

STRATEGIC PLAN DOCUMENT

2026 -2031



FRIENDS' ASSOCIATION FOR RURAL RECONSTRUCTION

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Introduction

Friends Association for Rural Reconstruction (FARR) was established in December 1983 by a group of committed and educated social workers with a shared vision of promoting justice, dignity, and sustainable development among the most marginalized communities of Odisha. Since its inception, FARR has been working in some of the most remote and backward districts of the state, including Rayagada, Kalahandi, Dhenkanal, Balangir, Sundargarh, and six other districts.

Over the past four decades, FARR has focused its efforts on tribal communities, women, and other marginalized groups, adopting an integrated development approach that addresses livelihoods, natural resource management, health, education, women's empowerment, and human rights. Through community-based initiatives, campaigns, and partnerships, FARR has supported people to claim their rights and improve their quality of life.

As the organization completes a significant phase of its journey, FARR recognizes the need to reflect critically on its past work—to learn from both successes and challenges—and to realign its strategies in response to changing social, economic, and political contexts. This reflection has led to the development of FARR's Second Strategic Plan, which aims to strengthen the organization's impact and effectiveness in the years ahead.

The strategic planning process has been participatory and inclusive. It involved a series of internal team meetings, consultations with community members, and interactions with key stakeholders. FARR undertook a comprehensive analysis of its interventions and conducted a SWOT analysis to understand its strengths, weaknesses, opportunities, and threats. Valuable feedback was gathered from communities, network partners, subject experts, and donor agencies, which has guided the finalization of this strategic plan.

This strategic plan sets a clear future direction for FARR, reaffirming its commitment to serve marginalized communities with renewed vision, stronger partnerships, and sustainable approaches to development.

Acknowledgement

FARR expresses its sincere gratitude to all our partners and stakeholders who contributed to the preparation of this Strategic Plan. Their valuable time, energy, experience, and value-based suggestions have played a crucial role at every stage of this process.

We extend our special and heartfelt thanks to Mr. Ramkrishna Surdeo for his continuous guidance and direction throughout the planning process. His leadership helped create enthusiasm among the staff and team members and supported the organization to critically review past work and strategically plan for the future.

Our sincere thanks go to Dwani Foundation for guiding us at every step in developing this strategic planning document. Their technical support and thoughtful inputs greatly strengthened the quality and clarity of the plan.

We are deeply thankful to the community members, whose honest feedback and lived experiences helped us understand the real needs and future direction of our work. Their voices remain central to FARR's mission and planning.

We also acknowledge our fellow organizations and network partners and Donor for their constructive feedback and support, which helped us identify gaps, correct our approaches, and strengthen our strategies.

We sincerely appreciate the dedicated efforts of the FARR team members, who invested their time, energy, and commitment to make this strategic planning process meaningful and participatory.

Finally, we express our deep gratitude to the Governing Body members of FARR for their continuous support, guidance, and encouragement. Without their vision and direction, this strategic plan would not have been possible.

Consultation

After a series of extensive consultations, FARR has finalized its priority areas, building upon its earlier focus and field experience. The organization conducted participatory consultations at the village level involving Village Development Committees (VDCs), Self-Help Groups (SHGs), and youth groups to understand grassroots needs and perspectives.

In addition, FARR engaged in individual consultations with network members and civil society organizations to gather diverse insights on strengthening its approach and interventions. Discussions were also held with selected donor agencies and government functionaries to seek guidance on strategic direction and effective planning.

Furthermore, a convention of leaders from three blocks was organized to collectively review and prioritize key areas of work. Based on these multi-level consultations and collaborative discussions, FARR has finalized its priority areas for the upcoming five-year strategic plan.

FARR has been focusing on 5 priority areas and will continue to do so in alignment with the Sustainable Development Goals (SDGs) 1, 2, 3, 4, 5, 6, and 13. 16. These priorities guide our current programmes and will continue to shape our focus areas moving forward. Our existing interventions are aligned with these thematic priorities, and the following key focus areas will guide our work in the coming years.

A. Livelihood and Food Security

FARR strengthens livelihood and food security by providing agricultural inputs, organizing grain and seed banks, and supporting land-based activities. It promotes value addition and marketing of NTFPs, animal husbandry, and small businesses. FARR also encourages cottage industries and strengthens SHGs and cooperatives for sustainable income.

B. Natural Resource management ,Climate Action and wildlife conservation management.

FARR facilitates sustainable and ecological farming through soil and water conservation, watershed development, upland and natural farming practices. It promotes plantation, social forestry, and community awareness for forest protection by strengthening Forest Protection Committees. The organisation also implements climate adaptation programmes and promotes millet cultivation awrness on wildlife conservation.

C. Women Right and empowerment

Builds and strengthens SHGs and women group federations, promotes income-generating activities, and links women with credit institutions while enhancing their capacities and leadership. It strengthens women's networks, campaigns for women's rights, and works to reduce violence, forced marriage, and child marriage. FARR runs Women Support Centres and organizes trainings for PRI members, women leaders, village youth, and works closely with single women.

D. Health and Sanitation ,Disability (Mental Health):

Focuses on strengthening local health cadres , implementing a comprehensive community health approach. Key areas include maternal, child and reproductive health (MCH/RCH), reducing malnutrition, anaemia, malaria and TB, and preventing HIV/AIDS through awareness and health programme. It also promotes sanitation, safe drinking water, and alternative health practices such as naturopathy and medicinal plant gardens. FARR recognizes the need to work with persons with disabilities, with special focus on improving mental health and psychosocial well-being. This priority area was identified during strategic planning and review processes. Baseline studies and initial interventions have been initiated to inform need-based and inclusive programmes.

E. Education and human Resource Development

Supplements and complements existing education facilities, promoting child labour schools, women's literacy, and girls' residential education in PVTG and tribal areas. It supports regular awareness on school enrolment and retention and facilitates linkages with educational institutions. The initiative also conducts college-level awareness, cadre building on social issues, and skill development training for youth and women. Strengthening community based organisation.

