



# **Best Practices Foundation**

Annual Report  
2014-2015

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## Acronyms

<b>FCN</b>	Fair Climate Network
<b>GIZ</b>	Gesellschaft für Internationale Zusammenarbeit
<b>HC</b>	Huairou Commission
<b>MOVE</b>	Market Oriented Value Enhancement
<b>NACO</b>	National AIDS Control Organization
<b>NBJK</b>	Nav Bharat Jagriti Kendra
<b>PMA</b>	Participatory Market Appraisal
<b>RCC</b>	Remedial Coaching Centre
<b>SHARE</b>	South-to-South HIV/AIDS Resource Exchange Project
<b>SHG</b>	Self Help Groups
<b>SSS</b>	State Sanitation Strategy
<b>ULB</b>	Urban Local Body
<b>UNDP</b>	United Nations Development Programme
<b>VHS</b>	Voluntary Health Services



### Foreword

*2014-15 was an eventful year for Best Practices Foundation (BPF) which contributed immensely to our learning and achievement.*

*During the past year, BPF's evaluation of an Axis Bank Foundation funded educational programme in Jharkhand, was an eye-opener on how a target-oriented and well thought out educational intervention can change thousands of lives and motivate many more to break barriers, chase their dreams, and most importantly come out of the vicious circle of poverty.*

*Similarly our capacity building project on the development and delivery of communication, IT and English training courses for Fair Climate Network NGOs across India has been a life changing experience for many participants, who are the real catalysts of change on the ground. We hope that their trainers multiply the effect and continue to equip many more organizations with motivated and skilled staff.*

*Our documentation of the success of the Agastya Foundation education programme, has garnered many compliments. Our collaboration with UNDP and Huairou Commission (HC) for creating an online learning course on engendering anti-corruption programmes has helped programme officers across the world fight corruption.*

*Our work on governance for the HC focused on understanding the issues and initiatives taken by grassroots women to combat corruption in eight countries. As experts on gender, we were also invited to build the capacity of programme staff of Deutsche Gesellschaft für Internationale Zusammenarbeit on engendering sanitation, in order to improve the safety, access, privacy and other needs of women.*

*The Voluntary Health Services selected BPF to document best practices in the field of HIV/AIDS prevention in India on behalf of India's National Aids Control Organization for global sharing.*

*We thank our funders for providing such enriching experiences. It motivates us to continuously elevate the quality of our work as a reliable and relevant organization in the development sector.*

*Sincerely,*

**Dr. Sangeetha Purushothaman**  
**Executive Director**

### About Us

Best Practices Foundation (BPF) was established in 1999 as an action-based research organisation to identify, document, innovate and disseminate best practices in development. Over the years, BPF has transformed into a knowledge-based institution facilitating the creation of innovative solutions to address some of the most pressing development issues worldwide. It has worked to strengthen local governance, enable access to public services, create sustainable livelihoods, encourage environmentally-conscious agricultural processes, and promote gender-sensitive and inclusive practices.

Over the last fifteen years, BPF has developed innovations, produced toolkits to scale up best practices, documented case studies, conducted action research, evaluated programmes, influenced policy, and published books and compendiums on best practices for sustainable development. Through its incubation centre in Dharwad, Karnataka, BPF has broken new ground in community development, livelihood, governance, natural resource management, and gender equity. BPF employs participatory approaches to co-create innovations that are pro-poor, inclusive, and gender sensitive.



