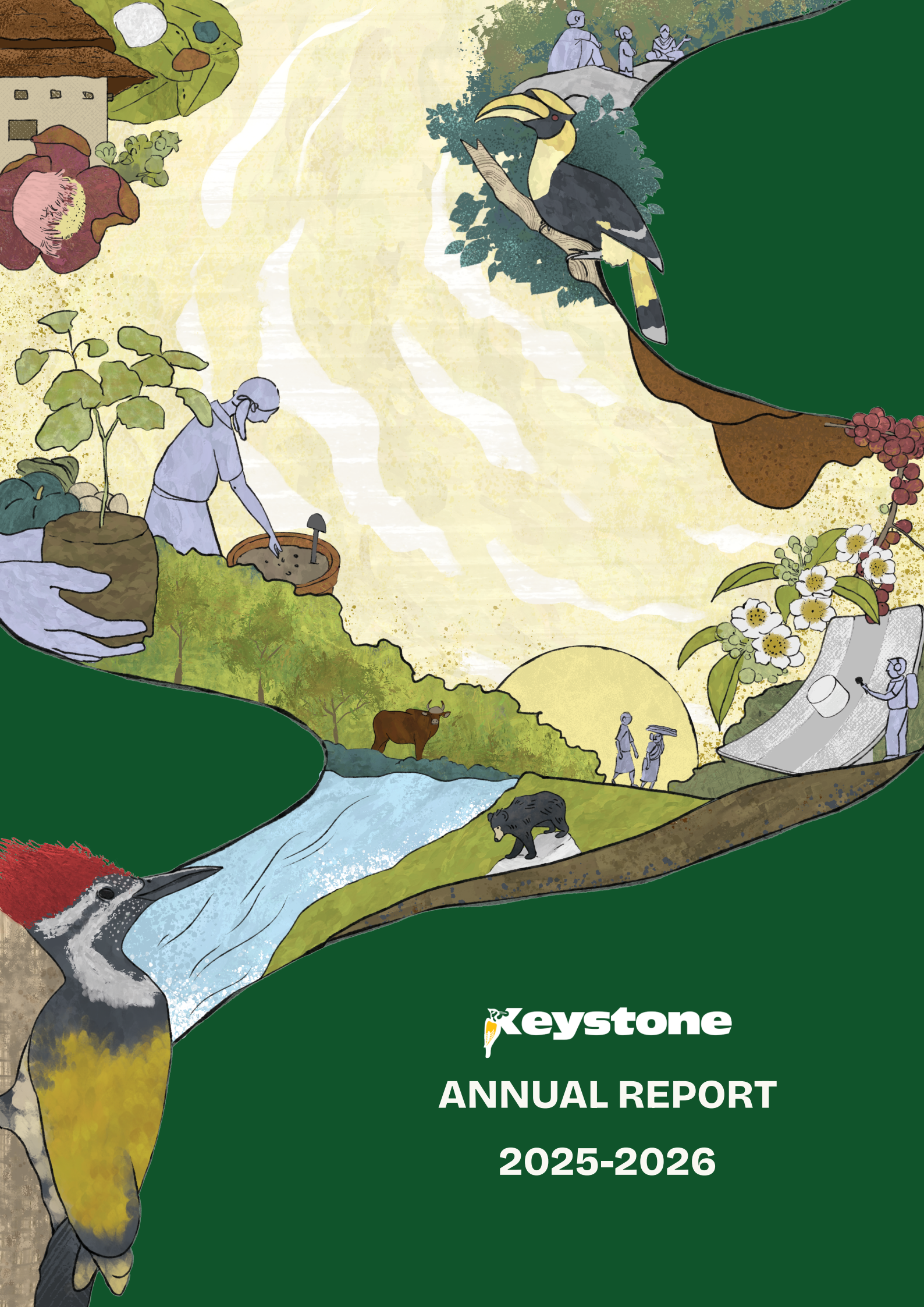


Keystone

ANNUAL REPORT

2025-2026

This document was prepared for publication by the
Keystone Foundation team.

Published by: Keystone Foundation

Address: 41/111D, Groves Hill Road, Kotagiri, Nilgiris
District, Tamil Nadu. 643217

Illustrations: Sugandha Menda

Layout: Knowledge Hub

Photo Credits: Keystone Foundation

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Keystone
A GROUP FOR ECO-DEVELOPMENT INITIATIVES

ANNUAL REPORT

2025-2026



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LIST OF ABBREVIATIONS

AF	Analog Forestry
APNME	Asia-Pacific Network for Moral Education
CbMRV	Community-based Monitoring, Reporting, and Verification
CFR	Community Forest Resource
CFRMC	Community Forest Resource Management Committee
CHW	Community Health Worker
CR	Community Rights
CRP	Community Resource Person
DDMA	District Disaster Management Authority
DRG	Disaster Response Group
FAO	Food and Agriculture Organization
FPO	Farmer Producer Organisation
FRA	Forest Rights Act
FRC	Forest Rights Committee
GAGGA	Global Alliance for Green and Gender Action
GEDSI	Gender Equality, Disability, and Social Inclusion
GESI	Gender Equality and Social Inclusion Framework
IAG	Inter Agency Group
ICAR	Indian Council of Agricultural Research
IFR	Individual Forest Rights
IPCC	Intergovernmental Panel on Climate Change
IPLC	Indigenous People and Local Communities
IPON	Indigenous Peoples Observatory Network
IUCN	International Union for Conservation of Nature
KFRI	Kerala Forest Research Institute
KILA	Kerala Institute of Local Administration
KIRTADS	Kerala Institute for Research, Training & Development Studies
PARI	People's Archive of Rural India
NABARD	National Bank for Agriculture and Rural Development
NBR	Nilgiri Biosphere Reserve
OIS	Organisation Information Systems
RET plant	Rare, Endangered, and Threatened plant
T&O	Training and Outreach
TEK	Traditional Ecological Knowledge
ToT	Training of Trainers
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

FOREWORD

Keystone Foundation completed 32 years in November 2025 and since 2005, we have had Annual Reports that capture, and reflect on, our activities, challenges and opportunities. When I start to write the Foreword, I look for the outliers, search for what defines us as Keystone this year, what has been one innovation, one deep learning and design. Something that will help us carry on in the next few years. Like a wave in the ocean which helps the movement sustain, keep the values and integrity of this organization. As you read through, you will find these nuggets and insights that have come along the way, in villages, in travel, in writing and in communication.

Each of the 6 thematic areas – Biodiversity Conservation, Community Wellbeing, People & Nature Collectives, Climate Change, Knowledge Hub and Organizational Development has performed very well. They have not only implemented projects with communities on ground but designed and conceived new concepts, strategies and expanded horizons and landscapes.

The Annual Report gives you a new format of results achieved – for example number of Individual Forest Rights issued, Trainings held, Trees and saplings planted, communities engaged. Each chapter is almost like a stand-alone, you can pick let's say Climate Change and dive deep into Community-based MRV, or in Biodiversity understand how restoration is being done on ground and what are the challenges. But more than the reports, what strikes me is how this team has learnt to adapt, learn, and innovate diverse situations and contexts. People & Nature Collective's foray with youth in Kerala, Climate Change team's working mechanism with the Tamil Nadu Government and UK PACT deadlines, Biodiversity Conservation's work with estates, schools, Forest Departments and wildlife or Community Well Being tackling Livelihoods, Governance and Health – each deep dives in their own way.

The year like all years have been intense, many youngsters have arrived and some have left – we had a change in the communications team, but the team has managed and coped to keep the hive working. With less forage – nectar and pollen, manage with less food as bees do. In Eastern India, our team's work is visual and amazing. Service Delivery – the WhatsApp group for all of us - where we post what we have done and interesting snippets of work and times. The water work in Eastern India is bringing tremendous attention to several villages in the region, who are looking for our assistance.

As I write this (21st July, 2026), our work on the new building – People & Nature Centre has begun, after a wait of 3 years for permission.

We wish to thank Department of Environment, Forests & Climate Change, Government of Tamil Nadu for their unstinted support, guidance, the District Administration and Collector who has been a great supporter and partner in our Climate Curriculum work, the Tamil Nadu Forest Department, the Kerala Forest Department for their collaboration in our invasive's ecology and restoration work, our donors both in India and abroad. Without their belief that Keystone Foundation has shown a 3 decade plus track record to reinvent how work is implemented in ground, how communities' relationships matter and research is embedded on ground and field.

We wish to thank our Trustees and Advisors for their enthusiasm and engaging us with wisdom, insights, and foresights.

Pratim Roy

Founder Director

Kotagiri, 21st July 2026

PROGRAMME STRUCTURE



What we work to achieve:



ORGANISATION OUTCOMES

The following are thematic areas of focus towards Keystone's central mission:
" To improve the quality of life and the environment."

Landscape Health and Ecosystem Integrity

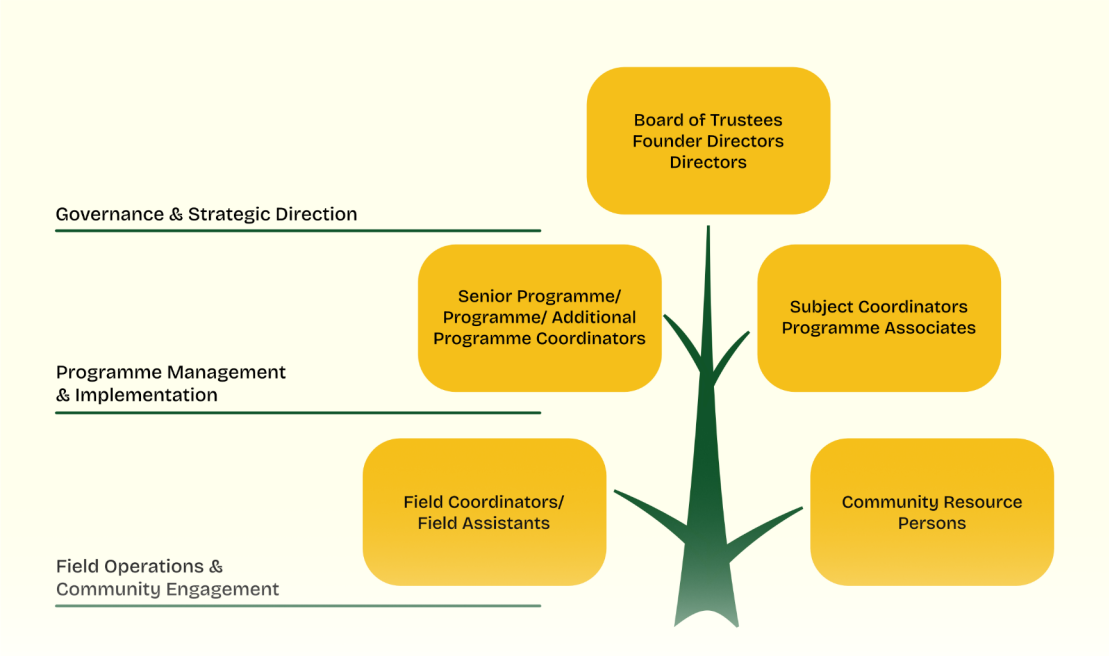
Social Cohesion, Leadership and Community Institutions

Nature-based Livelihoods

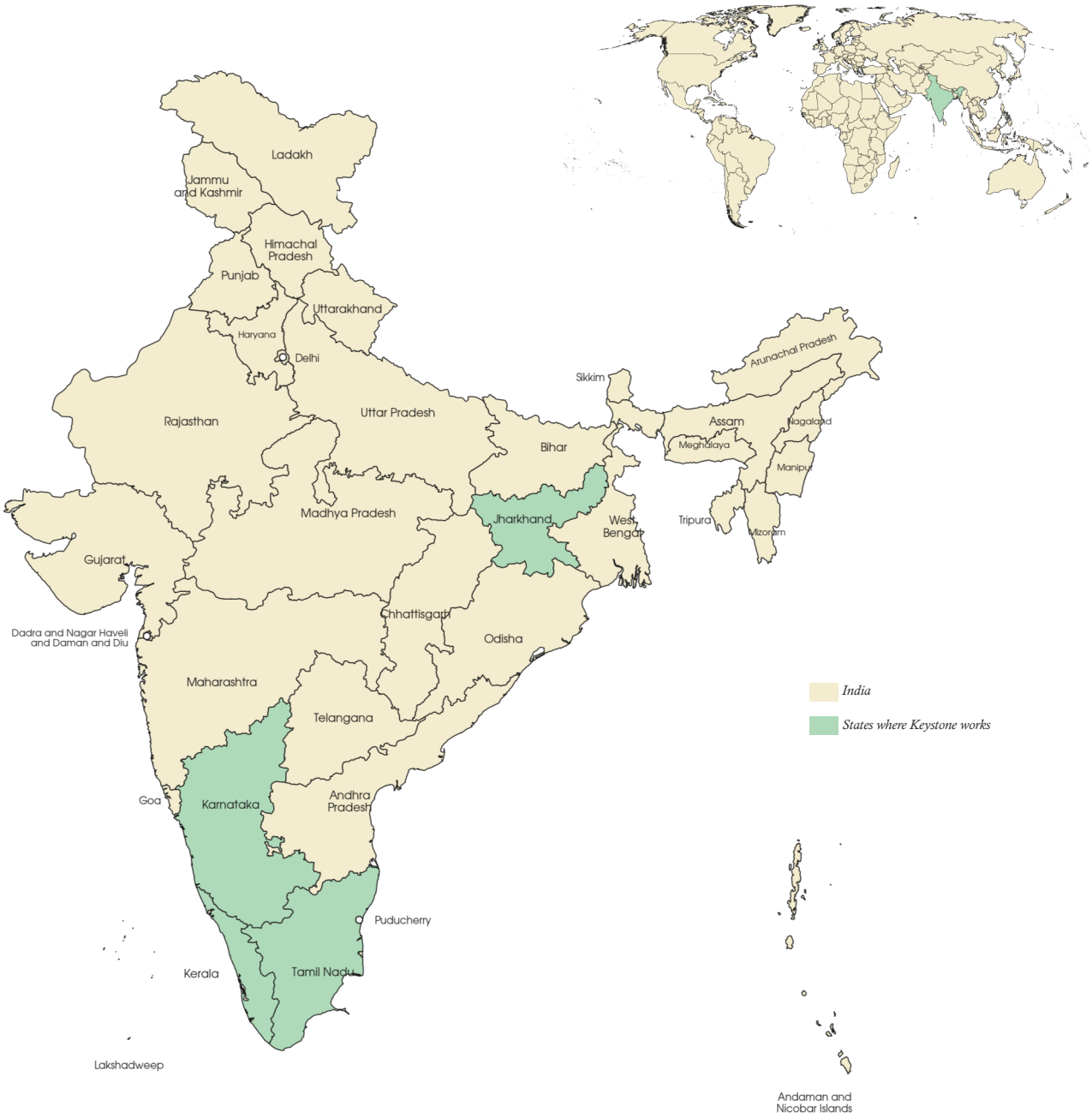
Knowledge, Capacities and Engagements

The recurrence of some or all of these themes is based on each programme's scope of work and will duly be reflected in each relevant section.