Organisation

PHILOSOPHY -Poor people are able to solve their problems by themselves through their organization" with this belief FARR has been working in some of the most remote and backward areas to organize and strengthen people's initiatives for social, political, and economic justice. The organisation focuses especially on women, tribal communities, and other marginalized groups, promoting equality and dignity without any form of discrimination.

Vision

A society of Resilient and empowered women, tribal and poor communities living peacefully with dignity, security, safety, and enjoying equal rights

Mission Statement

To provide equal opportunity and empower women and poor people in particular in order to initiate and strengthen a value based people cantered participatory development process, which will be ecologically, socially and economically sustainable

The Strategic Directions-

1. FARR will initiate its action in and around poorest of poor in a village
2. 2-Identify group of community initiatives so as to solve their own Problem Strengthen and consolidated them to lead community Development programmes
3. The intervention of FARR should be meticulously planned to have no permanent dependency on us or outside agencies
4. Any project or programme FARR renders support mostly well within the comprehension and competence of the people.

FARR Core Values

- **Non-Discrimination**

FARR believes in equality and justice for all and works without any form of discrimination based on gender, caste, class, religion, ethnicity, or economic status.

- **Transparency and Accountability**

FARR upholds transparency and accountability in all its operations by maintaining openness in planning, implementation, and reporting. The organisation ensures that stakeholders, donors, and community members are regularly informed.

- **Participatory Approach**

FARR believes in a participatory approach that actively involves communities in identifying issues, planning interventions, and implementation for take ownership

- **Respect and Dignity.**

The organisation is committed to respecting the dignity, rights, and voices of women, tribal, and other marginalized communities and diversity.

- **Inclusive**

FARR follows an inclusive approach that ensures the participation and representation of all sections of society, especially women, tribal, marginalized communities and person with disability.

Key Statistics

Assess Current Strategies and Programs

Key Statistics								
Name of Current Programs/Project	Names of Districts covered	Names of Blocks covered	No of Gram Panchayats covered	No of villages/urban areas covered	No. of HH covered under the Program	Type of Beneficiaries	Beneficiaries covered under the Program	
							Direct	Indirect
OTELP Plus-Gudari	Rayagada	Guadri and Chandrapur	4	39	1557	6960	5550	1410
OPELIP	Rayagada	Kalyanshingpur	2	60	2180	10900	8720	2180
Watershed Programme-NABARD	Rayagada	Muniguda	3	25	733	2913	1466	1447
PKVY	Rayagada	Muniguda and Chandrapur	5	27	607	2428	607	1821
OTELP Plus Muniguda	Rayagada	Muniguda	5	51	1563	7815	3126	4689
Millet Mission	Dhenkanal	Hindol Block	36	80	2000	10000	4000	6000
Total			55	282	8640	41016	23469	17547

Key Milestones

1. 1983 – FARR registered as a voluntary organisation and 1984
2. Received FCRA registration to access foreign funds in 1984.
3. 1991 – Organised a one-month Padayatra (Dandakarny to Gandhamardan) for environmental protection.
4. 1990 Indigenous Seed and grain Bank Established grain, seed, and food banks in 800+ villages
5. 1994 Tribal Women's Policy Advocacy Mobilised tribal communities to restore 12,000+ acres of illegally occupied tribal land.
6. 1993 Women's Network formation Contributed to Beijing Conference (1995) & involved into National Alliance of Women & Facilitated participation of 5,000 tribal representatives in the South Asia Tribal Convention at Ranchi.
7. 1999 Disaster Relief Supported 29,500 families affected by the Super Cyclone in Jagatsinghpur, Kendrapara, and Kendujhar..
8. 2009 - Watershed Development Developed 21,000 hectares of land in Rayagada
9. 2015 Malaria eradication programme in Kalahandi and comprehensive community health programme implemented in 100 village of Muniguda, Rayagada and reduce malaria, dioritya death, reduce IMR, MMR and malnutrition ,TB
10. **Community Ownership** – Promoted **98 CBOs**; established **Moha Sakti Foundation, Sanchar, and Unayana** for sustainable, community-led development.

SWOT

Strength • Long year experience in implantation of diversified development Projects • Extensive experience in working with tribal, women and Environmental issues • Committed and experience staffs on different domain • Organisation had formed and working with 100+ VWC, Federations, FPO and CBOs for effective implementation of the programme. • Board members having comprise experience and contributed significantly to the organisation growth and Governance • Strong Networking with different forum at State and national level • Infrastructures and assets of the organisation • Gender sensitive and inclusive approach	Weakness • Inadequate documentation and Record keeping • Shortage of highly professional and Skill staffs • poor resource mobilisation and Donor contact • Weak visibility in social media platform • Inadequate research and publication • Continuation focuses on innovation
Opportunities • Area of operation PVTG and schedule area • Aspiration district and underserved area declared by Govt • Great opportunity to work on NRM, Livelihood promotion,	Threats • Changing of behavioural attitude of target groups due to ongoing development schemes • Restrictive govt regulation like FCRA Income Tax and SRA

Gender, and environmental challenges • Scope for CSR and Govt funding • Govt partnership in flagship programme • Increasing focus on SDGS • Public -private partnership model • Growing demand for mental health treatment and counselling service	• Increasing competition among NGO operating in the same geographical area with different ideology • Unfavourable attitude of Govt towards NGOs • Natural disaster disrupting project • Geo political tension affecting funding • Threat for commercial interest
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Situational Analysis

