development, enhance product quality, and open new markets for rural producers.

Badlao Foundation is creating sustainable employment and self-employment opportunities in rural areas. Our efforts are to revitalize traditional craftsmanship, making it relevant to today's fashion-conscious generation. We promote entrepreneurship among artisans and weavers, especially women. We are trying to bridge heritage with modern design sensibilities, making Khadi appealing to younger consumers.

Khadi by Badlao Foundation stands as a bridge between tradition and transformation, empowering rural artisans to be the torchbearers of a sustainable, inclusive future. As we continue to expand our reach and innovate in design, Khadi remains our proud symbol of India's timeless spirit of dignity in labor and simplicity in living.

Case Story

Khadi — Spinning the Thread of Nation Building

In the heart of rural Jharkhand, the soft hum of spinning wheels echoes through the villages of Mihijam, Jamtara, and Amladahi. Women sit together, their hands moving rhythmically as strands of cotton turn into yarn, yarn into fabric, and fabric into stories. For them, Khadi is not just cloth; it is dignity, livelihood, and the quiet pride of contributing to something larger than themselves.

At Badlao Foundation, Khadi is more than a product; it is a movement that weaves together India's heritage with modern aspirations. Through the Khadi and Gram Udyog initiative, the Foundation has been reviving traditional spinning and weaving skills while opening pathways to contemporary, ethical fashion. What once began as a small local effort has now grown into a network of artisans who see Khadi as both an identity and an opportunity.

Across three outlets — Khadi Gram Udyog Bhavan (Mihijam), Khadi Bhandar (Jamtara), and Khadi Emporium (Amladahi), and two production units at Kewatjali and Rajbari (Mihijam), a sustainable value chain has taken root. Every product, from thread to garment, carries the imprint of local craftsmanship. It tells the story of women who once depended solely on agriculture or daily wages but now earn a stable income through their own skill and artistry.

Partnerships with Jharcraft, the Khadi Board, and the Central Silk Board have brought new life to these age-old practices. Through training, design innovation, and access to wider markets, rural artisans have been able to reach younger audiences who see Khadi not as an artifact of the past, but as a statement of sustainable fashion for the future.

Each piece of Khadi created under this initiative carries a legacy, the patience of the spinner, the creativity of the weaver, and the hope of a community determined to thrive with dignity.

Khadi by Badlao Foundation is not merely about fabric; it is about weaving together tradition, livelihood, and pride. It stands as a reminder that true nation-building begins with self-reliance, and that the hands that spin Khadi are the very hands that spin the story of India's resilience.





LIC - Sangam

The LIC HFL – Sangam Project represents Badlao Foundation’s commitment to revitalizing Jharkhand’s rich Tasar silk heritage while advancing sustainable livelihoods for tribal and rural artisans. The initiative focuses on upgrading infrastructure, introducing modern techniques, and equipping 520 artisan beneficiaries, including 400 Tasar rearers and 120 spinners, across 15 villages in Sundarpahari Block, Godda District. 9 villages of Tilabad Gram Panchayat, 3 villages of Karmatanr Gram Panchayat, and 3 villages of Ghatyari Gram Panchayat.

By combining traditional skills with contemporary methods, the project not only enhances productivity and market access but also nurtures a new generation of women-led artisan entrepreneurs.

The following activities have been implemented during the reporting period.

Baseline and Planning:

A comprehensive baseline survey and village identification process were completed in all 15 villages, providing valuable insights for tailored interventions. Data analysis and reporting are underway to guide the next phases.

Strengthening Women’s Leadership:

To promote inclusive governance, Mahila Sabhas (women’s groups) have been formed in 8 out of 15 villages, with the remaining groups under formation. These Sabhas have become platforms for collective decision-making, peer learning, and local leadership.

Community Resource Persons (CRPs):

Four Community Resource Persons have been selected and trained to provide technical handholding, facilitate mobilization, and ensure consistent on-ground support for rearing and spinning activities.

Cluster-Based Processing Units (CFCs):

To promote decentralized production and aggregation, four Common Facility Centers (CFCs) have been identified in Tilabad, Tasaria, Domdih, and Mohonpur. Site preparation and coordination with local stakeholders for infrastructure setup are in progress.

Awareness and Demonstration Sessions:

Awareness and demonstration programs on Tasar rearing and livelihood enhancement have been conducted in 10 villages, with plans to complete coverage in the remaining 5. These sessions have been instrumental in transferring knowledge and mobilizing beneficiaries.