ORGANISATION STRUCTURE



OUR WORKING AREAS



*Map not to scale.

KEYSTONE IN SOUTHERN INDIA



KEYSTONE IN EASTERN INDIA





BIODIVERSITY CONSERVATION

OVERVIEW

Keystone Foundation's mission is to enhance the quality of life and the environment.

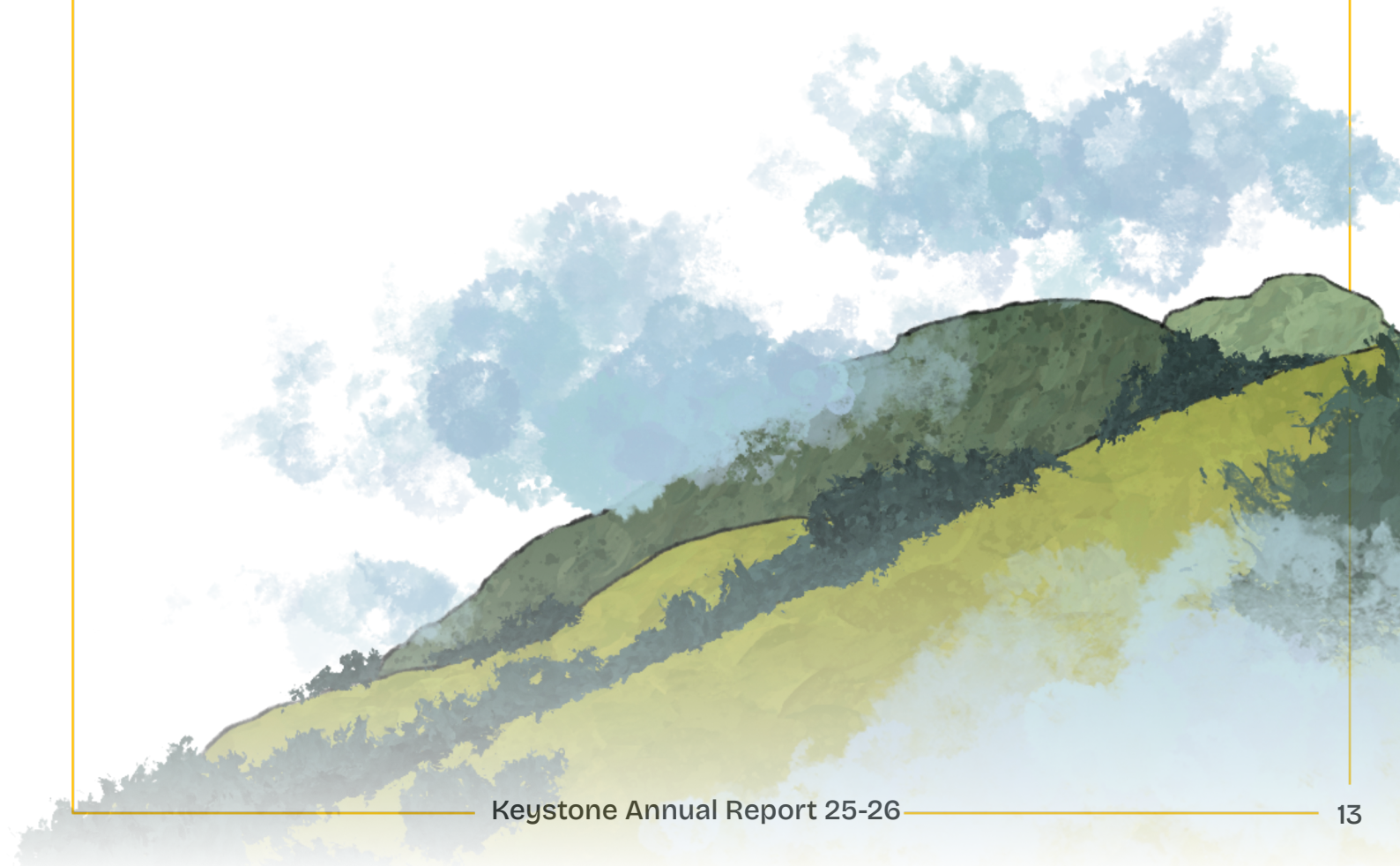
The Biodiversity Conservation Programme advances this mission by strengthening the ecological and social conditions that enable biodiversity to thrive amid climate change and increasing human pressures. We examine how different intensities of human use across protected and non-protected landscapes shape biodiversity outcomes, and we develop adaptation and mitigation strategies that promote ecosystem resilience while balancing conservation priorities with human well-being.

Our work integrates applied research, field-based implementation, policy advocacy, conservation networks, outreach, and strong community partnerships. We believe biodiversity conservation must be grounded in local knowledge, supported by science, and sustained through collaborative action.

As global biodiversity faces accelerating threats—declining pollinators, invasive species, rising human–wildlife interactions, and continued loss of rare, endangered, and threatened species, the programme focuses on three interconnected themes: Bees and Pollinators, Ecological Restoration, and Human–Wildlife Interaction. Through research, action, and advocacy, we work to secure resilient ecosystems that support both nature and people.

THEMES

- Apiculture, Bees and Pollinators
- Ecological Restoration
- Human- Wildlife Interaction



TEAM

	Female	Male	Total
Staff	8	14	22
Community Resource Persons & Barefoot Ecologists	15	22	37

KEY RESULTS

- **Enhanced Pollination & Ecosystem Support**: With 308 women and 284 men beekeepers managing 477 *Apis cerana* and 276 stingless bee colonies, pollination services have increased, supporting plant pollination and overall ecosystem health.
- **Ecological Restoration**: 896 hectares of degraded land have been restored, improving soil fertility, water retention, and providing habitats for various species. 10,139 plants were raised in nurseries, 66% of which are tree species, and 4,264 plants were outplanted to contribute to habitat restoration, carbon sequestration, and the re-establishment of native flora.
- **Conservation of Species of Concern**: Research on three species of concern supports targeted conservation efforts and informs management strategies to protect vulnerable biodiversity.
- **Coexistence Engagement for Biodiversity**: 56 coexistence villages in Kotagiri and Coonoor have been actively involved, leading to sustainable practices that reduce human-wildlife conflict and enhance long-term conservation outcomes.
- **Outreach**: A total of 143 nature conservation education programmes were conducted for children, along with 57 workshops for youth and local communities to strengthen conservation awareness and community engagement. Additionally, 36 human–wildlife coexistence awareness programmes were organised under the human–wildlife coexistence theme in the regions of Pillur, Sigur, Wayanad, Kotagiri, Eastern India, and Hasanur.



Meeting about the community- led nursery in Bikkapathi Mund

KEY CHALLENGES

Apiculture and Pollinators: Beekeeping as a sustained practice, limited understanding in terms of diversity of bee species and benefits to the ecosystem. Continued engagement with beekeepers.

Ecological Restoration: Long-term invasive management needs a wages-first approach, where regular income for conservation work drives sustained community participation. Sustained restoration requires ongoing community meetings, shared planting knowledge, and livelihood support so communities take long-term ownership of restoration sites. Local social dynamics and governance processes influence implementation, underscoring the need for continuous community engagement and dialogue.

Human Wildlife Interaction: Negative wildlife incidents change people's attitudes toward coexistence. Continuous engagement is needed as new issues arise. Lack of long-term funding affects monitoring and maintenance. Weak waste management systems continue to attract animals.

Species of Concern: While the data processing and analysis was challenging, it can now be standardised and future studies will be much simpler and faster. Acoustics is a great way to monitor different aspects of biodiversity. Data storage and manual validations are challenges.



Native species sapling planting in Wayanad

KEY OUTPUTS

Publications:

- Pocket guide on Birds of Jharkhand; Beekeeping manual on *Apis cerana*.
- Booklets on Waste Management and Indian pangolin

Presentations:

- A poster talk at the Student Conference for Conservation Science 2025, Bangalore, on the Indian pangolin and Gray slender loris research work which received a special mention prize. Title: 'Over the canopy and under the burrow: Understanding the ecology of two nocturnal cryptic mammals in Melseemai'. Vandana Kannan, Mathesan, R. Vijay Ramesh, Anita Varghese and Pratim Roy.

Workshops and Networks:

- Participated in a workshop on 'Indigenous food profiling and biocentric restoration' in Nepal.
- Attended a workshop on 'Integrating the GEDSI Framework into Ecosystem Restoration: A Gender Responsive Approach' in Thailand.
- IUCN World Congress at Abu Dhabi; panel session on Women-led ecological restoration.
- Training on Sustainable Development of Biosphere Reserve – World Network of Biosphere Reserves & UNESCO, China.
- Participation in Apimondia in Denmark, presenting Keystone`s work on *Apis cerana* and *Apis dorsata*.

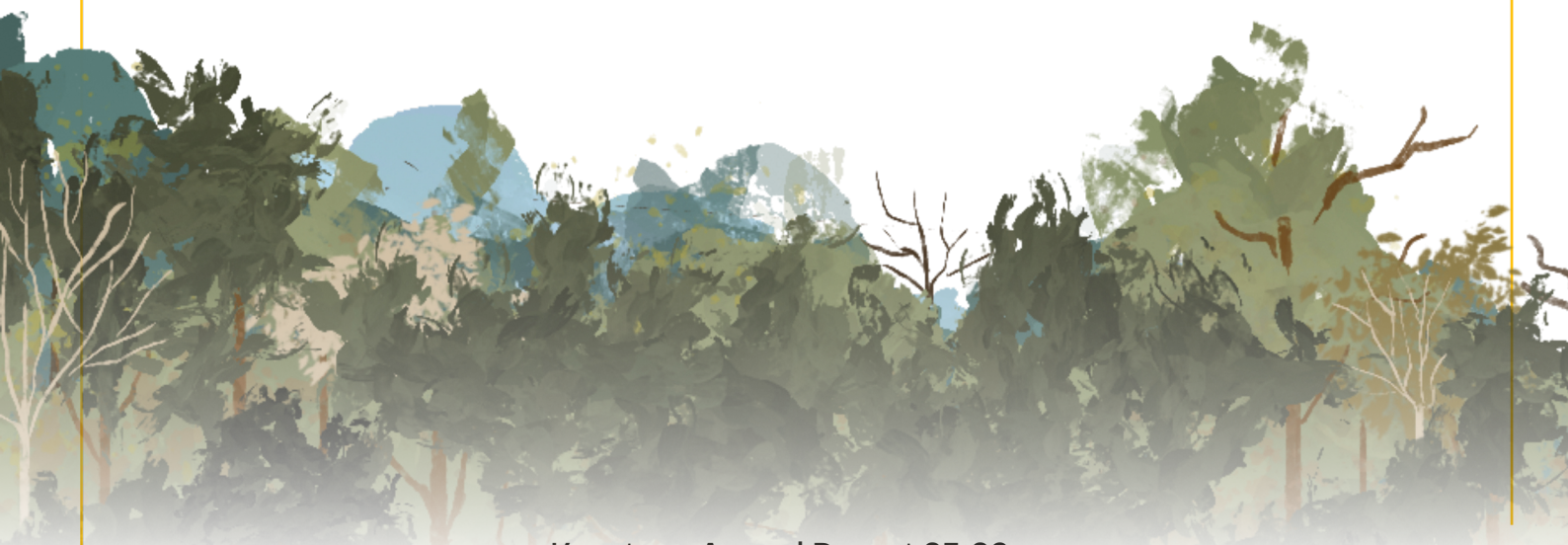
- Level 1 Arboretum Accreditation with ArbNet.
- Contributed exhibits to the Indigenous Peoples Room (MUNE) at FAO, Rome.

FUTURE PLANS

The programme integrates biodiversity conservation, restoration, sustainable livelihoods, research, and education across Jharkhand and the Nilgiri Biosphere Reserve.

Key components include:

- Strengthening honeybee conservation, sustainable beekeeping, and wild bee monitoring, alongside publication of the Nilgiri Biosphere Reserve beekeeping status report and state-level policy advocacy.
- Building IPLC capacities in ecological restoration (including a ToT with the Food and Agriculture Organization), invasive species removal, raising 30,000 native and RET plants across multiple nurseries.
- Advancing species research (Gray slender loris, Indian pangolin, Hornbills), bio-acoustic monitoring, and human–wildlife coexistence initiatives.
- Expanding village-level restoration and coexistence interventions and strengthening Barefoot Ecologist engagement.
- Developing educational and outreach materials, community learning spaces, biodiversity modules, and youth engagement programmes.





Community awareness meeting on the mitigation and management of human-wildlife interactions in Kasturba Nagar, Kotagiri



Outreach activities including planting for "Vanmahotsav" in Wayanad



Nature Education in Indra Nagar, Kotagiri.



Team conducting a biodiversity survey in the grasslands of Elada.



Naturalist Training in Sigur.



Distributing monkey trap cages to the Tamil Nadu Forest Department, Kotagiri Range.



CLIMATE CHANGE

OVERVIEW

The Climate Change Programme aims to support a just transition towards climate-resilient communities and ecosystems by strengthening local capacities, knowledge systems, and institutions, while promoting community-led climate solutions.

Recognising that communities are often the first to experience the impacts of climate change, the programme places them at the centre of decision-making, planning, and implementation. It focuses on building on existing community strengths, knowledge, and practices rather than relying solely on external interventions.

The programme is guided by the values of Gender Equity and Justice, Inclusivity and Collectivism, Ownership and Agency, and Place-based Design. These principles ensure that climate action remains equitable, participatory, and responsive to local ecological, cultural, and socio-economic realities.

THEMES

- Climate knowledge and capacities
- Gender-just climate solutions

The programme is anchored in two interconnected themes: Climate Knowledge and Capacities and Gender-just Climate Solutions. The first focuses on strengthening climate literacy, leadership, technical skills, and evidence generation through research, monitoring, and learning. It enables communities to better understand environmental change, assess risks, and make informed decisions. The second focuses on translating knowledge into action through gender-just, equitable, and locally driven adaptation and mitigation initiatives, including sustainable natural resource management, ecosystem restoration, climate-resilient livelihoods, and conservation efforts.

TEAM

	Female	Male	Total
Staff	9	4	13
Community Resource Persons	63	14	77

APPROACH

The team advances its objectives through a combination of advocacy, research, implementation, and outreach. It promotes policy and institutional change through stakeholder engagement and evidence-based advocacy; generates knowledge through research and analysis; translates insights into action through programme implementation; and fosters awareness, participation, and partnerships through sustained outreach and engagement activities.

Four complementary approaches guide programme delivery. Research and analysis generate evidence and inform decision-making. Implementation supports the development and scaling of community-led solutions. Outreach and communication facilitate learning, awareness, and knowledge exchange. Advocacy and partnerships strengthen collaboration and elevate community voices in policy and governance processes.