Livelihood and Food Security

Livelihood and food security in the tribal and rural districts of Rayagada, Kalahandi, and Dhenkanal in Odisha remain critical challenges, shaped by structural, environmental, and socio-economic constraints. (ST population in state 22.85 ,Rayagada 56% , Kalahandi 25%, and Dhenkanal 14%)The largely agrarian economy depends on rain-fed agriculture, (Irrigation facility available ,state 35% ,Rayagada 28% ,Kalahandi 30-38% and Dhenkanala 27-30%)forest resources, and informal wage labour, with low productivity, limited diversification, and unequal access to resources. Many tribal, landless, (Land less at state 5-6 % Rayagada 30-40% kalahandi 25-28%)and marginal households (BPL State 46 %, Rayagada 75%, Kalahandi 52-60%, Dhenkanal 48%) rely on subsistence farming, minor forest produce, livestock, and seasonal migration, making them vulnerable to income shocks and food insecurity. Factors such as poor irrigation, difficult terrain, weak infrastructure, and limited market access further reduce income stability. Although government programmes and industrial growth have created some opportunities, many communities are unable to benefit due to skill gaps and limited awareness. Women, despite playing a key role in livelihoods, face barriers in accessing land, credit, and markets. While self-help groups and micro-enterprises offer some support, their impact remains limited due to small scale and weak value chains. Overall, these districts continue to face interconnected challenges of fragile livelihoods, seasonal food insecurity, low climate resilience, and weak institutional support.

Natural Resource and Climate Change and Wild Life -

Rayagada, Kalahandi, and Dhenkanal districts of Odisha are facing increasing stress on natural resources due to climate change, unsustainable land-use practices, and gaps in environmental governance. With a high dependence on rain-fed agriculture, forests, groundwater, and mineral resources, these regions are highly vulnerable to climate variability such as erratic rainfall, prolonged dry spells, rising temperatures, and extreme weather events, which negatively impact soil health, water availability, and agricultural productivity especially for tribal and marginalized communities. (Dependency on NTFP Rayagada,50-70 % Kalahandi -40-60%-Dhenkanal 15-25% State-20-25 %) Unsustainable practices including monocropping, deforestation, mining, and unregulated extraction have led to biodiversity loss, declining soil fertility, groundwater depletion, and weakened climate resilience, further

aggravated by reduced cultivation of traditional crops like millets and pulses. At the same time, weak institutional coordination, limited community participation, and inadequate implementation of environmental policies constrain effective natural resource management. Forest degradation and habitat loss have also intensified human wildlife conflict, ((forest coverage at State 33% Rayagada 63%, Kalahandi 36.04% Dhenkanal 32.33%) with wild animals increasingly entering villages, causing crop damage, property loss, and threats to human life, thereby undermining the livelihoods, safety, and well-being of rural communities. (fallow land State -8-10% Rayagada 12-15% Kalahandi 10-13 Dhenkanal 7-9 %) (degraded land Rayagada 45-55%,Kalahandi35-40%,Dhenkanal 25-30% State 30-32%)

Women Empowerment and Growing Violence

Women Empowerment and Growing Violence -Women in Rayagada, Kalahandi, and Dhenkanal districts face multiple and interrelated challenges that limit their empowerment and well being. Female literacy remains significantly lower (literacy Women Rayagada 44-46 %, Kalahandi 46-48%, Dhenkanal 61-63%, State 64%) than male literacy, particularly among tribal and marginalized communities, with issues such as school dropout, early marriage, (**child marriage 9% in Rayagada**) and limited access to higher education restricting opportunities. Poor health outcomes, including anaemia, malnutrition, and inadequate reproductive care, are further compounded by weak health infrastructure, water scarcity, and sanitation issues, increasing women's unpaid workload. Economically, women are largely engaged in low-paid, informal activities, and despite the presence of self-help groups, their access to credit, skills, and markets remains limited, restricting income growth. Participation in decision-making and governance is also constrained by social norms and limited capacity, while gender based violence ((1 out of 3 is face violence, **violence against women case field - 25489 in 21, 23648 in 22 , 25954 in 23**) **Dowry death 231, domestic violence 5534 , kidnapping 5611**) continues to be underreported due to stigma and lack of awareness. Overall, gaps in institutional support and service delivery continue to hinder holistic and sustainable empowerment of women in these districts

Health, Sanitation & Disability (Mental Health)

Women in Rayagada, Kalahandi, and Dhenkanal districts face significant challenges related to health, sanitation, and disability, particularly mental health, which adversely affect their overall well-being and quality of life. High levels of anaemia, malnutrition, early pregnancies, (**IMR- State 36% Rayagada-33% MMR State 88% Rayagada-170%) (Anaemia Rayagada 69 % pregnant 77%. Adolescent anaemia 40-60%,) below 5 malnutrition R 43.6, K-33.3.D.33% Acute malnutrition. Dhenkanal 22.7%, kalahandi 17.2% Rayagada-16%**) and limited access to reproductive and maternal healthcare services continue to place women at risk of poor health outcomes, especially in remote tribal areas where health infrastructure and availability of trained personnel remain inadequate. Inadequate access to safe drinking water, ((Safe drinking water Rayagada 30-45% kalahandi 55-65% Dhenkanal 65-75% State 60-65%) sanitation, and hygiene facilities increases the burden of water-borne diseases and adds to women's unpaid care responsibilities. Mental health concerns, including stress, anxiety, and depression—often linked to poverty, domestic

violence, social isolation, and heavy workloads—remain largely unrecognized and untreated due to stigma, low awareness, and lack of accessible mental health services. Women and girls with disabilities, particularly those with psychosocial or intellectual disabilities, face additional barriers in accessing healthcare, sanitation facilities, and social support systems, further deepening their exclusion and vulnerability.

Quality Education & Skill Development

Rayagada, Kalahandi, and Dhenkanal districts face persistent and interlinked challenges of educational deprivation, poor health and nutrition, economic insecurity, and gender inequality, particularly among women, adolescents, and marginalized communities. High school dropout rates, limited access to quality healthcare and WASH services, widespread anaemia and undernutrition, and restricted livelihood opportunities continue to hinder human development and perpetuate intergenerational poverty. These issues are further compounded by weak service delivery systems, harmful social norms, and inadequate institutional convergence, limiting access to essential services, protection, and sustainable development opportunities.