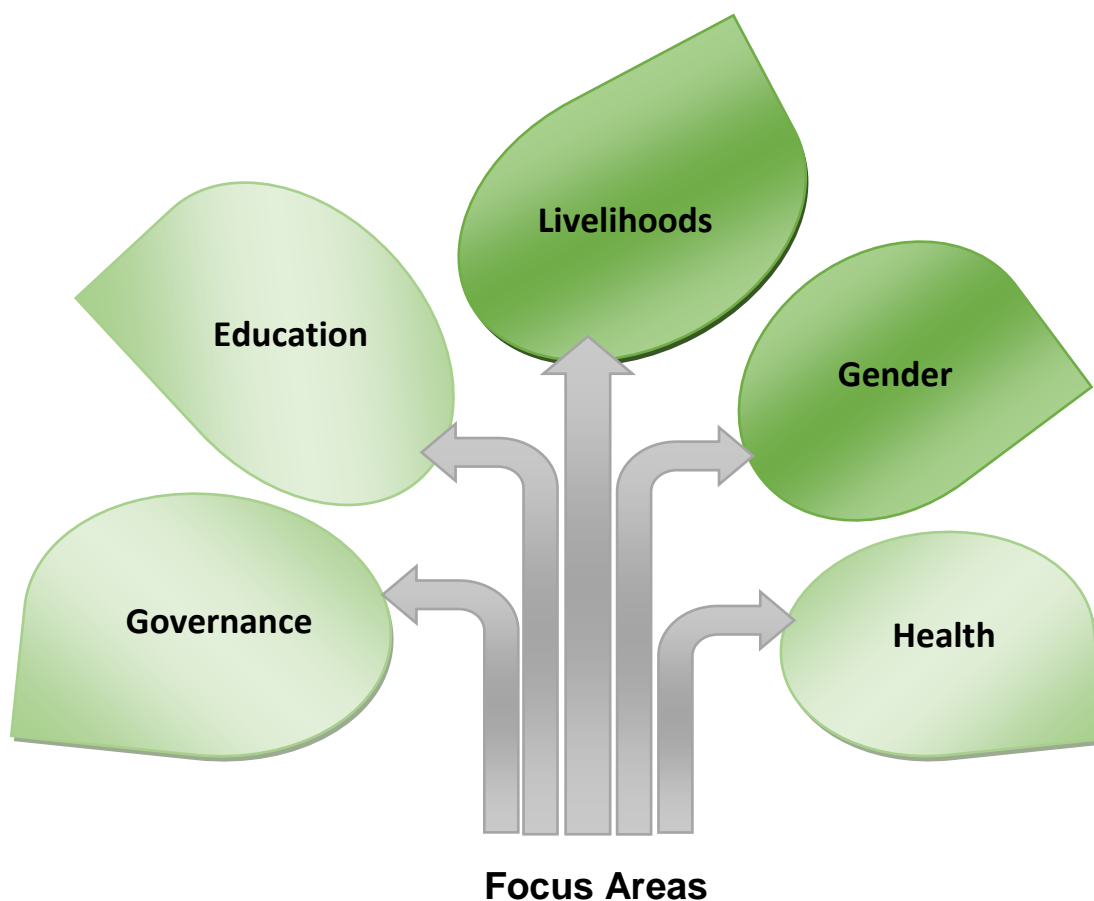


### *Mission*

We believe that it is important to capture the vast and diverse knowledge emerging from the development community, facilitate sharing and cross fertilization of knowledge, and create innovations that address the identified gaps. Towards this end, BPF strives *to improve the quality of life for poor and marginalised communities through documentation, innovation, implementation and dissemination of best practices.*