Input Procurement and Support:

Procurement of key inputs like nets, sprayers, and Disease-Free Layings (DFLs) for 400 rearers has been initiated, ensuring timely support for improved yield and quality.

Monthly Mahila Sabha Meetings:

Three rounds of Mahila Sabha meetings have already taken place, fostering women's leadership, decision-making, and group accountability in managing local Tasar activities.

Community Participation and Ownership:

The success of the project has been built on active community engagement and voluntary contributions:

Voluntary Labor (Shramdaan): Community members contributed labor for preparing rearing spaces and groundwork for cluster units, demonstrating ownership and enthusiasm.

Grassroots Governance: Beneficiaries are managing Mahila Sabhas, maintaining records, and participating in collective planning.

Intergenerational Learning: Experienced Tasar rearers are mentoring youth, transferring both traditional knowledge and modern techniques.

With a strong foundation in place, the next phase of the project will focus on spinning, marketing linkages, and capacity building to ensure economic sustainability. The continued participation of women's groups, local artisans, and partner institutions will further strengthen the Tasar silk value chain, preserving tradition while opening pathways to prosperity for Jharkhand's tribal communities.

Case Story

Reviving the Threads of Dignity - The Tasar Silk Movement in Sundarpahari

In the quiet hills of Sundarpahari block in Jharkhand's Godda district, Tasar silk once shimmered in every home. Generations of tribal families, especially the Pahariya and Santhal communities, had nurtured silkworms on forest leaves, weaving strands of gold that symbolized both livelihood and pride. But over time, that glow began to fade.

Years of neglect, exploitation, and poor access to inputs had nearly erased the tradition. Disease-free layings (DFLs) were hard to find, and when available, they were too expensive. Without rearing nets or sprayers, worms often died of disease or were eaten by predators. Women worked tirelessly, yet they were kept away from training and decision-making. Middlemen controlled prices, profits were meagre, and youth began leaving the villages in search of work.

In Tilabad, Karmatanr, and Ghatyari panchayats, Tasar rearing was a memory fading into dust. But hope still lingered in conversations, an old woman recalling her silk harvest, a young man wondering if the craft could return.



Instead of rushing in with solutions, the project team chose to listen first. They sat with elders beneath mahua trees, visited women at their looms, and spoke to families about what had gone wrong. “We were not sure at first,” shared Basanti Tudu of Tilabad. “But when they came again and again, not with promises, but with patience, we felt maybe this time would be different.”



That trust became the turning point. Within months, more than 400 families signed up to rear silkworms again, and 120 more expressed interest in spinning and reeling. The revival was not led by outsiders, it was driven by the community itself.

To build confidence, Community Resource Persons (CRPs) were trained from within the villages. They became the bridge between traditional wisdom and modern practice. Training sessions were held in the local language, ensuring no one felt left behind. Women, once silent workers, began leading Mahila Sabhas and participating in procurement and marketing.

The project addressed the core challenges, access to quality DFLs, training in disease prevention, and basic tools like nets and sprayers. Common Facility Centers (CFCs) were identified in Tilabad, Tasaria, Domdih, and Mohonpur to process and store the silk. Slowly, the rhythm of Tasar rearing returned, the sound of leaves being plucked, silkworms feeding, and families working together again.

“Earlier, we worked for others,” said Sushila Pahariya, one of the new Mahila Sabha members. “Now, we work for ourselves. We understand the process, the market, and our rights.”

Challenges still remain, unpredictable weather, occasional crop loss, and fluctuating prices, but the community is now better prepared. Early disease detection, collective purchasing, and regular Mahila Sabha meetings have reduced risks and improved coordination. Youth who once left for cities are slowly coming back, seeing new value in the work of their ancestors.

The Tasar silk initiative has become more than a livelihood, it’s a movement of dignity and rediscovery. With continued support, the dream is to build a local brand that proudly carries the identity of Jharkhand’s tribal artisans.

Each cocoon harvested is more than silk, it is resilience spun into gold. It tells the story of a community that refused to let its tradition die and instead wove it back into the fabric of its future.