Analog Forestry meeting at the Sigur Field Centre

KEY RESULTS

- Partnered with the District Collectorate to implement Climate Education in 51 public schools, reaching 2,500 students across four blocks of the Nilgiris.
- Successful completion of Phase 1 of the climate education programme across four schools in Himachal Pradesh, along with community engagement initiatives through the Himalayan Hub in Theog, Shimla.
- Scaled up Analog Forestry (AF) with women in Sigur from 8 to 25 farmers, and expanded to the Sathyamangalam Tiger Reserve. Successful completion of Phase II of the Community-based Monitoring, Reporting, and Verification (CbMRV) project in Aracode, Vellode, and Killai marked by the final dissemination event in Coimbatore.
- Achieved expected intermediate outcomes like a trained group of 35 key community stakeholders with improved capacities and skills and increased uptake and interest among government and community stakeholders on CbMRV; policy roadmap is under discussion.
- Generated learning on carbon markets and climate finance opportunities, to be explored next year.

KEY CHALLENGES

- Along with the opportunity of scale that comes with working with the government, strategic advocacy to ensure shared outcomes is key to sustained impact.
- Sustainability of long-term projects (5+ years) depends on continuous support from donors and the government.
- Lack of flexible funding, donor review and reporting requirements that are sometimes an overreach, affects timely delivery and quality of outputs.



Key Community Stakeholders of the UK PACT CbMRV project participated in the climate literacy training sessions at the field centres.



A training session for teachers from government schools on implenting climate education module.

KEY OUTPUTS

Publications (published and in preparation)

- CbMRV Toolkit (10 resources co-developed with local communites on designing and implementing community-led ecosystem monitoring).
- Climate Education Module 'Nilgiris Uyirsholai' (place-based, Nilgiris context).
- Book titled Living with Uncertainties (3 chapters on climate change, forest policy, 'good forest' in Sigur/Mudumalai).
- Book by Josmi M.J. on the edible uncultivated wild foods of Wayanad seen through the gender lens and detailing the foraging habits of Wayanad's indigenous and local communities.
- GEO 7 UNEP publication (Dec 2025): Lead author of two chapters; co-author of two chapters in the report Global Environment Outlook, Seventh Edition: A Future We Choose of the UN Environment Programme; co-author of the IKLK dialogues report (Geo-7) [https://www.unep.org/geo/global-environment-outlook-7].
- Op-ed on CbMRV in The Hindu (Dec 2025).
- Two journal articles are in progress with University of Reading (one a perspective/ comment piece proposing an environmental governance framework strengthened by a novel CbMRV model as its evidence architecture, another describing the frameworks itself in detail.).
- Chapter on Climate Education with a praxis lens. (Journal of Moral Education, Bristol University)
- Working Paper 'Analog Forestry as a Gender Just Climate Solution: Experiences from Women Farmers in the Sigur and Sathy Protected Area Landscapes'.
- Seven GAGGA case studies (NBR and other regions).

Presentations & Engagements

- Partner's Meet, Department of Environment, Climate Change & Forests, Tamil Nadu (May 2025).
- Panel on 'One Health in the Nilgiri Biosphere Reserve' at the International One Health Symposium in Kumaraguru Institutions (October 2025).
- Tamil Nadu Climate Summit 4.0 (February 2026).
- Panel on Relational Strategies in Transformative Digital Practices at American Association of Geographers Annual Meeting (Online in March 2026).
- APNME (Asia-Pacific Network for Moral Education) Conference, Kuala Lumpur (November 2025).
- Panel on Just Transition and Climate Conversations, SB62, Bonn, Germany (June 2025).
- IPCC (Intergovernmental Panel on Climate Change) discussion on Diverse Knowledge Systems, University of Reading, UK (February 2026).
- Panel on Green Jobs and Entrepreneurship in collaboration with UNESCO, New Delhi (September 2025).



Key Community Stakeholders of the UK PACT CbMRV project participated in the pilot monitoring sessions.



Bhavya in a panel of Green Jobs at an event on Sustainability Education in Delhi.



Jyotsna and Bhavya in Nepal with the rest of the "Climate Uncertainties" team.

FUTURE PLANS

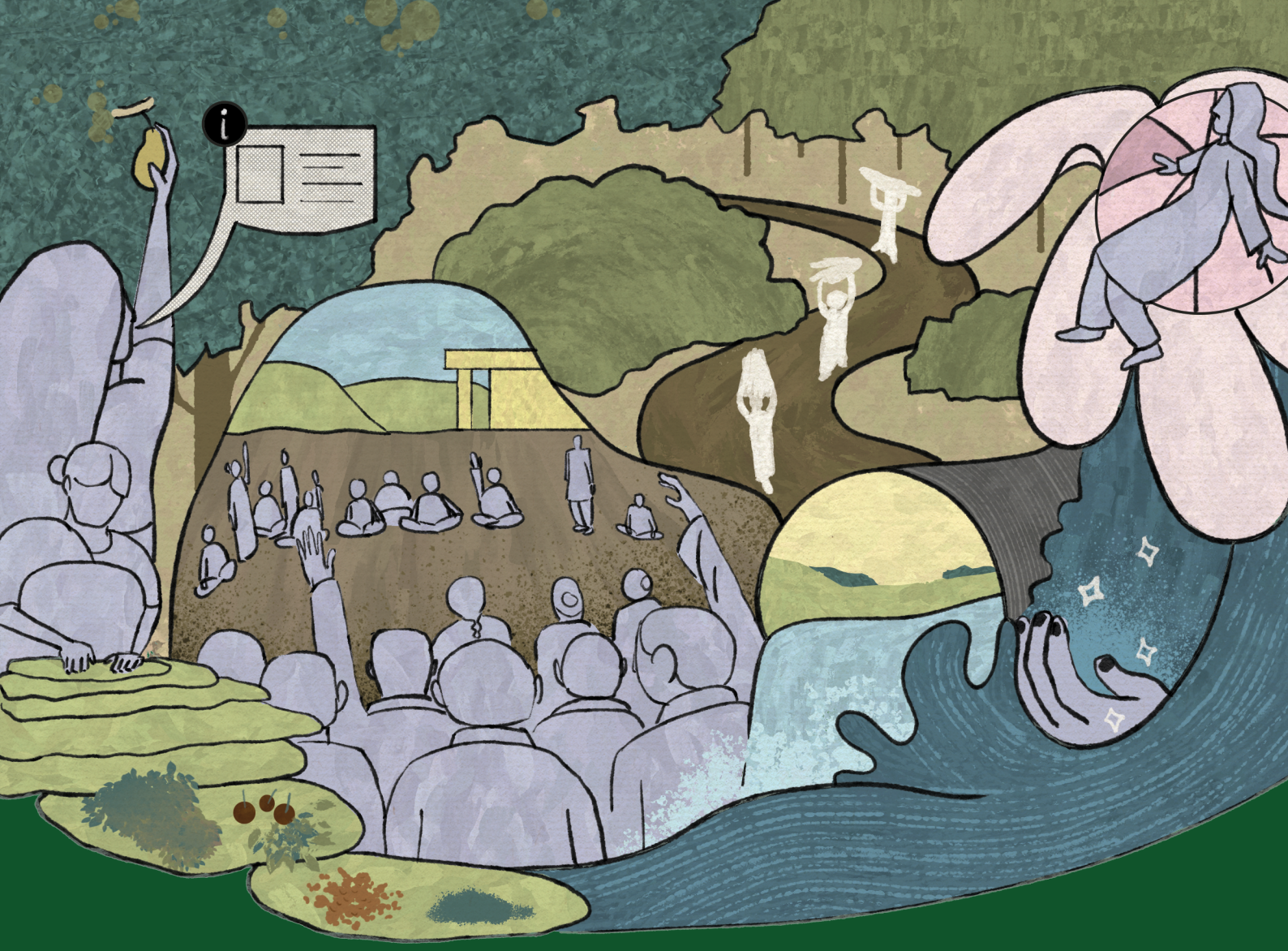
- Continuing and expanding the climate education initiative in collaboration with the district administration, while strengthening State-level engagement through the Climate Education Hub for wider outreach and engagement.
- Scale Analog Forestry and cross-link with other programmes.
- Implement next phase of CbMRV in Aracode, Vellode and Killai (piloting, baselining, reporting readiness).
- Climate literacy for the Climate Change programme, building organisational capacity to integrate a climate lens in practice.
- Extension of other existing activities and programmes at Keystone to new locations (Vellode and Killai).
- Explore a community-based weather monitoring network in the Nilgiris linked to district disaster management, drawing from the Wayanad model.
- Explore different use cases of the CbMRV framework in new sites and in the context of community forest resource management.



The Key Community Stakeholders of the UK PACT CbMRV project received the training completion certificates at the final dissemination event at Coimbatore.



Pratim Roy presenting the UK PACT CbMRV project insights at the partners meet organised by Environment, Climate Change and Forest Department, Government of Tamil Nadu



COMMUNITY WELLBEING

OVERVIEW

What does it mean to live a 'good life'? What are the conditions that allow individuals and communities not only to survive, but to live with dignity, security, agency, and fulfilment? And how do we ensure that communities, especially those that have historically been marginalised and made vulnerable have the right to define this for themselves?

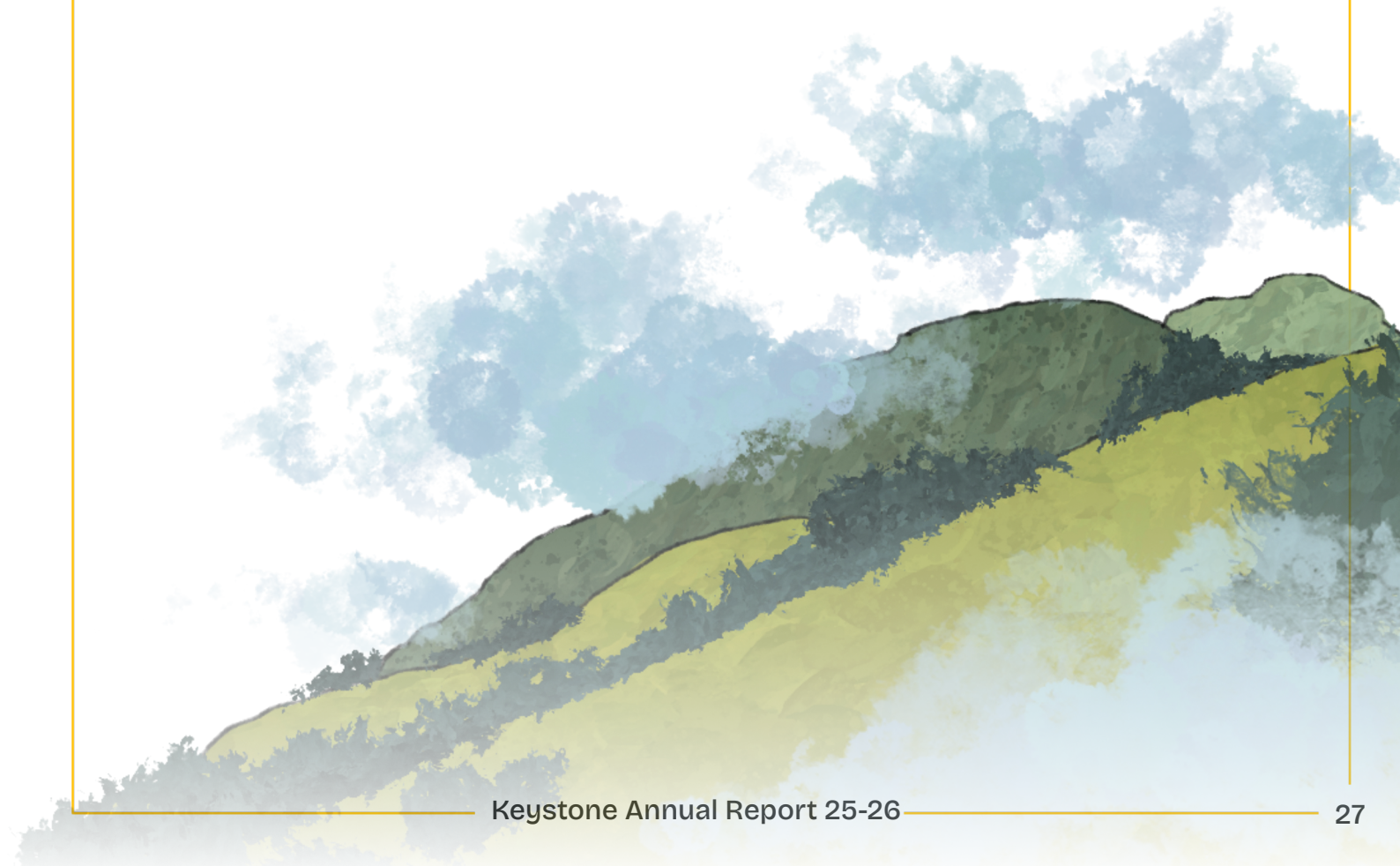
These questions have shaped the Community Wellbeing (CWB) programme at Keystone Foundation. As climate pressures intensify and social inequalities deepen, the challenge is not only to improve quality of life, but to do so in ways that are sustainable, equitable, and rooted in local realities. Over the years, the CWB programme has evolved into an integrated and interdisciplinary model that works across four verticals. Scientific and systematic in its approach, yet deeply grounded in community knowledge and innovation, the programme works collaboratively with governments, indigenous communities, technical experts, and local stakeholders to strengthen long-term resilience across climate-vulnerable landscapes.

Goal

The CWB programme is founded on the understanding that well-being cannot be reduced to a single indicator, but emerges through the interaction of ecological and human health, livelihoods, access to resources, culture, governance, and community agency.

Purpose

Our central mission is to 'improve well-being' by strengthening resilience, reducing vulnerability, and supporting sustainable futures by integrating health, traditional livelihoods, water and sanitation, and environmental governance within a framework that recognises well-being as both social and ecological.



THEMES

Using a combination of on-the-ground implementation, outreach and awareness, research & evidence building, and advocacy, we engage in-

- People-led and Rights-based Action: Communities define priorities through participatory research and collective action, with emphasis on forest rights, entitlements, and access to public services.
- Preventive, Systems-oriented Well-being: Health, nutrition, water, livelihoods, and governance are addressed together to tackle root causes of vulnerability, rather than its symptoms.
- Strengthening Local Institutions and Collective Governance: Local institutions (gram sabhas, youth groups, and disaster management bodies) are strengthened to plan, manage resources, and engage with the State.
- Agro-ecology and Traditional Knowledge for Resilience: Farmer-led agro-ecology, revitalising indigenous food systems, strengthening food security, incomes, and climate resilience.
- Gender- and Youth-centred Leadership: Gender justice and youth leadership are embedded across programme areas, strengthening decision-making and intergenerational knowledge transfer.
- Convergence, Evidence, and Learning: Work in convergence with government systems using community evidence and adaptive learning guided by FPIC, Do No Harm and Gender Equality, Disability, and Social Inclusion (GEDSI) principles.