Problem Statement

Livelihood and Food Security

The districts of Rayagada, Kalahandi, and Dhenkanal face persistent livelihood insecurity due to heavy dependence on climate-sensitive agriculture, limited diversification opportunities, and weak access to markets, skills, and institutional support. These challenges, compounded by poverty, migration, and governance gaps, result in unstable incomes, low employability, and continued food insecurity among vulnerable communities.

Natural Resource and Climate Change and Wild Life The districts of Rayagada, Kalahandi, and Dhenkanal are facing a growing crisis of natural resource degradation and climate vulnerability driven by unsustainable land-use practices, weak governance, and high dependence on rain fed agriculture. These challenges, compounded by declining soil fertility, water scarcity, forest degradation, and inadequate institutional coordination, are reducing agricultural productivity, threatening food security, and undermining the ecological and socio-economic resilience of vulnerable communities.

Women Empowerment and Growing Violence

Women in Rayagada, Kalahandi, and Dhenkanal districts face persistent and multidimensional disadvantages driven by structural poverty, gender inequality, and social exclusion, limiting their access to education, healthcare, livelihoods, and social protection. These challenges, reinforced by unequal power relations and restricted agency, constrain women's participation in decision making and hinder their overall empowerment and wellbeing.

Health, Sanitation & Disability (Mental Health)

Women in Rayagada, Kalahandi, and Dhenkanal districts face inadequate access to quality health, sanitation, and mental health services, particularly in remote and tribal areas, resulting in high levels of anaemia, poor maternal health, and untreated psychosocial conditions. Limited awareness, stigma around mental health and disability, and weak last-mile service

delivery further restrict women's access to essential care and support. These gaps, which can be addressed through targeted community-based interventions and strengthened service linkages, continue to undermine women's health, dignity, and overall well-being.

Quality Education & Skill Development

Rayagada, Kalahandi, and Dhenkanal districts face persistent and interlinked challenges of educational deprivation, poor health and nutrition, economic insecurity, and gender inequality, particularly among women, adolescents, and marginalized communities. High school dropout rates, limited access to quality healthcare and WASH services, widespread anaemia and undernutrition, and restricted livelihood opportunities continue to hinder human development and perpetuate intergenerational poverty. These issues are further compounded by weak service delivery systems, harmful social norms, and inadequate institutional convergence, limiting access to essential services, protection, and sustainable development opportunities

Organisational Problem and Challenge

Weak second-line leadership threatens organizational sustainability and continuity.

FARR faces a critical challenge in developing a strong and committed second-line leadership to sustain its long-term vision and organizational continuity. The limited involvement and preparedness of emerging leaders in decision-making, programme implementation, and governance processes pose risks to institutional sustainability and the effective scaling of its development initiatives. Strengthening second-line leadership is essential to ensure continuity, resilience, and future growth of the organization.

Sustainability Issue of the Organization

The organization faces a critical challenge of financial sustainability due to the absence of diversified funding sources and a dedicated corpus fund, despite its 42 years of development work. Heavy dependence on short-term, project-based funding limits long-term planning and continuity of programmes, posing a risk to sustained community support.

Lack of Infrastructure

The organization faces a critical challenge due to inadequate and deteriorating infrastructure, which limits its ability to effectively manage office operations, training programmes, and community activities. Poor facilities and unsafe conditions hinder efficient programme implementation and restrict the organization's capacity to conduct regular trainings, meetings, and outreach initiatives.

Documentation and Visibility

The organization faces limited visibility and impact recognition due to weak digital documentation, outdated reporting systems, and inefficient data management processes. This constrains effective communication, stakeholder engagement, and the organization's ability to scale and showcase its work.

Goal for 2026- 2031

Programme Goals of the organization for 2026-2031:

Programme level goals: Broad Strategic goals

- **Livelihood and food security:**

To enhance food and financial security of 6,000 vulnerable families in Rayagada, Kalahandi, and Dhenkanal by increasing food security by 20% over the next five years through strengthened and diversified livelihood programmes.

- **Natural Resource management and climate action and wild life conservation and management -**

To reduce climate related risks and enhance ecological resilience in 300 villages of Rayagada, Kalahandi, and Dhenkanal over five years by restoring 1500 hectares of forest and degraded land, promoting sustainable land and water management practices in 300 villages, and supporting 6000 farmers to adopt natural farming practices.

- **Women Empowerment and Growing Violence**

To empower 5,000 women in Rayagada, Kalahandi, and Dhenkanal over three years to live with dignity and a violence free life by ensuring 3000 women access livelihood and income opportunities, 2000 women receive legal awareness and rights-based training, 1000 women access protection and support services, and 300 women take up leadership roles in community and local governance institutions.

- **Health, Sanitation & Disability (Mental Health)**

To improve health, sanitation, and mental health outcomes in 200 villages of Rayagada district over the next three years by reducing malaria, diarrhoea, and TB-related deaths by 50%, ensuring 100% institutional deliveries to reduce IMR and MMR by 50%, and enabling at least 100 persons with mental health conditions to access regular treatment and support services by 2031.

- **Quality Education & Skill Development**

To improve access to quality and inclusive education for 2,000 students in Rayagada, Kalahandi, and Dhenkanal districts over the next five years by strengthening learning support, retention, and digital access. Additionally, to develop 5,000 college students as socially responsible change-makers through structured skill development, leadership training, and engagement in community and social issues.

Organization Level Goals:

- By 2031, FARR will strengthen long-term sustainability by developing a cadre of 10 second line leaders to manage key programmes and governance functions, ensuring leadership continuity. By 2031, the organization will establish and operationalize two well-equipped buildings one dedicated to training and one for office operations to ensure safe working conditions and improve programme efficiency. These facilities will support regular trainings, meetings, and outreach activities, thereby strengthen institutional capacity and learning systems.