SAKSHAM – Revitalizing the Capacities of Civil Society Organisations



Project SAKSHAM is supported by Welthungerhilfe (WHH) and the European Union. Badlao Foundation is acting as a Center of Excellence. Civil Society Organisations (CSOs) form the backbone of grassroots development across India. Yet many smaller organisations struggle to sustain effective governance, ensure compliance, or enhance program quality due to limited institutional capacity. Recognising this critical gap, the SAKSHAM initiative was launched as a nationwide effort to revitalise and strengthen CSOs working closest to vulnerable communities.

Under SAKSHAM, dedicated Centers of Excellence (CoEs) or Local Resource Centres are being developed as local knowledge and leadership hubs. These centres foster stronger, more resilient organisations by promoting sound governance systems, financial accountability, data-driven program design, and participatory community engagement. The approach emphasizes peer learning, resource sharing, and localized expertise, ensuring that growth and innovation emerge from within the development ecosystem itself.

The program is led by three national organisations:

- * Sahbhagi Sikshan Kendra (SSK) – strengthening participatory learning and leadership
- * Financial Management Service Foundation (FMSF) – enhancing financial governance and compliance
- * Vikas Samvad Samiti (VSS) – supporting social research, communication, and rights-based advocacy

Badlao Foundation has been selected as one of these Centers of Excellence, in acknowledgment of its decades-long contribution to institution building in Jharkhand. Through SAKSHAM, Badlao Foundation is mentoring grassroots CSOs to increase their operational effectiveness and improve service delivery to marginalized communities.

During the reporting period, Badlao Foundation organised four major capacity-building programmes, supporting partner organisations on program governance, financial systems, monitoring and reporting mechanisms, and strategic planning. These engagements have not only enhanced technical capabilities but have also strengthened leadership confidence and accountability among local organisations.





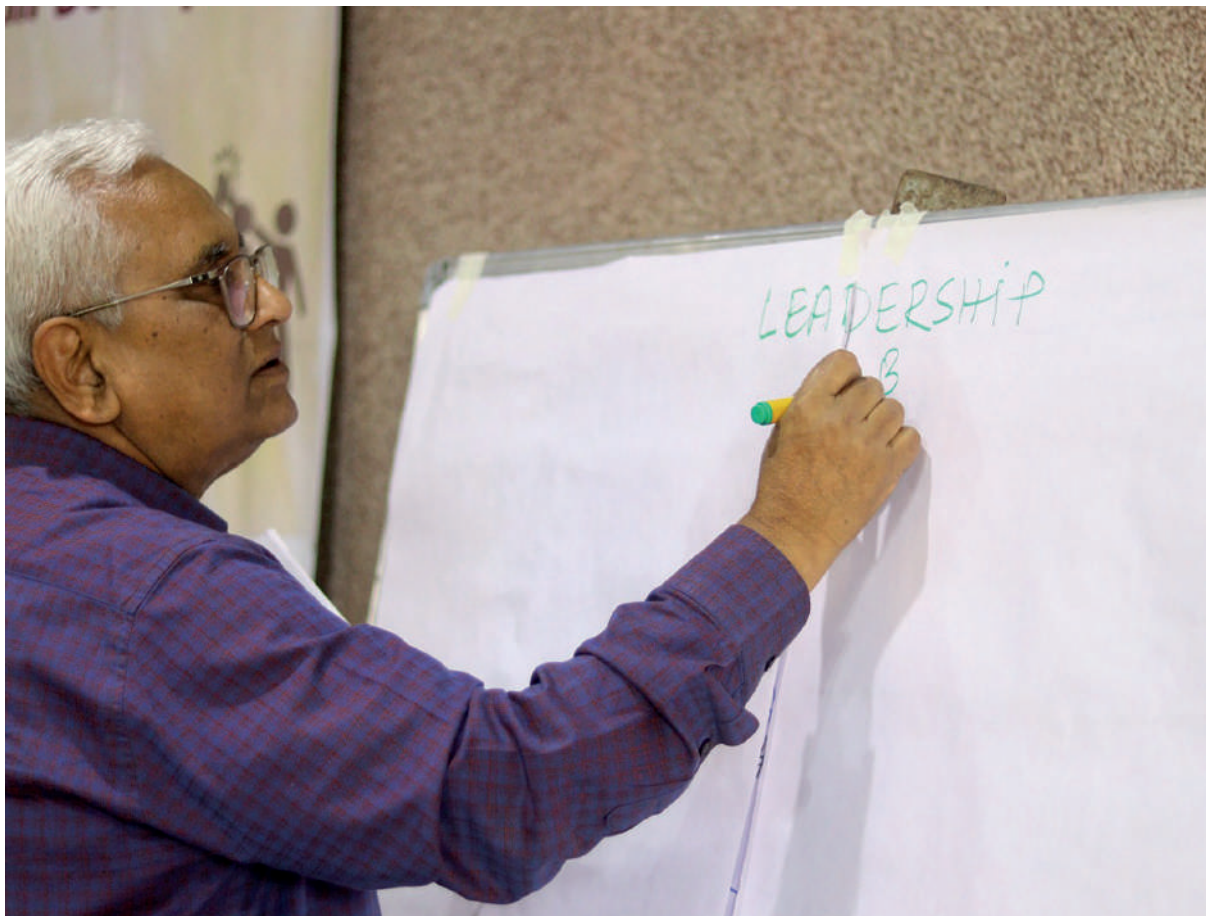
By investing in the institutions that serve the last mile, SAKSHAM is enabling a future where community-rooted organisations are equipped, empowered, and confident to lead development from the ground up. Badlao Foundation is proud to be a part of this transformational movement, ensuring that stronger organisations create stronger communities.