TEAM

	Female	Male	Total
Staff	7	15	22
Community Health Workers (CHW)	24	-	24
Governance and Livelihood	7		7*
Fellows	1	2	3
Water Volunteers	-	8	8

** The 7 Governance Volunteers are also trained Community Health Workers*

KEY RESULTS

Integration across Verticals: One intervention strengthens another; one form of security enables another. Access to forests has a direct influence on the health and nutrition of indigenous communities. Wild foods and traditional crops contribute significantly to dietary diversity and community health. Access to these foods depends on secure rights to forests and land as well as constructive engagement with the Forest Department to ensure that communities are not excluded from landscapes they have historically stewarded. When communities experience greater land and forest security, their freedom to practice their traditional livelihoods are enhanced. Families are able to access traditional foods, improve nutritional outcomes, and sustain practices that have supported ecological balance for generations. Equally importantly, traditional ecological knowledge continues to be passed on to younger generations, preserving cultural continuity alongside biodiversity. Having access to clean and safe water ensures the health of these communities as well as the continuation of their livelihoods.

Governance: Across Tamil Nadu, Kerala, and Jharkhand, communities strengthened their role in environmental governance and local resilience through collective action rooted in rights, participation, and stewardship.

In Tamil Nadu, 103 Gram Sabhas supported communities in filing 2,290 Individual Forest Rights



Forest Management Plan workshops were conducted for communities that have submitted CFR claims in Pillur, TN

(IFR) claims, alongside 65 Community Rights (CR) and 64 Community Forest Resource (CFR) claims, deepening both tenure security and community-led forest governance. In Kerala, two gram sabhas successfully secured CFR recognition over 3,866 hectares, along with 34 IFR claims, reinforcing community ownership and strengthening post-recognition governance systems.

In Jharkhand, work across 59 Gram Sabhas continued to address the interconnected challenges of forest rights, conservation, gender justice, and access to government services, helping communities engage more actively in local governance and decision-making processes.

At the same time, efforts to strengthen climate resilience and disaster preparedness expanded in Wayanad, Kerala. In collaboration with the Inter Agency Group (IAG) under the District Disaster Management Authority (DDMA), disaster relief committees were strengthened across communities,

trainings were conducted in five gram panchayats, three Disaster Response Groups (DRGs) were formed, and 42 community weather monitoring systems were established. Together, these initiatives improved local preparedness, strengthened early warning systems, and enhanced community capacity to respond to climate-related risks and disasters.

Livelihoods: Across Jharkhand, Kerala, Tamil Nadu, and Karnataka, communities strengthened food sovereignty, agro-ecological resilience, and income security through sustainable farming practices rooted in local knowledge and ecological stewardship.

In Jharkhand, 3,500 families adopted agro-ecological practices that supported more sustainable cultivation systems while improving household food security and reducing dependence on external agricultural inputs. In Kerala, 6,258 farmers across five panchayats engaged in agro-ecology initiatives that strengthened local food systems and encouraged diversified, climate-resilient farming practices.

Meanwhile, in Tamil Nadu and Karnataka, 2,120 farmers cultivated over 540 acres using agro-ecological methods, contributing to improved dietary diversity, better household nutrition, and supplementary income generation. Across all regions, these efforts also reduced dependence on chemical inputs, supporting healthier ecosystems alongside more resilient rural livelihood.

Water: Working in regions with limited or non-existent government infrastructure, the programme supports communities in creating, governing, and maintaining their own water resource systems. Rather than treating access to water as a standalone infrastructure intervention, these efforts are designed as community-owned and community-managed systems that strengthen local stewardship, accountability, and long-term resilience. By placing ownership and decision-making in the hands of communities themselves, the programme not only improves everyday access to water, but also reinforces collective governance and adaptive capacity in the face of growing environmental uncertainty.

In eastern India, 78 village communities strengthened access to water through decentralised systems including spring recharge ponds, water harvesting and storage structures, and solar-powered water supply systems. Across Jharkhand, these initiatives were supported by 17 women-led water user groups and seven trained water stewards who played a central role in system maintenance, water quality monitoring, and ensuring equitable access within their communities. Together, these efforts strengthened both water security and community-led governance over shared natural resources.

Health: The programme's preventive and community-based health model also continues to demonstrate strong outcomes. Community Health Workers (CHWs) remain central to this approach, serving not only as frontline health practitioners, but also as important bridges across Keystone's different programme areas. Their training is intentionally holistic, enabling them to understand the interconnected nature of health, nutrition, sanitation, environment, governance, and livelihoods, and to respond to community well-being in a more integrated way.

In Tamil Nadu, monthly diet diversity monitoring and preventive health interventions reached 400 households, while in Kerala similar initiatives supported 1,029 households. Alongside this, CHWs received continued training, and health awareness programmes engaged more than 2,000 community

members, expanding access to preventive care and strengthening community understanding of nutrition, health, and well-being. Together, these efforts reinforced a model of healthcare rooted not only in treatment, but in prevention, awareness, and community participation.



TB Screening camps organized by the Health team in Nilambur, KL.

KEY CHALLENGES

- **Structural and Infrastructure Constraints:** Limited digital connectivity, difficult terrain, remote settlements, and inadequate access to infrastructure such as irrigation and electric fencing continued to constrain mobility, participation, productivity, and service delivery across programme areas.

  In response, the programme adopted decentralised and offline engagement approaches, strengthened local facilitation systems, and coordinated with local authorities to improve infrastructure access and reduce barriers faced by communities in remote landscapes.

- **Participation and Institutional Functioning:** Uneven functioning of community and local governance institutions affected collective decision-making, implementation processes, and sustained participation in some areas.

  To address this, engagement formats were adapted to local contexts, community leadership was strengthened, and targeted efforts were made to build institutional capacities and improve participation within gram sabhas, collectives, and community-based organisations.

- **Economic Vulnerability and Enterprise Capacity Gaps:** Women's collectives, producer groups, and youth enterprises continued to face challenges linked to market volatility, limited entrepreneurial experience, and weak market linkages.

  In response, enterprise skill development trainings were strengthened through Aadhimalai, while Farmer Producer Organisations (FPOs) and micro-enterprise units were increasingly linked into a more cohesive enterprise network aimed at improving market access, coordination, and long-term sustainability.

- **Climate Variability and Environmental Risk:** Erratic rainfall, extreme monsoon events, changing climatic conditions, and increasing wildlife interactions disrupted agriculture and livelihood activities across several programme regions.

  Adaptive responses included the promotion of climate-resilient agricultural practices, alternative cropping strategies, water conservation systems, infrastructure support, and stronger convergence with local disaster preparedness and management systems to improve community resilience.

- **Systems-level Governance and Market Gaps:** Fragmented implementation of key legislations, particularly the Forest Rights Act (FRA), along with weak institutional convergence and limited political will, continued to affect the sustainability and scale of community-led governance initiatives.

  These challenges were addressed through sustained advocacy, stronger engagement with public systems, convergence-building efforts, and continued support to frontline community cadres and local governance institutions.

- **Dwindling Interest in Forest-based Livelihoods and Youth Engagement:** Younger generations within indigenous and forest-dependent communities are increasingly navigating diverse aspirations shaped by education, mobility, technology, and changing economic realities. The challenge is not simply preserving traditional livelihoods, but enabling communities to adapt while retaining cultural identity, ecological knowledge, and autonomy.

  In response, the CWB programme is working with youth to identify emerging aspirations and develop pathways that connect contemporary opportunities with community governance, ecological stewardship, local entrepreneurship, and culturally rooted livelihood systems, and new pathways for engagement. This includes building platforms for skill development, innovation, and entrepreneurship; while also reimagining what forest-based livelihoods can look like in contemporary contexts. By expanding the scope and imagination of these livelihoods, the programme aims to create opportunities that are both culturally rooted and economically viable.



Traditional food and seed festivals organised to across WB and JH to preserve indigenous knowledge

KEY OUTPUTS

During 2025–2026, the CWB Programme expanded its research, documentation, and dissemination work. Some of the research projects and papers currently under development include:

- Baseline Assessment of Water Access, Spring Dependency, and Landscape Context in Jharkhand;
- Developing an Indigenous Well-being Framework (Global South), an on-going project on well-being measurement and data frameworks, with discussions underway with Prof. Janet Seeley;
- Beyond Paper Rights: Post-Recognition Governance of Community Forest Resources under India's Forest Rights Act (paper in preparation)
- Diet Diversity to document nutrition and food practices with CHWs (paper in preparation)
- Climate Change and Health in the Nilgiris, through Photovoice, a participatory visual methodology examining climate variability including air pollution, food security, and health, in collaboration with Dr. Deena Thomas (Binghamton University);
- Climate and Health Emergencies, Belmont-funded research with the Indigenous Peoples Observatory Network (IPON); and
- Indigenous Peoples' Statistics: collaborative work with the University of Greenwich on indigenous data systems and measurement.

FUTURE PLANS

- **Strengthening Community-led Health, including in peri-urban areas of Kotagiri**: CWB will continue to strengthen community-led health systems through the CHW network, with particular focus on improving access to preventive healthcare, nutrition, mental well-being, and social entitlements. Special attention will be given to peri-urban settlements around Kotagiri where rapid socio-economic transitions are creating new health challenges and vulnerabilities.
- **Strengthening Community-based Governance in the Post-CFR Context**: As communities move from claim preparation towards recognition and management of CFR rights, the programme will focus on strengthening governance institutions such as Gram Sabhas, Forest Rights Committees (FRCs), and Community Forest Resource Management Committees (CFRMCs). Support will be provided for the implementation of Community Forest Resource Management Plans, participatory decision-making processes, conflict resolution, and engagement with government departments. The aim is to enable communities to effectively govern and manage their forest resources while ensuring equitable participation of women and youth.
- **Scaling Agroecology and Climate-Resilient Livelihoods in the Nilgiri Biosphere Reserve and Jharkhand**: The programme will expand efforts to promote agro-ecological farming

practices, traditional food systems, and climate-resilient livelihood strategies. Building on existing work with indigenous communities, the focus will be on improving soil health, enhancing agrobiodiversity, reducing dependence on external inputs, and strengthening local food security. In both the Nilgiri Biosphere Reserve and Jharkhand, community-based approaches to climate adaptation will be integrated with livelihood enhancement strategies to improve resilience to climate variability and economic shocks.

- **Advancing Water Security, particularly in Jharkhand**: Recognising water security as a critical determinant of health, livelihoods, and climate resilience, the programme will strengthen community-led water governance initiatives in Jharkhand. This will include participatory assessment of water resources, watershed management, revival and maintenance of traditional water systems, and promotion of local water conservation practices. Efforts will also focus on strengthening community institutions to engage with relevant government schemes and programmes related to water resource management.



Training of water stewards to monitor project quality and ensure long-term sustainability in Sundar Pahadi, Jharkhand

- **Deepening Environmental Governance and Disaster Preparedness in Kerala**: The programme will continue to support communities in Kerala to strengthen environmental governance and enhance preparedness for climate-related disasters. Activities will focus on improving community awareness of environmental risks, strengthening local institutions involved in disaster preparedness and response, and promoting participatory planning for risk reduction. Particular emphasis will be placed on building local capacities to respond to extreme weather events, landslides, flooding, and other climate-related challenges affecting vulnerable communities.

- **Building Sustainable Enterprises through the Enterprise Network across the NBR**: The programme will strengthen the enterprise ecosystem across the NBR by supporting producer groups, community institutions, and local entrepreneurs. Efforts will focus on enhancing value addition, market access, enterprise management capacities, and financial sustainability. The programme will continue to promote enterprises rooted in biodiversity conservation, Indigenous knowledge systems, and sustainable resource use, while strengthening linkages

between producer collectives and broader market opportunities. The long-term goal is to create resilient and community-owned enterprises that contribute to improved livelihoods while reinforcing conservation and cultural values.





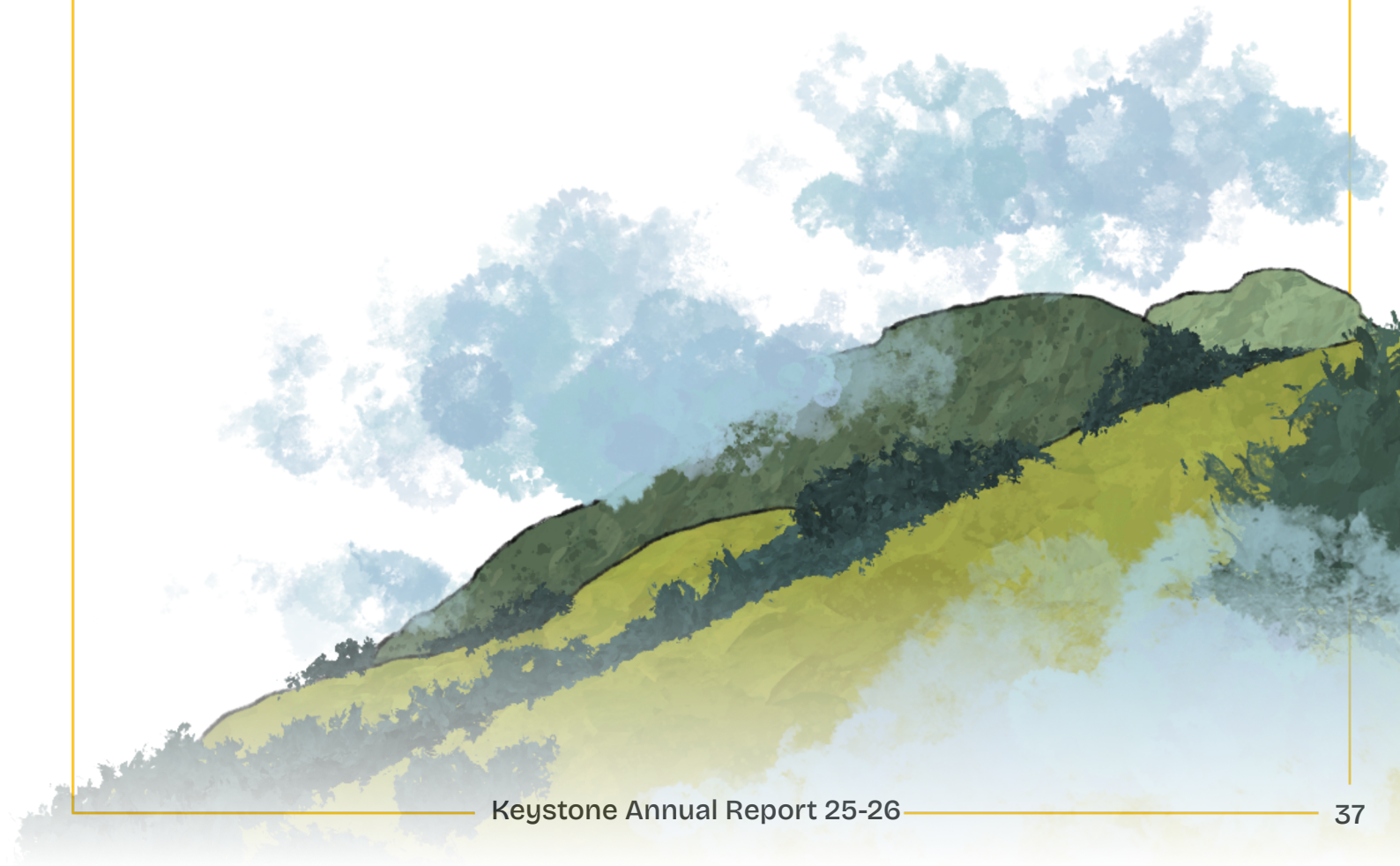
KNOWLEDGE HUB

OVERVIEW

Keystone Foundation's newest programme, launched in April 2025, introduces a comprehensive framework to strengthen knowledge management, capacity building, and communication across our operations while creating a comprehensive socio-ecological gateway to the Nilgiri Biosphere Reserve (NBR) to be housed at the incumbent People and Nature Centre (PNC). The scope of work in the last year has focused on enhancing organisational resilience through three interconnected themes: Organisation Information Systems (OIS), Training and Outreach (T&O), and Radio and Communications. Knowledge Hub (KH) addresses critical gaps in digital infrastructure, skill development, and media engagement, ultimately aiming to empower both our staff and working community liaisons and resource persons from indigenous and local communities (IPLCs) with accessible tools and knowledge products.