- To build a diversified donor base and establish a corpus fund of approximately Rs.2 crore by 2031, while increasing the organization's annual budget to Rs. 25 crore, reducing dependence on project-based funding and ensuring long-term financial stability.
- By 2030, the organization will establish a dedicated documentation and communication unit and implement a comprehensive digital visibility strategy, including standardized reporting systems and active use of social media platforms. This will improve data management efficiency, enhance transparency and stakeholder engagement, and ensure at least 80% of programme outputs are systematically documented and communicated.

Workplan with Objective Metrics

Program Planning

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
1	Livelihood and food Security	To enhance food and financial security of 6,000 vulnerable families in Rayagada, Kalahandi, and Dhenkanal by increasing food security by 20% over the next five years through strengthened and diversified livelihood programmes.	Enhance 20% agriculture productivity for 3000 families Improved 20% income through diversified Livelihood opportunity for 3000 family	Expansion of irrigation facility for cropland Promotion of organic farming, multi cropping, horticulture Provide seed and tools through farmers group Promotion millet cropping Organise training on climate smart agriculture, organic farming, land and water judicious use and market linkages Horticulture promotion Support entrepreneurship, small business, handicraft Promotion Animal	Increase crop production Climate smart agriculture practice developed Asset created through horticulture Skill developed Market linkage increased. Non farm livelihood option created. Financial opportunity strengthened Livelihood asset created for	Food security ensured Climate hazard reduces Migration reduced Permanent livelihood asset created for financial stability Outside dependency for Agri imputes reduced. Land use practice for 2 nd crop will be improved. Annual income increased. Entrepreneurship skill developed Reduce unemployment Ensure	% of crop yield and intensity for acr. No climate hazard Number of people stop distress migration martin Number of livelihood asset created. Reduce use of Chemical fertilizer and pesticides. Percentage of income. Productive asset created

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
				husbandry NTFP collection value addition and market linkages. Support for producer groups. Facilitate training and capacity building on entrepreneurship, marketing and skill development Linking with Govt programme and facility like MGNRGS and social security programme, financial institution	sustainable lively hood Skill developed in various issues Linkage build with Govt programme and facility Linkage build up with financial institution create more opportunity for livelihood action.	fare price Longterm asset crated through MGNREGS Acsebility to govt programme and department increased. Social status improved Education dropout reduce Violence reduced	No of unemployed got job opportunity. People get fair price for their product.
2	Natural Resource management n climate action and wild life conservation with	Reduce climatic hazard through forest preservation, Sustainable use of land, forest, and water, and promoting natural	Enhance water security and water management in 100 villages Conservation	Construction and revive of Check dam, Percolation tank, farm pond deep well and other irrigation facility. Implement watershed	Improved ground water 1foot Increase irrigation facility and water use efficiency by	Climatic hazard reduced. Increased in crop productivity. Land use for different cropping season	Agriculture visibility in Rabi and kharif improved. Healthy growth of Plants.

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
	management	farming ,wild life conservation , management in 300 villages of Rayagada, Kalahandi, and Dhenkanal districts	of forest and biodiversity in 100 villages	programme and actives Encourage drip and sprinkling irrigation system. Community awrness programme Promote community forestry programme Restore and regenerate forest. Stop forest fire through awareness programme. Implement drought and flood resilient cropping system. Promote indigenous seed and grain bank Promote inter cropping,	30% Reduce vulnerability of drought by 10% Increase additional cropping are by 30% Agriculture production increase by 20% Degraded forest Restored and forest coverage increased 10%. Fores fire vulnerability reduced. Community forest management and wiled life conservation strengthened in	Sustainable use of forest land water enhanced Increase forest coverage will help climate resilient . Drudgery reduction for collecting water and firewood. NTFP forest food availability increased At least 20% Framers adopt Natural farming practice. House hold food security improved by 20% among the farmers adopting indigenous agriculture practice.	% Conservation and restoration of degraded forest. % of Agroforestry area incresed. Practice developed on sustainable harvesting of NTFP and other

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
			Promote climate smart agriculture in 100 villages	crop diversification and organic farming. Skill development farmers on Organic farming through training and exposure.	50 % of the programme villages Climate -resilient agriculture system adopted by community in 100 villages. Improve soil health and agriculture productivity by all villages. Enhanced livelihood security for 1000 families. Skill developed for 2000 farmers on organic farming,	Reduction in agriculture impute cost per acer among on agriculture by 30% practicing farmers. Increase in community access to agriculture and related line department services.	forest resource. 20% farmers enhanced natural faming practice Number of food secure month per house hold. % of area(acr) under organic farming. % increase of nonprofit. % of farmer enrolled in crop insurance scheme.
3	Women Right and empowerment-	Empower 5,000 women to live with dignity and a	Increase income of 25% for 2000	Formation, Strengthen women group and federation.	Increase income and financial security of	Women group are economically empowered and	%of women take active role in decision

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
		violence-free life, and to become economically independent in Rayagada, Dhenkanal, and Kalahandi districts.	women. Increase 50%in taking leadership in local governance system. Reduce domestic and workplace violence by 10 % for women. 500 girls will be inked with education intuition and got quality education	Agriculture support for women group for climate resilient agriculture Entrepreneurship support to vulnerable women and women group Organise skill development training and financial linkage for women group. Organise PRI members training. Organise women leadership training. Organise single women network Organise women	women 100 group Entrepreneurship skill developed and continuing economic activities with 100 group. Active participation at PRI meeting increased by 50% 500 omen leaders created to deal women issues at panchayat level. Vulnerable	financially sustainable and leave dignified life. Increase active participation of women PRI reduction in proxy representation. Women live violence free life. Gils right to educational right is	making. % women group generating regular income. % of women PRI actively participate in meeting. % of representation in different committee and planning, No of girls completing primary /