Case Story

Building Capacity, Building Change - Empowering Grassroots CSOs in Santhal Pargana

In the remote corners of Santhal Pargana, there are many small Civil Society Organisations working tirelessly for their communities. They carry the hopes of villages on issues of education, health, women's empowerment, natural resource management, and social justice. Yet, their ability to grow has often been limited. Many teams lacked guidance on proposal writing, documentation, strategic planning, and donor engagement. Their ideas were strong, but their voice could not reach beyond the villages they served.

Under the SAKSHAM initiative, Badlao Foundation took on the role of strengthening these organizations, becoming a Local Resource Centre dedicated to nurturing the changemakers of tomorrow. To begin this journey, a four-day residential training was organized at the peaceful Kewatjali Gandhi Ashram in Mihijam. Fourteen grassroots organizations from across Santhal Pargana arrived, some from deep tribal hamlets, others from rural development clusters, each bringing their own experiences and their own dreams.



The sessions were facilitated by resource persons from Sahbhagi Sikshan Kendra, Lucknow. Through interactive discussions, group activities, and real-time problem solving, participants learned how to convert local challenges into structured, fundable project proposals. They practiced building problem trees and logical frameworks, developed measurable indicators, and understood how to plan for risks and sustainability. For many, this was the first time they saw their ideas shaping into structured development plans on paper.

The training did more than enhance technical skills. It helped participants discover confidence in their own abilities. For years, they had worked silently; now they learned how to articulate their vision to those who could support it. Organisations that once felt isolated found solidarity in each other's experiences. Informal friendships turned into a network of shared learning and mutual encouragement.

One participant expressed that earlier they had the passion to solve community problems, but not the knowledge to present them effectively. The training helped bridge that gap. By the end of the workshop, each organisation had begun drafting a project concept, seeds of future transformation now ready to be nurtured further.

The work does not end here. Badlao Foundation continues to provide mentoring support, reviewing the proposals created and guiding each team on next steps. Follow-up clinics and future training on governance and financial management will further strengthen institutional capacity.

This case story is not just about a workshop, it represents a shift. The organizations that once hesitated now speak with clarity and conviction. They are better prepared to design impactful programmes and engage with donors. With every step, they are becoming stronger institutions, capable, confident, and ready to create lasting change across Santhal Pargana.





List of Governing Board Members



Mr. Ashok Kumar Singh
President, Badlao Foundation

Mr. Ashok Singh is a respected leader and passionate advocate for institution-building within the Civil Society domain. As President of Badlao Foundation, he brings decades of experience in strengthening grassroots organizations and fostering people-centric development. A dynamic trainer in participatory approaches, he has played a pivotal role in empowering CSOs across Uttar Pradesh, Bihar, and Jharkhand. Founder Director of Sahbhagi Shikshan Kendra SSK since 1990, Mr. Singh continues to inspire and guide civil society movements with vision, dedication, and deep community engagement.

Mr. Arvind
Secretary, Badlao Foundation



Mr. Arvind, Secretary of Badlao Foundation, has been a cornerstone of the organization for over three decades. With a Master's degree in Gandhian Thought, he brings a values-driven approach to leadership, guiding the Foundation with vision, compassion, and integrity. His unwavering commitment to social justice and community empowerment continues to inspire the team to take on challenges and uphold the mission of inclusive development.