THEMES

The programme's work revolves around Organisation Information Systems (OIS) which modernises data storage and retrieval; Training and Outreach (T&O) which builds capacities through workshops and pedagogical mapping; and Radio and Communications which amplifies outreach via diverse channels including Radio Kotagiri 90.4 MHz, our newsletters, social media handles, communications partnerships with ThoughtBlurb; the partnerships with environmental journalism outlets like Mongabay India with whom we are attempting to carve out greater spaces for adivasi-led journalism; and others.



TEAM

	Female	Male	Total
Staff	2	3	5

The programme is supported by a dedicated team of five professionals with diverse expertise in information systems, training, and media. The OIS Team comprising of Wilfred W., Information Technology Subject Coordinator, and Rajesh (consultant) drive digital upgrades and policy implementation. Merab M, Programme Associate - coordinates Trainings and Outreach, including regular internal capacity building workshops, a one-year media fellowship for local journalists, and mapping the needs and availability for knowledge products on campus. Additional specialists include Jeyanthi R. (also in PNC), handling media incubation and involved in community-forward research; Manickam A., managing media partnerships; and supporting staff Ajay Parthiban supporting content development and tracking. The senior team comprising of Anita, Mathew, Jyoti, Ranjani, Faisal, Sumin, Pratim, and Sneh, meet regularly to monitor progress and plan future direction.

Goal:

Empower multi-stakeholders through knowledge, practice, and dialogue to establish and enrich a co-existence between People and Nature founded on respect, reconciliation and restoration.

Purpose:

Organising the knowledge generated in the biosphere of Communities, Conservation, Coexistence and resilience & adaptation to anthropogenic Climate Change, Knowledge Hub is compiling the soft infrastructure of the People and Nature Centre which aims to bring together development and environmental issues and address them through the lens of conservation, sustainability, and green economy. In our everyday functioning we are driven to improve and innovate on campus at Keystone a culture of democratic skill-building, community-forward cultural documentation and co-authored research across programmes, networks, partners, and friends.

KEY RESULTS

Actions

Integrating skill building and collaborative knowledge creation modus operandi across thematic programmes

- Educate and create awareness of the NBR
  - Training and field course modules
  - Effective communication campaigns
- Centre community-based knowledge and ecology
  - Building robust, indigenous people-led efforts towards ecological restoration
  - Effective research on Traditional Ecological Knowledge (TEK), practices, traditions, and contemporary challenges to build resilience

Strategies Applied

Knowledge Hub has coordinated campus visits to gauge interest in T&O workshops, while mapping existing pedagogical tools assess training readiness. Internal workshops address capacity building based on staff requests, and standardised impact assessment templates under development are intended to streamline knowledge product analysis.

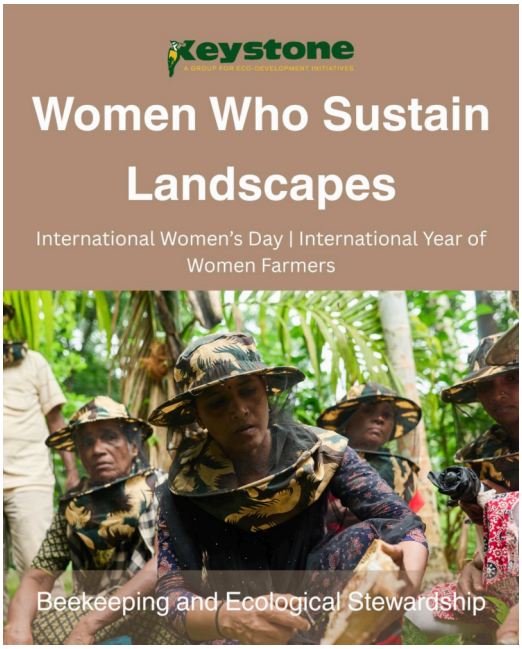
The significant thrust of the Trainings vertical at KH has been the beginning of the NBR Media Project which incubates Indigenous Peoples' journalism, connects them to publishing platforms, and is organised around a calendar of workshops to train people in the basics of journalism. Additionally, KH has intentionally created spaces for cross-programme collaborations within Keystone, achieving success through joint grant applications with PNC, Climate Change, and Biodiversity Conservation programmes. The ongoing ZALF-NFRF funded Diet Diversity research project exemplifies this by partnering with field teams across programmes. It also fosters collaborative research design among field teams at all three sites, enabling better inter-programme dialogue and shared learning.

- **Organisation Information Systems**: The programme employs targeted strategies such as updating digital infrastructure for OIS to enable efficient data handling. Recruiting key personnel, including a Consultant and OIS Manager, has bolstered technical capacity. From December 2025 onwards, the OIS team has begun implementing standardised file and folder naming conventions, clean-up of network drives, and managing organisational migration to the Microsoft 365 environment. The OIS team also carried out a series of appropriate training sessions for staff to facilitate a seamless transition towards a new and efficient data and communications management system.
- **Radio and Communications**: We have been working closely with ThoughtBlurb Communications over the past two years to streamline our communications outputs. From devising the overall communications strategy and helping produce outputs for social media to designing manuals, internal communication outputs and other knowledge products. In the

last six months alone, the communications team has uploaded 135 outputs in the form of blogs, newsletters and Instagram posts. The number of outputs is tracked with the help of a comprehensive content matrix.

- **Training & Outreach**: Responds to the need to organise and format the learning products consolidated over the years at Keystone. Field insights and systematic work on various ecodevelopment themes can be filtered into learning material; courses and workshops which Keystone intends to offer throughout the year. With this objective in mind, in its first year, a map of Keystone's thematic workshops and field courses offered over the years has been made.

  Internal workshops responding to staff interest in up-skilling and capacity building have been conducted with nearly one workshop every month since September 2025. The next step will be to regularise the time in which these workshops are offered each month and streamline attendance while minimum training hours are made mandatory for staff. The themes so far include data management, introductory research methods, writing activity reports, how to take photo-stories, and so on.



An example of one of our social media posts

T&O also coordinates the NBR-IPLC Media Desk which is successfully underway and currently engages 10 writers (1 man and 9 women) from Punanjanur, Sigur, Wayanad, Nilambur, and Kotagiri.

The first workshop, held in March, introduced participants to the fundamentals of environmental journalism while also providing an opportunity for the cohort to get to know one another. The session explored commonly used storytelling formats, including long-form journalism and photo essays, and highlighted the importance of ethical practices in reporting. Participants also developed their interviewing skills through a practical exercise in which they created profiles of their fellow cohort members.



Honing interviewing skills at one of the Adivasi Media Project workshops.



An internal capacity building session on Research Methodologies

KEY CHALLENGES

The programme has navigated several challenges across its verticals. Inputs on knowledge materials were gathered from programmes, but the lack of an organised server and sharing infrastructure hinders data retrieval. In 2025, Radio Kotagiri faced the problem of mainstream local media showing limited interest in civic issues, deeming them insufficiently sensational or politically driven and hence we received less support from them for collaborations. Although a radio mobile application improved reach, documentation delays arose from image sourcing issues, annual report preparation, newsletters, and the absence of standard naming/content management systems; internal planning prioritised needs, yet standardisation persists as a gap. The initial phase of the media programme - called the Adivasi News Desk - which has now transformed into the NBR-IPLC Media Project, initially faced challenges of contributors having unequal access to digital tools, banking, and identity documents, which disrupted consistency, prompting flexible offline methods—though digital inclusion remains a long-term hurdle and is something we have to integrate consideration of in the newest iteration. Personnel changes over the past year necessitated recalibrating responsibilities among team members –with each team member taking on more collaborative approaches to the tasks at hand.

KEY OUTPUTS

In 2025-2026, the programme delivered significant results. OIS saw policy changes, successful recruitment, and system upgrades. T&O completed initial knowledge mapping, with ongoing updates needed for new workshops and materials. The IPLC Media Project launched in February 2026 with Global Alliance for Green and Gender Action (GAGGA) funding, while the ZALF-NFRF Diet and Landscape Diversity research, advanced with the Indigenous Peoples Observatory Network's (IPON) support.

Publications in the last year include the successful completion of the 2026 Employees Handbook, the Keystone Archive Calendar developed in collaboration with the PNC team, and the Annual Report.

Regular social media posting continues for Keystone Foundation and Radio Kotagiri, while active networking with the Network of Community Radio Associations, Tamil Nadu and Puducherry community radio stations, the Nilgiri District Social Welfare Association, and other local organisations strengthens community engagement. Radio Kotagiri is on Radio Garden and an Android app was launched on Play Store. We have facilitated multi-stakeholder community meetings to strengthen collaboration for future community-based initiatives. We also created a collective platform involving government departments, educators, and community members to support sustainable radio programming. A separate server is maintained for radio operations, and systematic data management work has started, focusing on content classification, directory structuring, and controlled access to programme files.

On-going efforts encompass design and development of Thought-Blurb and social media creatives, IT consultancy from Jaisree to organise and standardise server data, and an internal capacity-building workshop that established systematic data processes.

We also maintain a Communications Content Matrix that tracks website, newsletter, and Instagram outputs across our six programmes and geographical areas of work. The matrix helps ensure balanced representation of programme activities and enables us to monitor the consistency of programme visibility across our communications channels. Between April 2025 and March 2026, we published 99 website and newsletter outputs and 89 Instagram posts. Social media content is planned using a calendar and impact is measured using Google Analytics.



A visit to Radio Kotagiri by students.

FUTURE PLANS

Looking to the next year, plans include Radio Kotagiri collaborations with the Forest Department, Fire Department, schools, and local communities; regular podcasts featuring Keystone staff's field stories; and sustained expansion of these initiatives to deepen impact. KH will prioritise a centralised server for knowledge sharing, enhanced media engagement strategies, full standardisation of documentation systems, and initiatives to bridge digital divides. Expansion of the IPLC Media Project and research collaborations will scale impact, with consistent knowledge mapping and personnel stabilisation ensuring sustained momentum through 2026 and beyond. A Training Coordinator will also be hired for being exclusively responsible for running training programmes, meeting forest departments and communicating about the training programmes. We have put forward two proposals with the Forest Academy at Dehradun for conducting training programmes, ecological restoration, and NTFP value addition and marketing. We await a positive response.





PEOPLE & NATURE COLLECTIVES

OVERVIEW

Community Foundations and Collectives: Porivarai (Aracode, Nilgiris); Thoduve (Nilambur); Gothra (Palakkayam, Nilambur), Asare (Punanjanur); and in collaboration with community-based organisations such as Gothradeepam Tribal Library (Wayanad), Alu Kurumba Sangam (Sengalpudur, Nilgiris), and Toda Sangam (Ooty). PNC works across the Nilgiri Biosphere Reserve landscape with community collectives, including Kotagiri, Coonoor, Ooty, Nilambur, Wayanad and other Indigenous- Adivasi hamlets.

Guiding Principles that the programme continues to be anchored in:

- Indigenous Data Sovereignty and Indigenous Research Sovereignty (FPIC, FAIR & CARE principles)
- Community-based research, media initiatives and knowledge circulation
- Youth engagement and intergenerational knowledge transfer
- Strengthening community institutions and foundations
- Community ownership in representation and publishing

TEAM

	Female	Male	Total
Staff	2	4	6
Consultants	2	2	4
Community Knowledge Workers	2	2	4

THEMATIC PRIORITIES

Community- oriented	Public-oriented
Indigenous languages, culture and identity, and indigenous-led education	Oral and public histories
Cultural mapping and indigenous cartographies	Institutional and community archives
Ecological knowledge and traditional cultural expressions	Exhibitions, educational outreach and public engagement events.
Community foundations and knowledge governance	Community media.
Youth leadership development and perspective and skill building among indigenous youth.	

KEY RESULTS

Revitalising Indigenous Languages and Community-led Education

Language revitalisation continued to be a major focus of the programme. Across Kerala and Tamil Nadu, community researchers, youth groups, elders, and language clubs worked together to document words, stories, songs, place names, and ecological knowledge.

Key achievements include:

- Barefoot Linguists Workshop II with participation from nine indigenous groups speaking 11 language variants.
- Formation and strengthening of 2-3 Language Clubs in Wayanad; Collection of 300 Paniya words (193 proofread and alphabetised); Indigenous Day celebrations centred on language and food in Wayanad, "*Nanga maatha, nanga theeni*".
- Development of an Irula lexicon focused on food and agriculture; documentation of 133 Kurumba words and 85 frequently used Kurumba terms; documentation of Toda place names, etc.

- Additional learning visits included engagement with the GASS Santhal Museum and School (Birbhum, West Bengal) and participation in festivals and exhibitions across Wayanad, Ernakulam, Thrissur, and Kasaragod, strengthening practitioner confidence, public engagement, and emerging community museum work; participation in Tata Samvad (Tatanagar), Hornbill Festival 2025 (Kohima) through Kerala Institute for Research, Training & Development Studies (KIRTADS), etc.
- Along with these, the production of bilingual and community-oriented educational materials to support intergenerational learning have helped in strengthening community ownership over language documentation while creating pathways for indigenous youth to become researchers, facilitators, and educators.

Community-led Mapping and Territorial Documentation: Decolonising Cartographies

Mapping emerged as one of PNC's strongest areas of work during the year. Community cartographies were developed not only as documentation tools but also as resources for education, forest rights processes, habitat rights claims, and cultural revitalisation.

Major initiatives included:

- Mapping Alu Kurumba territories, sacred groves, honey cliffs, and traditional settlements.



Language Club activities with Paniya & Kurchiya children at Gothradeepam Library.

- Documentation of Toda buffalo corridors, migratory routes, sacred landscapes, and historical settlements.
- Participatory mapping of the Karimpuzha and Kuruvanpuzha river systems with the Cholanaickan, Paniya, Kattunaickan, and Malamuthan communities.
- Development of seasonal calendars and ecological documentation reflecting climate change and livelihood transitions.