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
			Reduce force and child marriage 300 girls.	support centre Organise training on various legal facility and opportunity for women and girls. Linking with educational institution and Govt schemes	women issue will be addressed and financial linkage build-up for 500 women. 3 women support centre establish at district level to address various women violence case. Women and community will aware and take action to reduce violence against women. 500 Girls will got Quality education and self reliance Child and force marriage stop for at least 300 girls.	ensured and child marriage is prevented in targeted community.	secondary/higher education. % reduction in child and force marriage,

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
4	Health and Sanitation and disability (Mental health)	Reduce malaria, diarrhoea, and TB deaths by 50% in 300 villages of Rayagada, Kalahandi and Dhenkanal district, and reduce IMR and MMR50%through 100% institutional delivery.	Reduce malaria ,diarrhoea and TB 5o% in 300 villages Reduce anaemia 50% in rural villages. Reduce malnutrition of children. IMR and MMR reduces 5o% Instructional delivery 100	Community awareness programme on health issues. Collaborative programme with Panchayat and Govt department on safe drinking water and sanitation .programme. Actively working with gaon Kalyan samite. Organise health camps regularly for health screening and treatment, Organised adolescent groups for their health issues. Organising community for intuitional delivery. Woking with ASHA ,Anganwadi and ANM for anaemia and	Community strengthens to deal with health issues on all working villages 100% institutional delivery ensured. Village sanitation improved in 200 village Drinking water problem solved in all working village .	Community in all working villages are empowered to Prevent and mange health issue effectively All pregnant women in target villages deliver in health facilities under safe condition Sanitation and hygiene practice improved , leading to healthier community in 200 villages All household in working village access to adequate drinking water .	% of villages with community health communities actively functioning % of reduction in maternal and neonatal complication % of reduction in sanitation-related illness.

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
		During 2030, 100 mental health patients will continue receiving treatment in Rayagada district.	% ensured	malnutrition issues. Budling health cader at village level for suitable health programme. Community meeting Survey on person with disability Training organised for staff. Linkage building with health institution Support for treatment	Panchayat and Gaon Kalyan samite will be active 200 villages Health facility received through Govt scheme in 200 villages. 50% Anaemia and malnutrition reduced in 300 villages Health cader developed for sustainable programme in 200 villages . Addressing adolescent	Panchayat and Goan Kalyan Samiti actively on 200 villages on planning and implementation health and development programmes . Health facilities in 200 villages are strengthen through Govt Scheme improving access and quality of care. 50 % Anaemia and malnutrition among children and women are significantly reduced in 300 villages	% of house with Acces to safe drinking water. % of reduction in anaemia prevalence among women and children. % of gaon Kalyan samite meeting regularly. No villages with

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
					health issues in 200 village Community will be aware on the issue and sensitise. Linkage build of with stake holders. 100 patient get treatment.	Sustainable community-based health programme are established in 200 villages Adolescent in 200 villages awareness , access , and utilization of health services Health issues of women addressed and IMR and MMR reduced through 100% institutional delivery and regular follow-up. Mental health issues addressed	functional health centre under govt scheme. Number of trained health cadre at village, % of IMR and MMR reduced.
5	Education and Human	Improve access to quality education	Improve quality	Community Awareness	Community Awar and		% of dropout

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
	Resource Development	for 2,000 students in Rayagada, Kalahandi, and Dhenkanal districts, and develop 5,000 college students and youth as change-makers for social issues.	education through available quality resources. To reduce the school dropout rate among marginalized groups across 100 villages. To reduce illiteracy from 32.29% to 10% and decrease the school dropout rate by 50% through community	programme. Survey for identification of dropout student. Regular engagement for enrolled at school and residential school. Support for poor student Activate Village education committee. Organise collage programme regularly. Organise youth convention at various level	dropout rate reduced 50% 30% Student encirclement at residential institution sustained and quality education ensured in operational villages. Girls' education improved 50% and child marriage reduced 80%, All Youth group strengthen and took active part in village development and reduce violence	Increase community awareness and reduce the school dropout rate by 50% Student increase access to quality residential education. % decrease in school dropout rate (target: 50%) Number of children re-enrolled in schools School attendance rate (%) among target students . Reduce chield marriage lead to better life opportunity for girls.	rate decreases %ofchild marriage prevented.

S. No	Thematic Area	Goal	Objective	Major Activities Impute	Output	Outcome	Indicator
			engagement. To develop 5,000 college students and dropout youth as change-makers addressing social issues.”	Organise Skill training for youth.	at various level.	Active youth participation in community development.	Reduction in reported violence incident Reported

Organisation Goal

S. No	Thematic Area	Goals	Objectives	Major activities/imputes	Output	Outcome (2031)	Indicator
1	Management	By 2031, FARR will strengthen long-term sustainability by developing a cadre of 10 second line leaders to manage key programmes	Establish a structured leadership development framework by 2025 to identify and mentor 10 potential second-line	Identify 10 potential second-line leaders using clear selection criteria. Develop and adopt a structured leadership development and succession framework. Organize regular	Ten trained and committed second-line leaders identified. Leadership development and succession framework	Ten strong ,dedicated and capable second-line leadership in place. Improved organisational governance and decision-making system	Performance appraisal scores of second line leaders. Frequency of second line leaders leading

		and governance functions, ensuring leadership continuity.	leaders. Develop a clear and time-bound roadmap for leadership transition by the end of 2031. Strengthen leadership capacities through regular training, mentorship, and growth opportunities. Ensure the organisation's long-term sustainability and continued social impact.	leadership training, mentoring, and coaching sessions. Provide opportunities for second-line leaders to lead projects and represent the organisation. Prepare and implement a clear leadership transition roadmap up to 2031. Review progress annually to ensure organisational sustainability and continuity.	established. By 20265 Enhanced leadership, management, and governance capacities for 10 leaders. Documented organisational sustainability and continuity reviewed regularly.	. Enhanced long-term sustainability and social impact of the organisation.	majeure project. No of board management meeting held with quorum and documented decision.
<u>2</u>	Infrastructures	By 2031, the organization will establish and	Establish well-equipped infrastructure,	Design building plans with required facilities for training and office	Design specification approved.	Safe functional and officebuilding, training centre used.	Use of structure with facility.