**Dr. Kumud**

Member, Board of Trustees, Badlao Foundation

Dr. Kumud brings a powerful blend of grassroots activism and professional experience to the Board of Trustees at Badlao Foundation. A committed participant in the historic JP Movement as a member of the Chhatra Yuva Sangharsh Vahini, she has consistently championed the cause of women's empowerment. Based in Ranchi, she has contributed her expertise through years of service in the District Agriculture Office while simultaneously nurturing women's leadership and strengthening community-based organizations. Her deep understanding of gender issues and her unwavering commitment to social justice continue to guide the Foundation's gender-focused work, particularly among Particularly Vulnerable Tribal Groups (PVTGs). An accomplished author, Dr. Kumud has also penned a book named "महिला उपन्यास कार्ड और हमारा समाज"

**Dr. Onkar Mittal**

Member, Board of Trustees, Badlao Foundation

Dr. Onkar Mittal is a distinguished Independent Consultant in Health Policy, Governance, and Public Health. As President of the Society for Action in Community Health (SACH) since 2003, he has been at the forefront of health advocacy and reform. His notable contribution to India's Pulse Polio eradication campaign, as a consultant to DFID (UK Government), reflects his deep commitment to public health. A respected mentor and strategist, Dr. Mittal continues to guide organizations in strengthening community health systems and public education initiatives.

**Mrs. Mitali Pahariya**

Member, Board of Trustees, Badlao Foundation

Mrs. Mitali Pahariya, a proud member of the Primitive Tribe community, has been an integral part of Badlao Foundation for over 15 years. Renowned as a master spinner of Khadi silk, she symbolizes the spirit of empowerment and self-reliance the organization stands for. Her journey from grassroots to leadership is a testament to resilience and growth. Representing the Khadi and Village Industries Commission (KVIC) spinning center within the Foundation, she continues to inspire many through her dedication to traditional livelihoods and tribal development.

**Mr. Rupesh Kumar**

Member, Board of Trustees, Badlao Foundation

Mr. Rupesh Kumar is a committed social worker with deep-rooted engagement in rural development across Jamtara District. With over two decades of service as Principal of JJS College, he has played a key role in shaping young minds and strengthening educational foundations in the region. His continued dedication to community upliftment and social equity brings valuable insight and grassroots perspective to the governance of Badlao Foundation.





Mrs. Amita Singh

Member, Board of Trustees, Badlao Foundation

Mrs. Amita Singh, a Professor at JJ Degree College and Counselor at the IGNOU Center, is a passionate advocate for women's empowerment and social justice. As a member of the Board of Trustees of Badlao Foundation, she brings academic insight and a strong commitment to Tribal Women and community welfare. Her active involvement and thoughtful guidance have been instrumental in shaping the Foundation's initiatives, especially in addressing gender and education-related issues.



Mrs. Pushpa Toppo

Member, Board of Trustees, Badlao Foundation

Mrs. Pushpa Toppo, Professor at JJ Degree College, Mihijam, is widely respected for her dedicated work in advancing women's rights and social equity. As a counsellor at the IGNOU Study Center and a long-standing member of Badlao Foundation for over 15 years, she brings both academic depth and grassroots understanding to the organization. Her steadfast commitment to empowering Tribal and PVTGs women voices continues to strengthen the Foundation's mission and community impact.



Dr. Ajay Kumar

Member, Board of Trustees, Badlao Foundation

Dr. Ajay Kumar, a retired Agricultural Scientist, is a distinguished expert in paddy seed development and a respected social worker with decades of grassroots engagement. His deep knowledge of Participatory Rural Appraisal (PRA) tools has played a vital role in promoting community-led planning and sustainable agricultural practices. As a valued Board Member of Badlao Foundation, Dr. Kumar's technical expertise, practical insights, and unwavering commitment to rural and Tribal development have significantly contributed to the strategic growth and impact of the organization.