- GPS-based mapping and digital cartography training for community researchers.

These processes generated valuable records while strengthening local knowledge systems and territorial narratives.

Archives, Oral Histories, and Knowledge Sovereignty

- PNC continued to build indigenous-controlled knowledge infrastructure through both institutional and community archives. This work significantly advances indigenous data sovereignty and decentralised knowledge infrastructure.
- Institutional Archives (Omeka S): 1,240 items, 42 item sets, 3,001 media files. New metadata workflows and naming conventions under development, Monthly archive communication strategy deployed.
- Community Archives (Mukurtu CMS): Focus on the Nilambur and Kattunaickan communities; uploaded heritage items, dictionary entries, and community categories; work on the 4Cs framework: Community, Collection, Category, and Cultural Protocol.
- The team also undertook a digital data survey, identifying approximately 13–15 TB of archival data, and set a target of archiving at least 10% over the year.
- Through the Migrant Oral Histories initiative, PNC documented 55 oral history interviews, 27 focus group discussions, 27 key informant interviews, and 134 transcribed audio recordings.
- These efforts contribute to a growing regional ecosystem of oral history, archives, and community storytelling.
- Exhibitions across schools, festivals, and conferences – Nilgiri Earth Festival, CoRSAL, and Future of the Commons; participation in other festivals such as Samvad, Hornbill, VAP Programme, etc.



Illustrating the Malamuthan origin myths about the Kuruvanpuzha river

Strengthening Community Institutions and Cultural Revitalisation

Community foundations continued to play a central role in programme implementation.

- Tamil Nadu – Porivarai (Aracode) and Asare (Hassanur/Chamrajnagar)
- Expansion of the Kwol Radio community media network in Aracode, connecting multiple villages through a locally managed mesh communication system.
- Support for Alu Kurumba community consultations on governance, education, cultural heritage, and forest rights; facilitating access to higher education for 11 indigenous students.
- Progress toward establishing an Alu Kurumba community museum and documentation of traditional honey-hunting knowledge; development of indigenous language materials, photo documentation, and community publications.

Kerala – Thoduve (Nilambur), Gothra (Nilambur).

Across Wayanad and Nilambur, community foundations and collectives-led activities focused on language, food systems, ecological knowledge, exhibitions, and community education.

- Indigenous language clubs and community education programmes.
- Documentation of traditional ecological knowledge, food seasonality, fishing practices, and river-based cultures; community-led exhibitions, seminars, and public outreach activities were also organised.
- Strengthening of Gothra and Thoduve foundations through training, governance support, and livelihood initiatives.
- Community conservation and habitat rights-related work with the Cholanaickan and other indigenous communities.
- A major milestone was the registration and strengthening of Gothra, while Thoduve continued its work on forest rights, community governance, and joint livelihood initiatives.



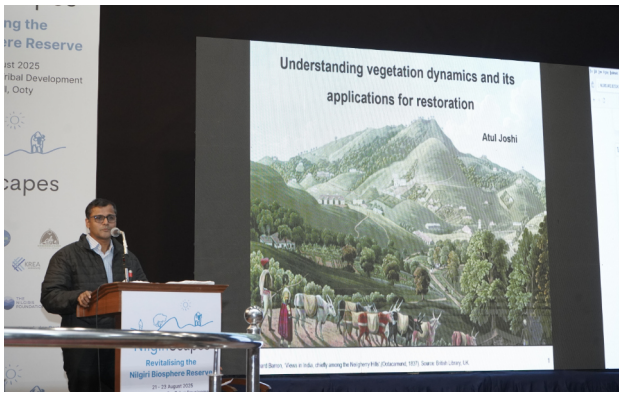
Language Club activities with Paniya & Kurchiya children at Gothradeepam Library.

KEY OUTPUTS

Research, Publications and Public Engagement:

PNC continued to strengthen its public engagement work through research, publications, exhibitions, and collaborative platforms. Major outputs include the publication titled Alu Kurumba Life Chances and Livelihoods in the Anthropocene,

- In progress: A publication titled 'Toda Cartographies: Reimagining the Lost Pasturages of the Nilgiris'. A few more are being developed, especially on Cultural Mapping of the Karimpuzha basin, Community Ethnography of the Irulas, as well as a few methodology documents on language revitalisation.
- The programme also played a key role in organising the Nilgiriscapes Conference 2025, which brought together indigenous leaders, researchers, practitioners, artists, and community representatives from across the NBR landscape.
- Additional engagements included exhibitions, festivals, educational camps, museum collaborations, and participation in national and regional networks focused on indigenous knowledge, cultural heritage, and community-led development.



Prof. Atul Joshi delivering a talk titled, "Understanding vegetation dynamics and it's applications for restoration at the Nilgiriscapes Conference in 2025.



Showcasing indigenous traditional knowledge as a part of the 'Nalima' exhibition in Wayanad.

KEY CHALLENGES

- **Technological and Workflow Complexity**: Managing multiple open-source platforms (Omeka, Mukurtu, FOSS digital tools on mesh networks, audio-visual devices and software) requires sustained technical capacity and support. To overcome this challenge, we aim to define clearer workflows in the coming year, collaborate with the OIS (KH) team, engage in upskilling staff and community researchers, and move towards structuring records' lifecycle conventions.
- **Community Consultative Processes and Methodologies for Community-led Research and Action**: In both Kerala and Tamil Nadu, we found it challenging to enforce regular consultative process and documentation of the same. We realise the need for more coherent methodology documents for conducting certain community-level activities. In some instances, the distance between hamlets affected the scheduling and pace of documentation. However, we need to structure some of these best practices for smoother ground-level coordination. Framing of broader methodologies will help us adapt methods to specific community contexts as well.
- **Financial Constraints**: 2025 showed a funding deficit in personnel budgets despite activity-level stability. This highlights the need to strengthen long-term sustainability of community foundations and collectives-led work. This is also directly related to finding more creative strategies for pushing our work into the public domain for attracting stronger funding and community-level participation.

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Expanding Kwol Radio's wireless mesh network in Aracode.

FUTURE PLANS

In 2026, PNC will continue to strengthen its work on indigenous languages, archives, community media, cartographies, oral histories, and community institution building.

Priority areas include:

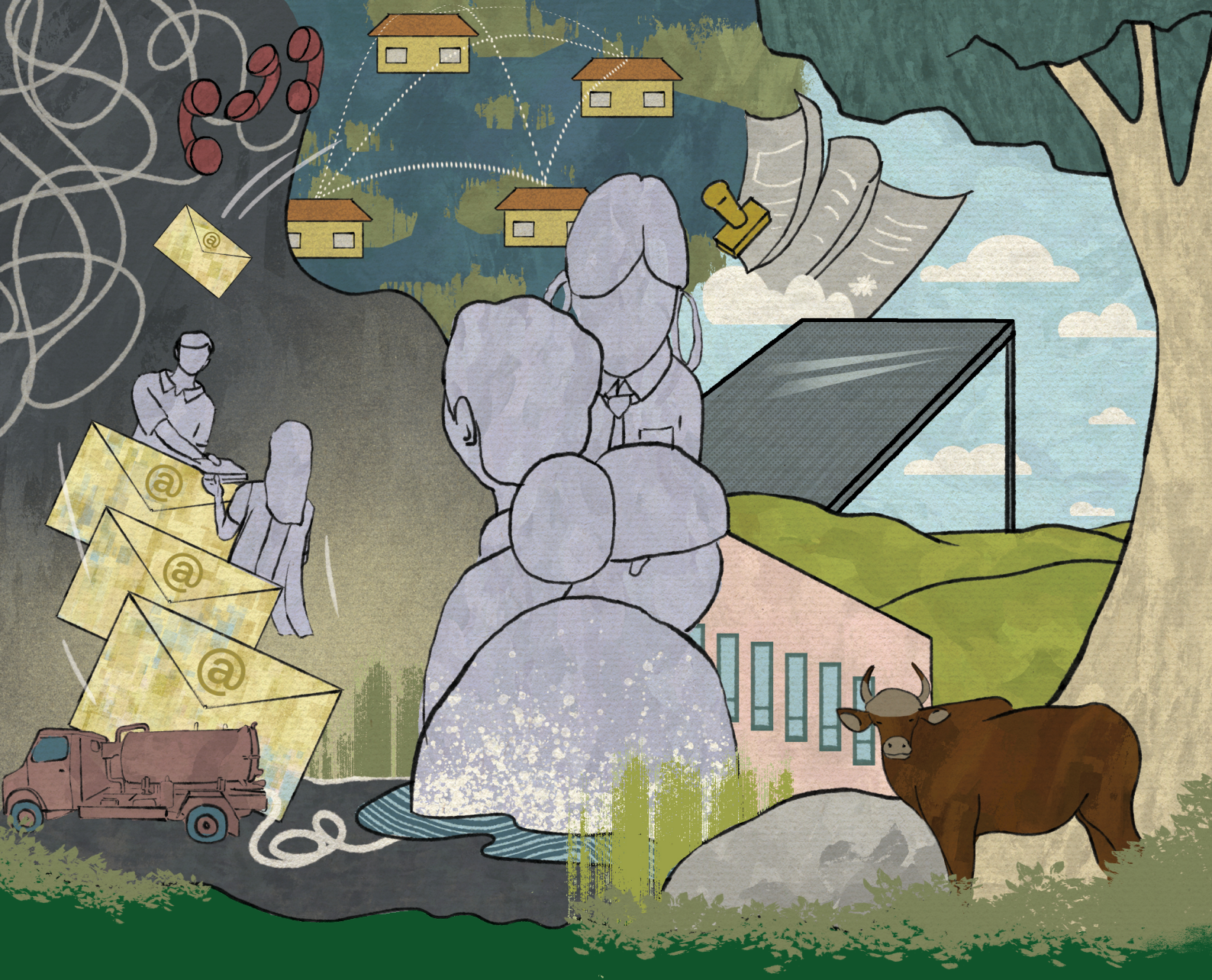
- Expanding language documentation into dictionaries and educational resources.
- Strengthening youth- and children-led learning initiatives.
- Launching new archive and oral history platforms.
- Developing community-owned publications and cartographic outputs.
- Supporting the long-term sustainability of community foundations.
- Enhancing indigenous data governance and knowledge sovereignty frameworks.
- Building stronger networks for indigenous-led education, research, and cultural revitalisation.

In 2025–2026, PNC consolidated its core strengths in indigenous language revitalisation, community-led cartography, archival infrastructure, and community foundation building. The programme's distinct contribution lies in combining community-led documentation, education, governance, and media into a cohesive ecosystem rooted in community ownership.

Through these efforts, PNC remains committed to supporting indigenous communities in documenting, governing, and revitalising their knowledge, cultures, territories, and futures.



Alu Kurumba community dialogues in Coonoor.



ORGANISATION DEVELOPMENT

OVERVIEW

While much of Keystone Foundation's work is visible through its programmes and community engagement, Organisation Development (OD) is the backbone that enables all of it to function effectively.

Over the year, Keystone also built its 5-year strategy which gave broad directions to the programs and detailed the steps towards organisational sustainability. It reiterates our vision and successes, details our work in two geographies of Nilgiri Biosphere Reserve and Jharkhand and lays out significant steps to the road ahead. The document, Tree Fall Gap, can be accessed on our website: https://keystone-foundation.org/publications/



Along with this, a team from the programs worked to frame the new Theory of Change and Monitoring, Evaluation and Learning (MEL) framework. The Programme Reporting Unit (PRU) represented by a member from each program put together a lot of data and area level information. We held several participatory sessions with key staff members to develop the MEL framework.

The 4 outcomes for organisation are:

Knowledge, Capacities and Engagements

Nature-based Livelihoods

Social Cohesion, Leadership and Community Institutions

Landscape Health and Ecosystem Integrity

Each program has got indicators to track these outcomes, and this will be evaluated in March 2027 with one year data, with other qualitative and participatory methods. The MEL results and evaluation and learning exercise will be presented in next year's annual report.

Over 2025–2026, the Organisation Development work spanned three interconnected areas: Administration, which kept people, campuses, field offices, and day-to-day operations running smoothly; Finance, which managed a growing resource base while strengthening financial systems, controls, and reporting; and Institutional Governance, Legal & Grants Management, which ensured a safeguarding of Keystone's regulatory standing, donor relationships, and long-term institutional resilience. Together, these functions ensured that Keystone's people, resources, infrastructure, and systems remained aligned in support of the organisation's mission.

THEMES

- Administration- People, Programme & Infrastructure Support
- Finance- Financial Growth, Systems & Governance
- Institutional Compliance



KEY RESULTS

Part A: Administration

The Administration kept people, campuses, field offices, and daily operations running across a year of expanding programme activity — from staffing and procurement to compliance and campus life.

- **People**: The organisation's 98- person workforce in various capacities was 58% men and 42% women. This mix of regular and project-based roles gave programmes the flexibility to scale up and down as needed.

- **Field Offices**: Ten field offices — Sigur, Pillur, Hasanur, Wayanad, Nilambur, Ranchi, Sundarpahari, Killai, Vellode, and Aracode — anchor Keystone's work with communities. Admin supported these with infrastructure upkeep, procurement, and logistics, including travel, accommodation, and facility arrangements for field activities across multiple locations.



HCL team visited Keystone for an interaction and learning exchange, exploring our work and initiatives in the Nilgiris.

- **Procurement & Compliance**: A whole host of specific committees for various requirements kept processes moving smoothly. The Purchase Committee is one that meets quite frequently. The others focus on Government, Health, Information Technology infrastructure, Purchase, Public Relations, POSH, Staff Welfare, and Internal Review Board. These meet regularly to oversee governance and decision-making. Separately, regular Form C registrations were filed on time, keeping the organisation compliant with FRRO requirements for foreign visitors and staff.

- **Milestones**: The year's calendar included the Board of Trustees meetings, annual staff performance reviews, staff welfare initiatives and TNF Earth Festival 2025— work that strengthened planning and organisational systems while keeping the team's wellbeing on the agenda.

- **Visitors**: Keystone hosted over 400 visitors from 20 institutions this year, led by large educational groups such as Forest College, Mettupalayam (85) and Maharaja's College, Kerala (50) — a steady flow that reflects the organisation's growing profile as a centre for learning and knowledge exchange.

- **Campus Maintenance**: During the year, significant efforts were made to improve campus infrastructure and facilities.
- **Support framework**: Behind every workshop, field visit, training programme, research activity, and community engagement initiative is a whole behind the scenes effort. The Administration team coordinated travel arrangements, accommodation, procurement processes, logistics, and facility maintenance across multiple locations.
- **Campus Sustainability**: In 2025–2026, the Climate Change team, supported by Administration's logistical and data inputs led Keystone's first structured Sustainability Study of the Kotagiri campus, benchmarked against Global Reporting Initiative Standards. The FY 2024–25 study assessed environmental performance across travel, biodiversity, procurement, water, waste, and carbon emissions, establishing the organization's first quantified baseline: total campus emissions of 78,112 kg CO_2e (751 kg per person, well below national and corporate averages), with on-campus trees holding a lifetime carbon stock roughly four times that figure. Social and governance dimensions are planned for future reporting cycles.