		operationalize two well-equipped buildings one dedicated to training and one for office operations to ensure safe working conditions and improve programme efficiency. These facilities will support regular trainings, meetings, and outreach activities, thereby strengthen institutional capacity and learn systems.	including two dedicated buildings, to enhance institutional capacity and support training and office operations.	use. Construct or renovate buildings as per specifications. Equip buildings with furniture and fixture , training materials, IT, and office infrastructure. Organise fund for construction	Two building completed and completion certificate opened. Training equipment and IT system material procured.	Improve efficiency and quality service delivery.	
<u>3</u>	Corpus for Sustainably	To build a diversified donor base and establish a corpus fund of	Build a diversified donor base to establish a ₹2	Identify and map potential domestic and international donors,	Comprehensive doner data base developed and priority doner	Increase access relevant and high potential doner .	% of doner allied with organisation mission /

		approximately Rs.2 crore by 2031, while increasing the organization's annual budget to Rs. 25 crores, reducing dependence on project-based funding and ensuring long-term financial stability.	crore corpus fund for long-term financial sustainability and reduce dependency. To establish a stable , diversified funding base that support to raised annual budged 25 cros and reduce financial vulnerability	corporates, and foundations. Develop a comprehensive fundraising and donor engagement strategy. Maintain regular communication, reporting, and effective relationship management with donors.	list prepared Fund rising strategy developed and approved. Doner contact and regular engagement continued. Regular doner report submitted and doner meeting continue.	Increase efficiency and success rate in resource mobilisation. Increase doner retention and repeated funding.	priority Number of fund rising campaign /events plan and executed. % of fund raised from diversified source.
4	Documentation	By 2031, the organization will establish a dedicated documentation and communication unit and implement a comprehensive	Establish a strong documentation and communication unit with a comprehensive visibility strategy to improve	Set up a dedicated documentation and communication unit with skilled staff. Develop and implement a comprehensive visibility and communication strategy.	Improved organizational transparency and accountability. Enhanced knowledge management and efficient	Organisation constituently operate with Openness and follow accountability mechanism that are accessible to stake holders.	Number of internal and external audit conducted. % of programme with complete and Up To Date

		digital visibility strategy, including standardized reporting systems and active use of social media platforms. This will improve data management efficiency, enhance transparency and stakeholder engagement, and ensure at least 80% of programme outputs are systematically documented and communicated	efficiency, transparency, knowledge management, and stakeholder engagement.	Create standardized systems for data collection, reporting, and knowledge management. Produce regular publications, newsletters, and digital content to share organizational work. Monitor and evaluate communication effectiveness and update strategies accordingly.	documentation of programs. Stronger stakeholder engagement and trust. Increased visibility and recognition of the organization's work and impact.		documentation. Number of social media reach and engagement.
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Human Resource Requirements

S. No	Thematic areas	Goals	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
1	Livelihood and food Security	To enhance food and financial security of 6,000 vulnerable families in Rayagada, Kalahandi, and Dhenkanal by increasing food security by 20% over the next five years through strengthened and diversified livelihood programmes.	30	30	30	30	30
2	Natural Resource management n climate action and wild life conservation with management	Reduce climatic hazard through forest preservation, Sustainable use of land, forest, and water, and promoting natural farming ,wild life conservation , management in 300 villages of Rayagada, Kalahandi, and Dhenkanal districts.	30	30	30	30	30
3	Women Right and empowerment	Empower 5,000 women to live with dignity and a violence-free life, and to become economically independent in Rayagada, Dhenkanal, and Kalahandi districts.	20	20	20	20	20
4	Health and Sanitation and disability (Mental health)	Reduce malaria, diarrhoea, and TB deaths by 50% in 300 villages of three district, and reduce IMR and MMR50%through 100% institutional delivery.	20	20	20	20	20
5	Education and Human Resource Development	Improve access to quality education for 2,000 students in Rayagada, Kalahandi, and Dhenkanal districts, and develop 5,000 college students as change-makers for social issues.	10	20	20	20	20

Organisation Infrastructure Development and Assets

S. No	Requirement	No	Year 1 2026-27	Year 2 2026-27	Year 3 2028-28	Year 4 2029-30	Year 5 2030-31
1	Office Building	1		3000000			
2	Training Building	1		3000000			
3	Corpus fund	1			50,00000	50,00000	

Budget for 5 years

Sl. No	Thematic areas	Goals	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31
1	Livelihood and food Security	Increasing 20% food Security for 6,000 families in three districts—Rayagada, Kalahandi, and Dhenkanal—through livelihood programmes and enhancing their financial security over the next five years	50,00000	60,00000	70,00000	80,00000	100,00000
2	Natural Resource management and climate action	Reduce climatic hazard through forest preservation, sustainable use of land, forest, and water, and promoting natural farming in 300 villages of Rayagada, Kalahandi, and Dhenkanal districts.	10000000	115,00000	133,00000	153,00000	175,00000
3	Women Right and empowerment	Empower 5,000 women to live with dignity and a violence-free life, and to become economically independent in Rayagada, Dhenkanal, and Kalahandi districts	50,00000	58,00000	70,00000	82,00000	100,00000
4	Health and Sanitation, Disability(Mental Health)	Reduce malaria, diarrhoea, and TB deaths by 50% in 200 villages of Rayagada district, and reduce IMR and MMR50%through 100% institutional	80,00000	92,00000	110,00000	126,00000	155,00000

Sl. No	Thematic areas	Goals	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31
		delivery.					
5	Education and Human Resource Development	Improve access to quality education for 2,000 students in Rayagada, Kalahandi, and Dhenkanal districts, and develop 5,000 college students as change-makers for social issues.	25,00000	30,00000	35,00000	40,00000	50,00000
7	Staff Cost	Salary of Staff	20,00000	23,00000	25,00000	29,00000	35,00000
8	Staff development	Training ,orientation, exposure	300000	300,000	350,000	400000	400000
9	Office cost	Over head expenses	6,00000	6,00000	7,00000	7,00000	8,00000
10	Organisation	Office construction and Fund		60,00000	50,00000	50,00000	
		Total Budget	333,00000	4,47,00000	503,00000	5,91,00000	627,00000

Implementation of the Strategic Plan

Strategic execution, review and evaluation

FARR will adopt a systematic and participatory approach to ensure effective implementation of its Strategic Plan and achievement of organizational objectives. A robust implementation framework will be developed, clearly outlining roles and responsibilities across project teams, management staff, Board members, local authorities, and community stakeholders.