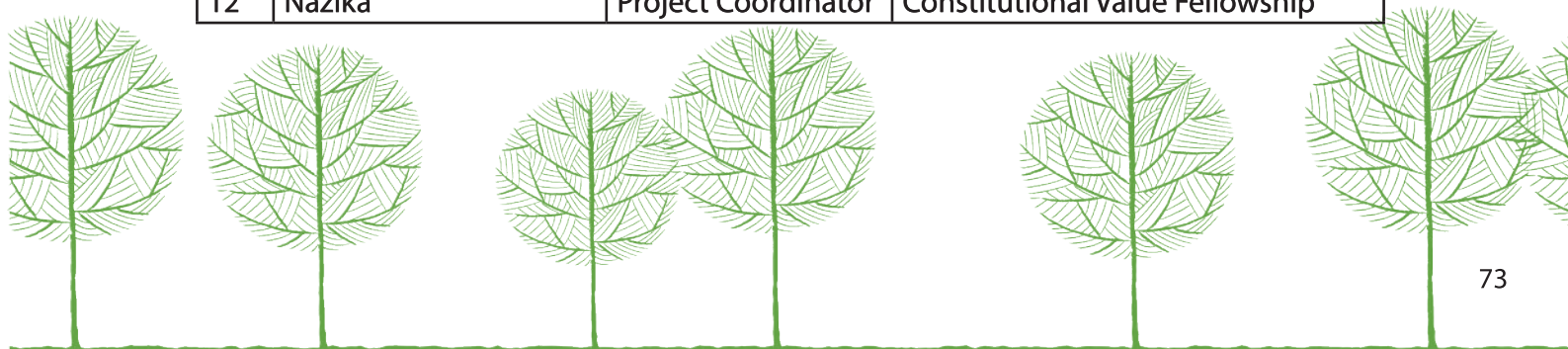
Human Resources

Head Office Staff:

Sl. No.	Name	Project	Designation
1	Mr. Arvind	Institution	Secretary
2	Mr. Amit Kumar Singh	Institution	Finance Manager
3	Mr. Ashim Mallick	Institution	Finance Officer
4	Mr. Papai Mondal	Institution	HR Executive
5	Mr. Ritesh Kumar Tripathi	Institution	Program, Communication & Documentation Officer
6	Mrs. Sabita Roy	Institution	MIS & Administration Manager
7	Mr. Nivakar Rakshit	Institution	Driver
8	Mr. Rajkumar Sah	Institution	Accountant
9	Mr. Rajesh Yadav	Institution	Zonal Coordinator
10	Ms. Sweta Kumari	Institution	Office Assistant

Field Office Staff:

Sl. No.	Name	Designation	Project
1	Dwaipayan Chatterjee	Project Coordinator	Pahadiya Swablamban
2	Vinit Besra	FPO- CEO	Pahadiya Swablamban
3	Manoj Kumar Thakur	Project Assistant	Pahadiya Swablamban
4	Ramrup Kumar Singh	Block Coordinator	Gender Equity Moment in School
5	Arun Kumar Roy	Project Coordinator	Gram Swashayan Abhiyaan
6	Mahendra Pd. Saw	Block Coordinator	Gram Swashayan Abhiyaan
7	Sanjay Kumar Sharma	MIS Officer	Gram Swashayan Abhiyaan
8	Anant Kumar Singh	District Project Coordinator	Strengthening the rights and climate resilience of Adivasi Community
9	Anupama Ekka	Project Assistant	Strengthening the rights and climate resilience of Adivasi Community
10	Subham Mukherjee	District Project Coordinator	Strengthening the rights and climate resilience of Adivasi Community
11	Supriya Shekhar	Block Coordinator	LIC Sangam
12	Nazika	Project Coordinator	Constitutional Value Fellowship



Internships:

Sl. No.	Name	Gender	Name of University	Course Name	Date of Joining	Date of Leaving
1	Ashia Toppo	Female	University of Allahabad	BA. LLB (Hons)	24-May-2024	24-Jun-2024
2	Atishree Minj	Female	Azim Premji University	Development Studies	16-May-2024	24-Jun-2024
3	Suranjana Das	Female	Visva-Bharati University	Rural Management	3-Jun-2024	30-Jun-2024
4	Shreya Banerjee	Female	Visva-Bharati University	Rural Management	3-Jun-2024	30-Jun-2024
5	Anju Goswami	Female	Azim Premji University	Development Studies	16-May-2024	24-Jun-2024
6	Milita Yeshmin	Female	Visva-Bharati University	Master of Rural Studies	10-Feb-2025	9-Apr-2025
7	Subrata Paramanik	Male	Bankura University	Master's of Social Work	2-Apr-2025	3-May-2025
8	Shampa Dutta	Female	Bankura University	Master's of Social Work	2-Apr-2025	3-May-2025
9	Sneha Kar	Female	Bankura University	Master's of Social Work	2-Apr-2025	3-May-2025
10	Soumyalina Sen Sarma	Female	Bankura University	Master's of Social Work	2-Apr-2025	3-May-2025
11	Rahul Kamal	Male	Centre For Development Studies, Trivandrum (JNU)	PhD	1-May-2025	