A field visit to the Nilambur Field Office.

Part B: Finance

The financial year 2025–2026 marked a significant milestone for Keystone Foundation, with total turnover reaching INR 23.97 crore—the highest in the organisation's history. This represented a 12% increase over the previous financial year and more than a 106% increase as compared to FY 2022–2023. Such growth reflects the expanding scale, complexity, and reach of Keystone's programmes across geographies and thematic areas.

- Compliance: With this growth came a corresponding increase in operational and compliance responsibilities. Larger project portfolios required enhanced financial oversight, more rigorous donor reporting, strengthened internal controls, and closer coordination with programme teams, human resources, and administrative functions.
- One of the key achievements of the year was the strengthening of financial systems and internal controls. Significant improvements were made in budget monitoring and project reporting processes. A new automated budget-versus-actual monitoring system was developed and tested, enabling programme heads to receive regular email alerts on project expenditure and budget utilisation. The system is scheduled for full implementation in the coming financial year and should significantly assist decision-making across programmes.
- The organisation also introduced an automated project reporting alert system. This system sends timely reminders to programme teams regarding donor reporting deadlines. In addition, project reports and supporting documentation are systematically integrated into the accounting software, improving accessibility, transparency, and institutional record management.
- Donor compliance requirements continued to increase presenting challenges for the Finance team. Many donors increasingly required detailed transaction-level reporting, while some requested complete supporting documentation for expenses incurred. Despite the increased complexity, the team successfully ensured that all project reports were prepared and submitted within the required timelines.
- **Governance and Audit**: The year also marked an important transition in Keystone Foundation's governance and audit processes. After a long and valued association spanning over two decades, the organisation concluded its engagement with Srivatsan & Gita as its Statutory Auditors, following good governance practices and recommendations from the Board. Beginning with FY 2025–2026, T. R. Chadha & Co. LLP has been appointed as the new Statutory Auditor. The changeover took real effort in onboarding and documentation and sets up stronger financial oversight going forward.



Chamraj School visited Keystone with 22 students and 3 faculty members for a learning and interaction session.

Part C: Institutional Compliance

Alongside operations and finance, this function keeps Keystone's regulatory standing, donor relationships, and legal footing secure — from EU compliance checks to decades-old land disputes.

- **Governance & Compliance**: EU Portal registration was revalidated — processes, authority matrix, and governance structures all reviewed. A major donor proposal cleared pre-grant due diligence, and grant agreements for a key infrastructure project were vetted and amended. The team also supported Board of Trustees meetings and is now building out an organisational Risk Register.

- **Legal & Regulatory**: At Arepalayam, two cycles of WMP responses went in, alongside a Section 80-A appeal to the Housing & Urban Development Department — fully documented for the follow-up still to come. The PNC Building's three-year permissions process is now a single, consolidated record instead of scattered files. 12A and 80G renewal filings were also prepared.

- **Grants Management**: The Rainmatter Foundation-funded ERA project — five partners, one innovation grant — was coordinated end to end. To sidestep banking and compliance friction, several university partnerships were structured as collaborative research agreements rather than consultancy contracts, a workaround that's proving useful. Budget support went to programmes as needed.

- **Systems & Documentation**: The Finance & Administration Manual and Staff Work Policy were both updated, consultancy contracts revised for e-sign, and salary benchmarking and proration worksheets built. The team also handled final payment approvals, the FCRA–SBI account, Biodiversity Conservation programme timesheets, and kicked off fixed-asset tagging, plus procurement support for IT and Radio Kotagiri.

- **Risk Reduction**: This began with a requirement by one of the funders and we used their template. However, we realised that we needed to build something more contextual, covering risk identification, monitoring, and reporting. The next step is a joint review of the risks themselves, plus agreeing ownership, reporting, and monitoring responsibilities for each one.

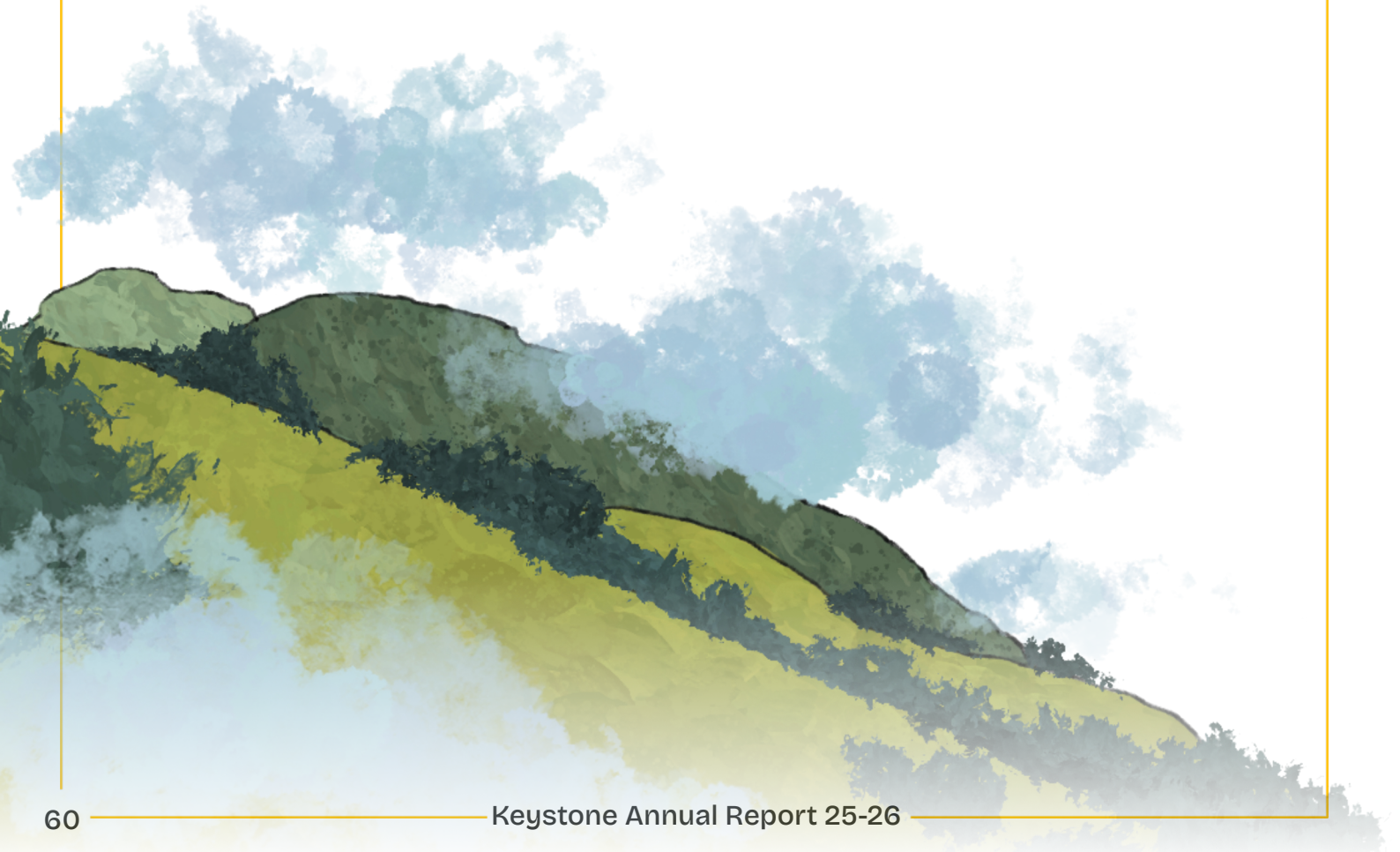
Looking Ahead

The next priority is making this work less dependent on any one person: shared document repositories, handing manual and SOP upkeep to the wider OD team, training others on budgeting and risk registers, spreading Board and banking responsibilities around, and keeping simple trackers for long-cycle cases like PNC and Arepalayam.

In summary

Overall, the administration function played a critical role in supporting programme delivery, maintaining infrastructure, strengthening governance processes, and ensuring operational continuity across Keystone Foundation. The completion of key organisational priorities, regular field office engagement, and oversight of 89 procurement reviews demonstrate the Administration team's contribution towards organisational efficiency and institutional strengthening during 2025–2026.

As Keystone continues to grow, the Finance and Accounts function remains committed not only to maintaining compliance but also to building systems that support organisational learning, transparency, and informed decision-making. The progress made during the year has laid a strong foundation for future growth, enabling Keystone to manage increasing complexity while staying true to its mission and values.



Transparency & Accountability Disclosures For the Financial Year 2025-26

IT PAN: **AAATK0218N**

NITI Aayog ID: **TN/2014/0074110**

Registered Name of the Organisation: **Keystone Foundation**

Address: **41/111D, Groves Hill Road, Kotagiri, The Nilgiris, Tamil Nadu. 643217**

Mobile: **9442084097**

Telephone: **+914266-272277**

Website: **https://keystone-foundation.org**

Registration	Registration Date	Registration No.	Valid Till Date	State
Registered as Trust	19.11.1993	1833 of 1993	Not Applicable	Puducherry
12A	28.05.2021	AAATK0218NE20214	31.03.2026	NA
80G	28.05.2021	AAATK0218NF20214	31.03.2026	NA
FCRA Registration	01.10.2023	075970103	30.09.2028	NA
EPF Registration	10.02.2003	TN/CBE/56291	Not Applicable	NA
ESI Registration	22.03.2024	56001439980000900	Not Applicable	NA
CSR Registration	04.07.2021	CSR00000953	Not Applicable	NA

Total number of Governing Body Members as on 31/03/2026							
Name	**Age**	**Occupation**	**Date of Joining**	**Position**	**Relation**	**No. of Meetings Attended**	**Remuner-ation and Reimburs-ements**
Somnath Sen	62	Consultant	30.07.1997	Managing Trustee	None	2	-
John Kurien	75	Professor (Retd.)	21.07.2005	Trustee	None	2	-
Suprava Patnaik	65	Professor (Retd.)	21.07.2005	Trustee	None	2	-
Rita Banerji	57	Film Maker	21.07.2005	Trustee	None	0	-
Meena Gupta	78	IAS Retd.	03.10.2010	Trustee	None	1	-
Siddhartha Krishnan	51	Senior Research Fellow	16.04.2024	Trustee	None	2	-

Distribution of paid staff according to compensation levels as on 31/03/2026			
Name	**No. of Male Staff**	**No. of Female Staff**	**Total Staff**
10,000 - 25,000	9	6	15
25,000 - 50,000	23	11	34
50,000 - 1,00,000	8	5	13
1,00,000 >	2	3	5
Total	**42**	**25**	**67**

Monthly Remuneration:

Head of the Organisation: Rs. 1,63,350 pm

Highest Paid Member of Staff: Rs. 1,34,932 pm

Lowest Paid Member of Staff: Rs. 15,000 pm

Staff details as on 31/03/2026								
Gender	**Employees Full Time (remunerated staff)**	**Employees Part Time (remunerated staff)**	**Consultants Full Time (remunerated staff)**	**Consultants Part Time (remunerated staff)**	**Volunteers Full Time (remunerated staff)**	**Volunteers Part Time (Pro- bono/ not remunerated)**	**Total Team Full Time**	**Total Team Part Time**
Male	42	0	23	0	0	0	65	0
Female	25	0	21	0	0	0	46	0

Consolidated Balance Sheet as on 31/03/2026		
All Figures are Rs in Lakhs		
Assets as on	**31/03/2026**	**31/03/2025**
Fixed assets	610	581
Non Current Investments	18	17
Other Non Current Assets	2	3
Short term Loans and Advances	108	78
Cash and Bank Balances	938	709
Grant Funds Receivable	179	91
Total Assets	**1,854**	**1,479**
Assets as on	**31/03/2026**	**31/03/2025**
Unrestricted fund	622	601
Restricted Funds	1,174	836
Other Funds	33	29
Long term provisions	11	
Current liabilities and provisions	15	12
Total Liabilities	**1,854**	**1,479**

Consolidated Income & Expenditure as on 31/03/2026		
All Figures are Rs in Lakhs		
Income for the Year Ended on	**31/03/2026**	**31/03/2025**
Receipts- Foreign Sources	1,450	1,203
Receipts- Indian Sources	902	885
Receipts- Interest	34	33
Other Income	11	28
Total Income	**2,397**	**2,149**
Expenditure for the Year Ended on	**31/03/2026**	**31/03/2025**
Programme	2,079	1,526
Other Expenses	47	45
Total Expenditure	**2,126**	**1,571**
Balance	**271**	**578**

Consolidated Receipts & Payments as on 31/03/2026

All Figures are Rs in Lakhs		
Receipts for the Year Ended on	**31/03/2026**	**31/03/2025**
Opening Cash and Bank Balance	709	299
Receipts- Foreign Sources	1,450	1,203
Receipts- Indian Sources	902	885
Receipts- Interest	34	26
Other Income	15	35
Increase in Liablilites	17	3
Sale of investments/ assets	-	10
Total Receipts	**3,127**	**2,462**
Payments for the Year Ended on	**31/03/2026**	**31/03/2025**
Programme expense	2,073	
Capital items/ assets purchased for the organisation	83	182
Purchase of investments	0	0
Loans and advances	29	39
Other payments	5	5
Closing cash and bank balance	938	709
Total Payments	**3,127**	**936**

Costs of International Travel of Staff for Organisational Purposes

Name	Designation	Destination	Gross Expense (Rs. Lakhs)	Sponsored	Purpose
Jyotsna Krishnakumar	Director	United Kingdom	3.04	No	IPCC workshop on engaging diverse knowledge systems, At the University of Reading
Akhil Sivadas	Project Coordinator	United Kingdom	3.04	No	Writing Workshop hosted at University of Reading
Anita Varghese	Director	Italy	3.78	No	FAO- World Food Forum & Global Hub on Indigenous Peoples' Food Systems
Jyotsna Krishnakumar	Director	Italy	1.51	No	FAO- World Food Forum & Global Hub on Indigenous Peoples' Food Systems
Harshavardhini A.	Technical Coordinator	Tanzania	2.67	No	REDAA partners meeting
Mahadesha B.	Additional Programme Coordinator	Tanzania	2.67	No	REDAA partners meeting
Pratim Roy	Founder Director	Denmark	3.09	No	APIMONDIA-2025-World Bee Congress
Sarasasmeeta	Senior Programme Coordinator	Denmark	3.09	No	APIMONDIA-2025-World Bee Congress
Justin Raj	Additional Programme Coordinator	Denmark	3.09	No	APIMONDIA-2025-World Bee Congress
Shiny Mariam Rehel	Senior Programme Coordinator	Denmark	3.09	No	APIMONDIA-2025-World Bee Congress
Anita Varghese	Director	Thailand	0.79	Yes	Training on Sustainable harvest of NTFP's
Anita Varghese	Director	Australia	1.86	Yes	Key note speaker - Eco system services partnership conference
Anita Varghese	Director	Nepal	0.54	No	FAO- workshop on bio centric restoration
Mahadesha B.	Additional Programme Coordinator	Nepal	0.54	No	FAO- workshop on bio centric restoration
Vishnu NM	Technical Coordinator	Nepal	0.54	No	FAO- workshop on bio centric restoration