The execution of the Strategic Plan will be guided by annual action plans with clearly defined goals, timelines, and measurable outcomes. Each strategic priority, action item, and project phase will be assigned to specific teams and individuals to ensure accountability and timely delivery.

Regular planning, monitoring, and review meetings will be conducted with the Board and senior project leaders to assess progress, address implementation gaps, and take corrective actions as needed. These periodic reviews will strengthen governance, enhance transparency, and ensure alignment with FARR's vision, mission, and strategic objectives.

Clear delegation of responsibilities among team members will promote ownership, coordination, and efficiency in implementation. Emphasis will be placed on capacity building, internal communication, and teamwork to strengthen institutional performance.

This collaborative and adaptive implementation framework is particularly critical in addressing rural and tribal challenges such as limited infrastructure, diverse community needs, geographical constraints, and resource limitations. By maintaining flexibility and continuous engagement with stakeholders, FARR will ensure responsive, inclusive, and sustainable execution of its Strategic Plan.

Successful implementation of this Strategic Plan will depend on strong leadership, effective teamwork, accountable governance, and active participation of communities and stakeholders. Through robust planning, transparent monitoring, and continuous learning, FARR will remain responsive to emerging challenges while staying firmly aligned with its vision, mission, and core values.

By fostering partnerships with government institutions, civil society organizations, donors, and community-based groups, FARR aims to create sustainable and inclusive development outcomes—particularly for women, single women, tribal communities, and other marginalized groups. This Strategic Plan reaffirms FARR's resolve to promote dignity, rights, and resilience, and to serve as a catalyst for transformative social change in the years ahead.

We Grew with the Partnership

OUR DONORS & SUPPORTERS

 OXFAM 1984-1995 1999-2015	 Cusco International Bangladesh 1985	 Royal Netherlands Embassy 1985-1987	 CAPART Delhi 1988	 HIVOS 1985-2000
 Community Aid ABORD 1988-1998	 ARASW 1988-1999	 SWISSAID 1987-1997	 EZE/GPC 1988-1989 1991-2003	 oxfam 1988 1994-1998
 AUSTRALIAN HIGH COMMISSION 1992-2001	 Australian High Commission 1992	 International Justice Centre 1988 2000-2001	 ANDHERT HILFE Help for the German People in Bangladesh 1995	 World Health Organization 1996
 WIDE 1996	 TDH 1998	 BRITISH COUNCIL 1997	 Save the Children S.C.F. 1985-1999	 HOLDEN FOUNDATION 1988
 Help age India 1988-2008 2009-2011	 Sida 1998-2004	 actionaid 1988-2006	 IHRIP 1998	 FORUM-ASIA 1999-2004
 AHC 2000	 CARE India 2000-2004 2006-2007	 SANGHTI 2001	 DFID 2004-2014 2012-2016	 DFID 2004-2007

OUR DONORS & SUPPORTERS

 The Hunger Project 2004	 FWWS 2005-2007 2009	 NLM Ministry of Human Resource Development, Literacy Govt. of India 2004-2005	 NINAYA NINAYA TRUST 26-11-2013	 POPULATION COUNCIL National Resource Project 2007
 NABWO NATIONAL ALLIANCE OF WOMEN 2002-2021	 HEALTH & FAMILY WELFARE Govt. of Odisha 2007-2009	 NABARD 2008-2009	 NCLP Govt. of India 2007-2017	 SDTT MUMBAI TATA TRUST 2012-2014
 NIRM Govt. of Odisha 2012	 EST & AG DEVELOPMENT GOVT OF ODISHA 2008-2011, 2017-2021 2018-2023	 OSGP (Ministry of Panchayati & Environment, Govt. of Odisha) 2012-2013, 2014-2015	 JSTT CCHP 2015-2016	 ORFEL DEPARTMENT OF MEDICAL SCIENCES 2014-2016
 DEPARTMENT OF AGRICULTURE & FISHERIES GOVT. OF ODISHA 2008-2011	 ODISHA Shree Anandapada (SAA) 2008-2009 2009-2014	 DEPARTMENT OF AGRICULTURE & FISHERIES GOVT. OF ODISHA 2008-2009		

Conclusion

This Strategic Plan reflects FARR’s long-standing commitment to social justice, gender equality, and sustainable development in rural and tribal regions of Odisha. Building on over four decades of grassroots experience, the plan provides a clear roadmap to strengthen institutional capacity, deepen community engagement, and expand the impact of FARR’s interventions across key thematic areas.

Successful implementation of this Strategic Plan will depend on strong leadership, effective teamwork, accountable governance, and active participation of communities and stakeholders. Through robust planning, transparent monitoring, and continuous learning, FARR will remain responsive to emerging challenges while staying firmly aligned with its vision, mission, and core values.

By fostering partnerships with government institutions, civil society organizations, donors, and community-based groups, FARR aims to create sustainable and inclusive development outcomes—particularly for women, single women, tribal communities, and other marginalized groups. This Strategic Plan reaffirms FARR’s resolve to promote dignity, rights, and resilience, and to serve as a catalyst for transformative social change in the years ahead.