Details of Core Team Members:

Sl. No.	Name	Designation	Email Id	Educational Qualification	Total Years of Experience
1	Mr. Arvind	Secretary	arvind@badlao.org.in	MA & MARD	38
2	Mrs. Sabita Roy	MIS & Administration Manager	sabita@badlao.org.in	MARD	29
3	Mrs. Asha Rathore	Counsellor/ Coordinator	asha@badlao.org.in	MA in Gandhian Thoughts	31
4	Mr. Rajesh Yadav	Project Coordinator	rajesh@badlao.org.in	B.A	31
5	Mr. Amit Singh	Accountant	amit@badlao.org.in	M.COM	10
6	Mr. Ritesh Kr Tripathi	Program & Communication Officer	ritesh@badlao.org.in	Masters in Social Work (Community development & Human Resource Management & Labour Welfare)	10

Legal Documents

Type of Registrations	Registration No/ ID	Validity Period
Indian Trust Act/ Society/ Bombay Trust Act	131/1982-83	14.09.1982 Indian Public Charitable Trust Act 1882
PAN	AAATB2137K	
FCRA	337830005	31.03.2028
80G	AAATB2137KF20215	31.03.2026
12A	AAATB2137KE20217	31.03.2026
CSR-1	CSR00011328	
NGO Darpan Registration	JH/2017/0168114	
KVIC	CCC/BHR/3866	
FCRA return filed for last three Years	Yes	
IT Return filed for last 3 years	Yes	
Average Annual Turnover for last three years	4.3 Crore	

Partners



Networking Partners



Knowledge Partners



Audit Report

BADLAO FOUNDATION (Registered trust under Indian Trust Act, 1882) Administrative Office Address - Mihijam, Jamtara, Jharkhand - 815354			
Audited Consolidated Balance Sheet (Project Based) as on 31st March 2025			
Particulars	Schedule No.	Amount (Rs.)	
		As on 31/03/2025	As on 31/03/2024
CAPITAL & LIABILITIES			
Capital Fund:	1	16,585,816.46	16,541,316.46
General Fund:	2	16,711,090.28	16,548,169.97
Corpus Donation		1,266,033.00	1,266,033.00
Advance from khadi division (INDIAN)		553,374.00	553,374.00
Current Liabilities			
Outstanding Liabilities	3	6,369,033.33	6,913,441.42
Unutilized Grants	4	16,134,932.02	16,076,715.20
Grand Total		57,620,279.00	57,899,050.00
ASSETS & PROPERTIES			
Fixed Assets:	5		
Opening Written Down Value (WDV)		25,051,534.04	24,730,192.62
(a) Addition during the year		44,500.00	321,341.00
(b) Less: Written off during the year		-	-
Assets Transfer from other projects		-	-
(c) Less: Depreciation		-	-
Closing Written Down Value (WDV)		25,096,034.04	25,051,533.62
Investment in FDR's	5A	11,478,307.94	10,075,894.94
Current Assets:			
Loan and advances	6	1,021,458.90	1,812,050.80
Grants Receivable and others	7	10,126,679.56	10,258,179.60
Tax deducted at Source (TDS)		132,333.00	82,121.00
Cash in hand	8	40,573.00	43,170.00
Balances with Bank	9	9,724,892.35	10,576,100.79
Grand Total		57,620,279.00	57,899,050.00

For significant accounting policy and notes on account refer schedule -15
The annexed financial statements of FCRA Section and INDIAN Section shall be integral part of this consolidated Balance Sheet.
This is the Balance Sheet referred to our report of even date attached.