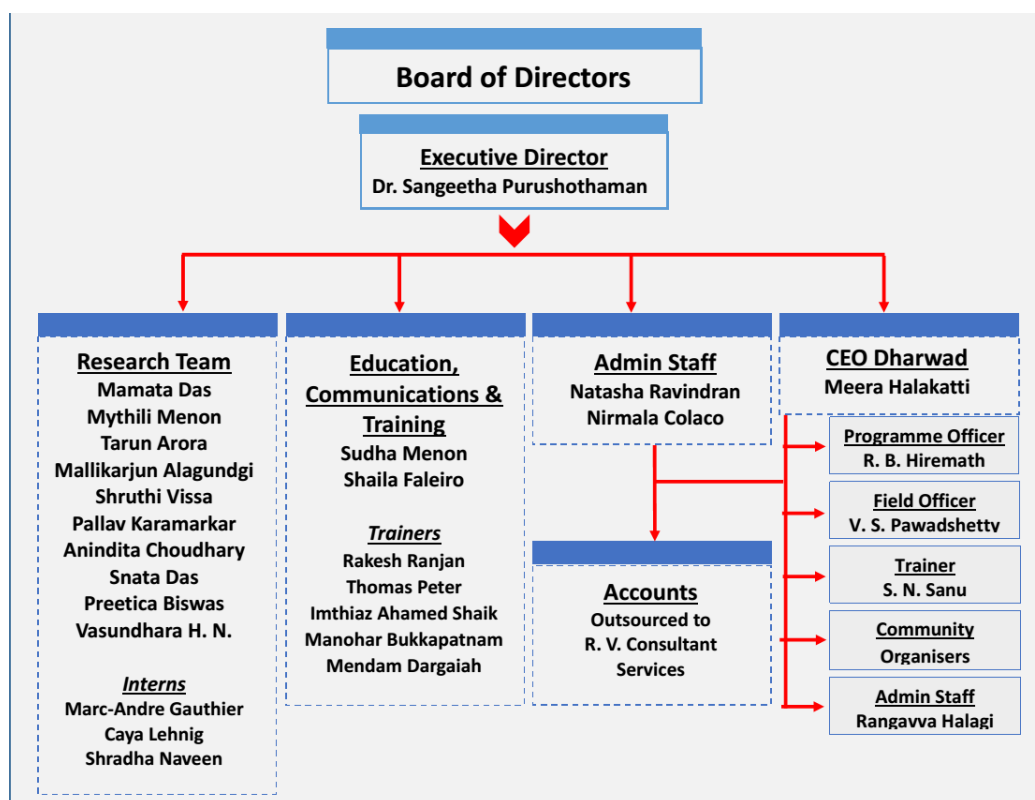
### *Vision*

The Best Practices Foundation envisions widespread identification and institutionalisation of best practices in the fields of development, particularly in livelihoods, governance and gender equity. To fulfil this mandate, BPF aims *to become an agile, knowledge-based innovation agency and a network hub for the institutionalisation of best practices through multi-sector partnerships.*



# Best Practices Foundation – Annual Report 2014-2015

## Organizational Structure



## Board Members

### Governing Board, BPF – Bangalore

#### **Director**

Dr. Sangeetha Purushothaman

#### **Secretary**

Dr. Mukta Banerjee, Consultant

#### **Treasurer**

Mr. Jagdeep Shetty, Entrepreneur

#### **Members**

Dr. Ashok Sircar  
Dr. Surashree Shome  
Dr. Usha Chandraprasad  
Mr. Kumar Kanuga  
Mr. Sujit Sinha  
Ms Simone Purohit  
Ms Suranjana Gupta  
Ms Vandana Mahajan

### Advisory Board, Best Practices Foundation – Dharwad

#### **Chief Executive Officer**

Ms. Meera Halakatti

#### **Members**

Dr. Subhas Managuli  
Dr. Kiran Shinde  
Dr. Anasuya Patil  
Dr. N. Charantimath  
Dr. C. S. Hunshal  
Dr. Prakash Bhatt

### EDUCATION

#### 1. Fair Climate Network (FCN): Building Sustainability and Empowering Communities (Feb 2014-Dec 2015)

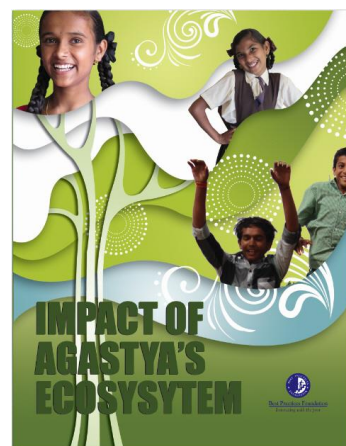
BPF conducted a series of needs assessment workshops with staff of FCN's NGO partners from six states to determine the specific needs, capacities, expectations and level of buy-in. Subsequently, BPF Bangalore developed the courses on Communication, English and Information Technology, and then piloted them with staff at Dharwad as well as with the staff of Agricultural Development and Training Society at Bagepalli. Based on their feedback, the courses were further modified and formally rolled out from June 2014. Two senior staff from each of the 21 NGOs attended Training of Trainers (TOT) in two groups, led by our Master Trainer, Sudha Menon. Four BPF trainers along with TOT facilitators trained Fair Climate Network team members in 47 subgroups sessions across India. As of March 2015, BPF completed five modules of IT and Communication and English.