Name	Designation	Destination	Gross Expense (Rs. Lakhs)	Sponsored	Purpose
Bhavya George	Programme Coordinator	Netherlands	1.01	Yes	Invited as speaker for the event "Powering up towards the Bonn Climate Conference"
Bhavya George	Programme Coordinator	Sri Lanka	0.58	Yes	Apex women working group meet
Bhavya George	Programme Coordinator	Malaysia	0.26	Yes	Climate education conference
Syed Faisal Rehman	Programme Coordinator	Ghana	1.95	No	IPON Management committee members meeting
Jyotsna Krishnakumar	Director	Ghana	1.95	No	IPON Management committee members meeting
Harshavardhini A.	Technical Coordinator	Thailand	0.19	Yes	Workshop on Gender Equality and Social Inclusivity
Reshma R.	Technical Coordinator	Thailand	0.19	Yes	Workshop on Gender Equality and Social Inclusivity
Mathew John	Founder Director	China	0.24	Yes	Meeting on organic agriculture
Mathew John	Founder Director	Japan	0.77	Yes	Meeting on organic agriculture
Mathew John	Founder Director	USA	0.56	No	Meeting on organic agriculture organized by Univ of Wisconsin
Mathew John	Founder Director	Portugal	2.20	No	Exploring further funding possibilities to strengthen community enterprise efforts
Pratim Roy	Founder Director	Belgium	1.14	No	UNESCO-Soil Centennial Workshop
Akhil Sivadas	Project Coordinator	Belgium	1.07	No	UNESCO-Soil Centennial Workshop
Ranjani Prasad	Programme Coordinator	USA	0.30	Yes	Learning Exchange
Kannan R.	Field Coordinator	USA	0.30	Yes	Learning Exchange
Jeyanthi R.	Additional Programme Coordinator	USA	0.30	Yes	Learning Exchange

Name	Designation	Destination	Gross Expense (Rs. Lakhs)	Sponsored	Purpose
Shawn Jacob Stephen	Technical Coordinator	Italy	0.73	No	FAO- World Food Forum & Global Hub on Indigenous Peoples' Food Systems
Sumin George Thomas	Senior Programme Coordinator	Italy	1.45	No	FAO- World Food Forum & Global Hub on Indigenous Peoples' Food Systems
Anita Varghese	Director	Colombia	0.38	Partly	Technical Workshop to Integrate Indigenous Peoples' Fire Management Knowledge within the Global Programme on Indigenous Peoples Biocentric Restoration
Shiny Mariam Rehel	Senior Programme Coordinator	Colombia	0.09	Partly	Technical Workshop to Integrate Indigenous Peoples' Fire Management Knowledge within the Global Programme on Indigenous Peoples Biocentric Restoration
Snehlatha Nath	Founder Director	Indonesia	-	Yes	GAGGA Partners meeting
Snehlatha Nath	Founder Director	Kenya	0.77	Yes	Global Fund for Community Foundations Partners meeting
Sumin George Thomas	Senior Programme Coordinator	China	2.70	No	Training on Sustainable Management of Biosphere Reserves
Vandana Kannan	Technical Coordinator	UAE	1.88	No	IUCN World Conservation Congress-2025
Total			**54.33**		

Costs of National Travel by All Personnel (including volunteers) and Board members	
Cost of National Travel for the Financial Year	**Rs 27,68,815**

Main Bankers	State Bank of India, Standard Chartered Bank, Axis Bank Ltd, HDFC Bank Ltd
Statutory Auditor	Name of Audit Firm: **T R Chadha & Co LLP** Firm Registration No.**:006711N/N500028** Partner Membership No.:**235031** Address: **B 30, Connaught Place,Kuthiala Building , New Delhi-110001.** Tel: **011-43259900** Email id: **delhi@trchadha.com**
Internal Auditor	Name of Audit Firm: **Acconter Business Solutions** Partner Membership No.: 062411 Address: **No 1003, Level 10, Regus Business Centre, Brigade IRV, Nallurhalli, Whitefield, Bengaluru 560066** Tel: **+91 9007308254** Email id: **consult@acconter.in**

Board Meetings Held in 2025- 2026	**2**

For the Financial Year 2024-25, Date of Filing Returns	
Income Tax Return	**04/10/25**
FCRA Return	**27/12/25**

Annual Report for the Previous Financial Year was ready by (Month/Year): **November 2025**

Our Annual Report is available on our website URL: https://keystone-foundation.org/annual-reports/

KEYSTONE TEAM

Board of Trustees



Somnath Sen
Managing Trustee



John Kurien
Trustee



Meena Gupta
Trustee



Rita Banerji
Trustee



Siddhartha Krishnan
Trustee



Suprava Patnaik
Trustee

Founders



Pratim Roy
Founder-Director



Snehlata Nath
Founder-Director



Mathew John
Founder-Director

Directors



Anita Varghese

Director



Jyotsna Krishnakumar

Director

Biodiversity Conservation



Aradukuttan T.

Additional Programme Coordinator



Chandrasekar Das

Additional Programme Coordinator



Harshavardhini Angappan

Technical Coordinator



Justin Raj T.

Additional Programme Coordinator



Jyoti Patale

Additional Programme Coordinator



Mahadesha Basavegowda

Additional Programme Coordinator



Mathesan R.

Field Assistant



Mounthees Kuttan

Technical Coordinator



Nandakumar K.

Field Assistant



Nithya V.
Field Assistant



Rajendhiran R.
Field Coordinator



R. Ramajeyam
Field Coordinator



Reshma Majhi
Programme Associate



Robin C.
Field Assistant



Rohan Mukerjee
Programme Coordinator



Sasikumar R.
Field Assistant



Shawn Stephen
Programme Associate



Sumin George Thomas
Senior Programme Coordinator



Shiny Rehel
Senior Programme Coordinator



Sivanna B.
Field Assistant



Vandana Kannan
Technical Coordinator



Vishnu N. M.
Technical Coordinator

Climate Change



Athmaramani
Consultant



Amelia B.
Fellow



Akhil Sivdas
Project Coordinator



Gunasekar M.
Technical Coordinator



Chitra
Field Assistant



Bhavya George
Programme Coordinator



Sangeshwari
Field Coordinator



Robert Leo
Consultant



Reshma
Technical Coordinator



Vidya S.
Technical Coordinator

Community Wellbeing



Ayoob A.
Subject Coordinator



Bagavanidhi M.
Additional Programme Coordinator



Bijishna T. K.
Field Coordinator



C.M. Rajesh
Field Assistant



Faseela V.
Additional Programme Coordinator



Kannan R.
Field Coordinator



Lalitha M.
Additional Programme Coordinator



Miller A.
Consultant
Enterprise Hub



Monisha R.
Programme Associate



Muhammed Rafi
Field Coordinator



Rabiullah Md.
Programme Coordinator



Prema Tigga
Technical Coordinator



Nagaraj
Field Assistant



Saneesh P. B.
Field Coordinator



R. Chandran
Field Coordinator



Ramachandran K. G.
Programme Coordinator



Sunil Kumar
Field Coordinator



Sriram Paramasivan
Technical Coordinator



Sivakumar
Field Assistant



Vijayan
Technical Coordinator



Ujjainee Sharma
Programme Associate

Knowledge Hub



Ajay Parthiban

Fellow



Jeyanthi R.

Additional Programme Coordinator



Manickam A.

Additional Programme Coordinator



Merab Vilomina Manu

Programme Associate

People & Nature Collectives



Aswathy G.V.

Fellow



Daniel Samraj

Technical Coordinator



Faisal Rehman

Programme Coordinator



Kavyanjali K.

Fellow



Mira Diana Kudva Driskell

Fellow



P. Chandran

Programme Coordinator



Ranjani Prasad
Programme Coordinator



Syamjith P.K.
Technical Coordinator



Vinodh Chellan
Fellow

Organisational Development



Amsaveni C.
Subject Coordinator
Accounts



Anitha V.
Canteen Helper
Administration



Chitra
Canteen Helper
Administration



Devika Raj
Subject Assistant
Accounts



Hari Bahadur
Administration



H.R. Easwaran
Senior Programme Coordinator
Finance & Accounts



J. Anupriya
Subject Assistant
Accounts



O. M. Wilfred William
Subject Coordinator
IT



Palaniswamy
Campus Maintenance
Administration



Pradeep
Administration



Prakash Chandra Bit
Additional Programme Coordinator
Accounts



P. Venkattammal
Subject Assistant
Administration



Sabitha Rajkumar
Subject Coordinator
Administration



Samuel Clement,
Subject Coordinator
Accounts



Saranya
Hostel In-charge
Administration



Sarasasmeeta
Senior Programme Coordinator
Administration



Soniya
Canteen Helper
Administration



S. Soniya
Subject Assistant
Accounts



S. Ramesh
Campus Security
Administration

Team members who have moved on before March 2026:

Vinitha Murukesan, Programme Coordinator, Climate Change

Eniyan M. R., Technical Coordinator, Community Wellbeing

S. Anand Kumar, Subject Coordinator, Organisational Development

Shrey Gupta, Consultant, Climate Change

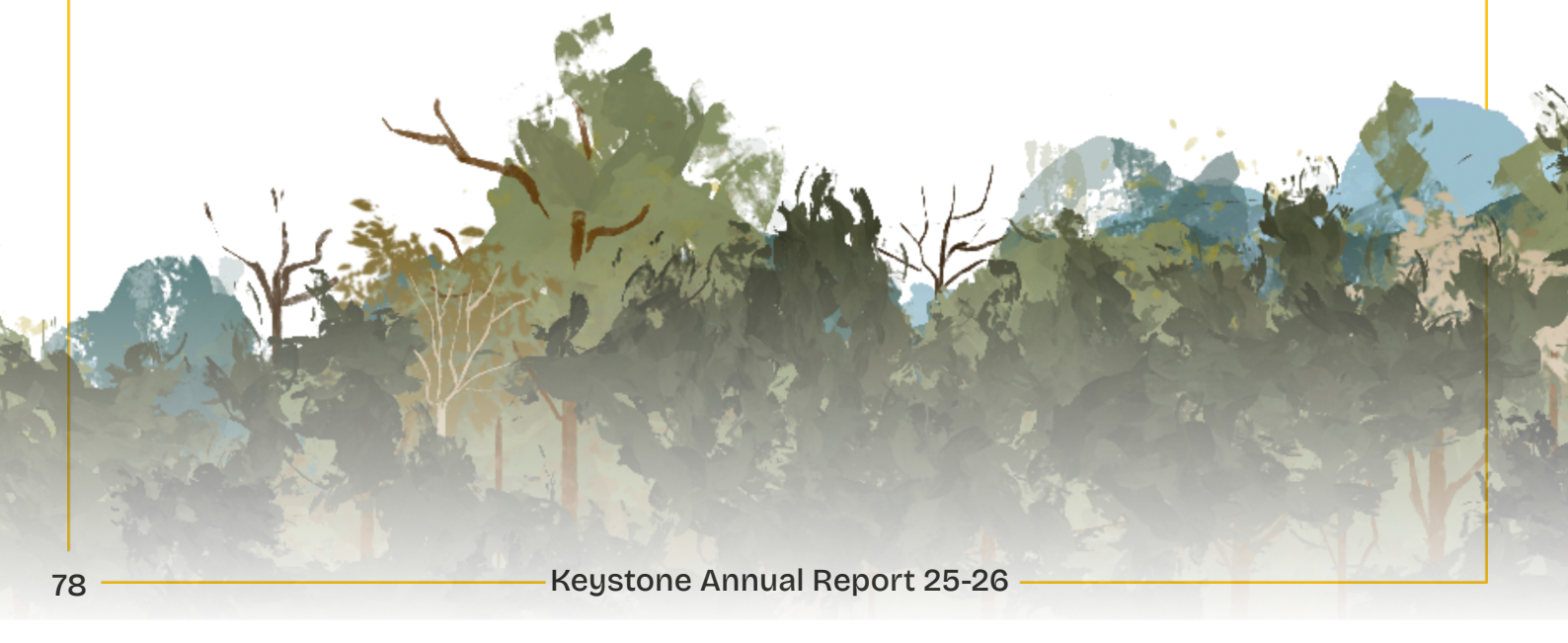
Ashish Kumar, Consultant, Climate Change

Susila, Climate Change

Satyabama, Climate Change

Anokha Venugopal, Fellow, Knowledge Hub

Sophie M Bernstein, Fellow, Biodiversity Conservation



DONORS

International

1. Airbnb Inc, USA
2. Both ENDS, The Netherlands
3. Chapple Family Foundation, USA
4. Data Privacy Brasil, Brazil
5. Environmental Defense Fund, USA
6. Foreign, Commonwealth and Development Office, UK
7. Global Fund for Community Foundations, South Africa
8. Global Green Grants Fund, USA
9. International Analog Forestry Network, Costa Rica
10. International Institute for Environment and Development, UK
11. Leibniz- Zentrum fur Agrarlandschaftsforschung, (ZALF) e.V, Germany
12. Misereor, Germany
13. NTFP-EP, The Philippines
14. Otterfonds, The Netherlands
15. Rosa-Luxemborg Stiftung, Germany
16. Rutu Foundation, The Netherlands
17. Swallows, Sweden
18. Swedish University of Agricultural Sciences, Sweden
19. The Nilgiris Foundation, USA
20. University of Colorado, USA
21. Women Engage for a Common Future (WECF), The Netherlands

Indian

1. Axis Bank Foundation
2. Azim Premji Foundation
3. DCB Bank Limited
4. Eicher Group Foundation
5. HCL Foundation
6. HDFC Bank Ltd
7. UNESCO
8. Impact Foundation (India)
9. Microland Foundation
10. Rainmatter Foundation
11. Rohini Nilekani Philanthropies
12. Synchronoss Technologies Pvt Ltd
13. The Habitats Trust
14. Royal Enfield

NETWORKS & ALLIANCES























































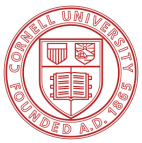












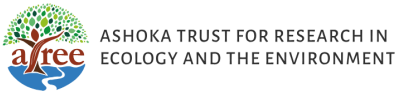
















ORGANISATIONAL INFORMATION

Keystone Foundation was registered in 1993 under the Indian Trust Act, 1882

REGISTERED & MAILING ADDRESS

41/111D, Groves Hill Road, Kotagiri, The Nilgiris, Tamil Nadu- 643217, India.

Phone: +91 4266 272277, 272977

Email: kf@keystone-foundation.org

VISIT OUR WEBSITES:

www.keystone-foundation.org

www.lastforest.in

www.nnhs.in

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www.usingdiversity.keystone-foundation.org



Keystone
A GROUP FOR ECO-DEVELOPMENT INITIATIVES