AUDITOR'S REPORT
As per our separate report of even date attached

For: P P SINGH & ASSOCIATES
Chartered Accountants

[Signature]
CA P. P. SINGH
Membership No. 098191

Place:- Mihijam
Date:- 13.10.2025

[Stamp]

For: BADLAO FOUNDATION

[Signature]
ARVIND
(SECRETARY)

Place: Mihijam
Date :- 13.10.2025

[Stamp]

UDIN-25098191BMNAU02580

BADLAO FOUNDATION
(Registered trust under Indian Trust Act, 1882)
Administrative Office Address - Mihijam, Jamtara, Jharkhand - 815354

Audited Consolidated Income & Expenditure (Project Based) for the year ended on 31st March 2025

Particulars	FY 24-25	FY 23-24
Income		
Grant, Donation & Contribution (as per schedule-10)		
FCRA Section	16,806,680.52	18,972,551.66
Indian Section	24,600,326.68	20,164,741.97
	41,407,007.20	39,137,293.63
Bank Interest (as per schedule-11)		
FCRA Section	120,740.00	145,904.00
Indian Section	170,115.00	169,127.00
	290,855.00	315,031.00
FCRA Section - written off	27,535.90	1,185.23
Indian Section-interest on FDR	482,644.00	225,558.00
Indian Section-interest on IT Refund	8,946.00	-
Indian Section-Rental Income	720,000.00	-
Indian Section-Other Income	29,515.84	-
Total (A)	₹ 42,966,504.00	₹ 39,679,068.00
Particulars		
Expenditures (as per schedule- 12)		
Program Cost		
FCRA Section	14,055,472.11	16,451,948.11
Indian Section	24,576,235.16	19,752,275.55
	38,631,707.27	36,204,223.66
Operational Cost		
FCRA Section	-	-
Indian Section	-	236,649.00
	-	236,649.00
Admin. Cost		
FCRA Section	2,806,192.12	2,569,719.94
Indian Section	1,157,981.86	-
	3,964,173.98	2,569,719.94
FCRA Fixed Assets		
INDIAN Grant Returned		
	-	-
Total Expenditure (B)	₹ 42,595,881.25	₹ 39,010,592.60
Excess of income over expenditure		
FCRA Section	93,292.19	97,972.84
Indian Section	277,330.00	570,502.00
Total	₹ 42,966,504.00	₹ 39,679,067.00

For significant accounting policy and notes of account refer schedule -15

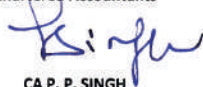
The annexed financial statements of FCRA Section and INDIAN Section shall be integral part of this consolidated Income & Expenditure Account.

This is the Income & Expenditure Account referred to our report of even date attached.

AUDITOR'S REPORT

As per our separate report of even date attached

For: P P SINGH & ASSOCIATES
Chartered Accountants



CA P. P. SINGH
Membership No. 098191

Place:- Mihijam
Date:- 13.10.2025

UDIN-25098191BMNAU02580

For: BADLAO FOUNDATION



ARVIND
(Secretary)

Place: Mihijam
Date :- 13.10.2025



BADLAO FOUNDATION
(Registered trust under Indian Trust Act, 1882)
Administrative Office Address - Mihijam, Jamtara, Jharkhand - 815354

Audited Consolidated Receipts and Payments Account (Project Based) for the Year Ending on 31st March 2025

RECEIPTS	Schedules	Amount (Rs.)	Amount (Rs.)
Opening Balance (As on 01/04/2024)			
Cash - in - Hand			
FCRA Section		28,679.00	
Indian Section		14,491.00	43,170.00
Cash - at - Bank			
FCRA Section		3,624,247.51	
Indian Section		6,951,853.28	10,576,100.79
Grant, Donation & Contribution	13		
FCRA Section		18,196,314.96	
Indian Section		23,439,621.00	41,635,935.96
Bank Interest	11		
FCRA Section		120,740.00	
Indian Section		169,690.00	290,430.00
Other Receipts			
Indian Section		11,101,550.64	11,101,550.64
Total			₹ 63,647,187.00
PAYMENTS			
	14		
FCRA Section		16,772,774.02	
Indian Section		37,108,947.02	53,881,721.04
Cash - in - Hand			
FCRA Section		27,662.00	
Indian Section		12,911.00	40,573.00
Cash - at - Bank			
FCRA Section		5,169,545.45	
Indian Section		4,555,347.90	9,724,893.35
Total			₹ 63,647,187.00

The annexed financial statements of FCRA Section and INDIAN Section shall be integral part of this consolidated R & P Account.

For: P P SINGH & ASSOCIATES
Chartered Accountants

CA P. P. SINGH
Membership No. 098191

Place:- Mihijam
Date:- 13.10.2025

For: BADLAO FOUNDATION

ARVIND
(Secretary)

Place: Mihijam
Date :- 13.10.2025

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