Staff from BPF Dharwad as well as BPF Bangalore, developed two more courses on Value Chains and Producer Companies. Exposure visits for seven staff-members including five trainers to producer companies in Gulbarga and Yadgir facilitated by the Vrutti experts, were organized on 29<sup>th</sup> and 30<sup>th</sup> September 2014. A draft manual for the livelihood course covering Value Chains and a separate manual for Setting up a Producer Company was completed and piloted in Chinthamani. The Value Chain course was rolled out from the 18<sup>th</sup> to the 22<sup>nd</sup> of February 2015 in Namakkal. Staff members from the FCN NGOs, involved in marketing of their farmer's produce, attended this module.

#### 2. Publication of the Impact Assessment of Science Education Eco system: Agastya Foundation (July 2014-October 2014)

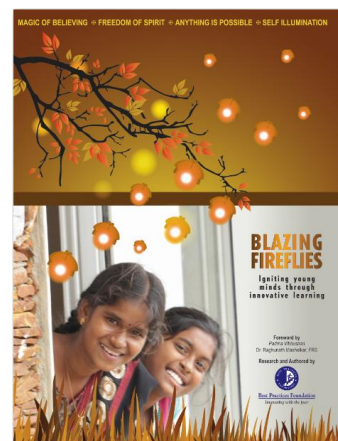
Agastya International Foundation is a Bangalore-based education trust which provides hands on science education to children in public schools in villages across 15 States in India. Through its science centres and mobile labs it sparks curiosity and creativity among children by using low-cost teaching materials and experiments. Agastya appointed BPF in 2012 to conduct an impact assessment of its ecosystem (science centres and mobile labs) on participating students, teachers, government, and the larger community. Findings showed that while awareness was observed across all students, even among those with few exposures, only students exposed more than three times to Agastya demonstrated higher skills and behavioural changes such as curiosity, creativity, problem-solving skills, and leadership. This study was updated, edited and published in November 2014.



### 3. Agastya Blazing Fire Flies Caselets (July 2014 - Jan 2015)

Agastya International Foundation has an innovative and integrated creative learning center in Kuppam, Andhra Pradesh unmatched in its scale and mission. Its Creativity Lab, boasts of learning centres and labs for science, ecology, astronomy and art among other subjects. With 45+ Science Centres, 110+ Mobile Labs, 105+ Lab-in-a-Box Sets, 30+ Lab-on-Bikes it provides hands-on science education for children and teachers.

Agastya's unique model transforms and stimulates children's thinking in five areas: awareness, curiosity, creativity, problem-solving and leadership skills. BPF was commissioned to interview and compile case studies of children who have been positively impacted by their exposure to Agastya model. Published as Blazing Fireflies, a hundred stories narrate the nature of Agastya's interventions and their subsequent impact on children, teachers, parents as well as the society they live in. Another 100 case studies were compiled by BPF as Shooting Stars which may be published by Agastya later. The sample case study here showcases the Agastya effect.



### 4. Axis Bank Foundation - Impact Assessment of Remedial Coaching Centres (RCC) Programme (November 2014 to March 2015)

The RCC programme supported by Axis Bank Foundation, Mumbai is an educational initiative spearheaded by Nav Bharat Jagriti Kendra (NBJK) across three blocks of Chouparan, Churchu and Sadar in Hazaribag district of Jharkhand. Located in the villages within easy access, RCCs provide remedial teaching to school-going children, especially girls, from socially and economically weak backgrounds with focus on tuitions, regular tests and regular parental interaction. Classes VIII, IX, and X receive additional inputs in Mathematics, Science, and English and the students also take part in various extra- and co-curricular activities organized by RCCs. These cover quizzes sports, competitions essay writing and drawing, annual felicitation programmes for children who perform well, exposure visits, programmes for Children with Disabilities as well as for tutors.

Axis Bank Foundation, commissioned BPF to conduct an impact assessment of the RCC programme from December 2014 to March 2015. The assessment showed that the RCC Programme has proved to be an excellent strategy for providing educational sustenance and enhancing the social capital of children coming from poor and marginalized sections of society. The major achievements of the programme include improved academic performance indicated by higher pass percentages and better divisions; increased understanding of subjects by the students; a better appreciation of the value of education by parents of students; as well as efficient support of public systems of education.

### 5. Leadership Project (November 2014 – October 2015)

Our leadership project seeks to identify and enhance the leadership of working-class sexual minorities and sex workers in India. The project supports the creation of a just society where people can live with dignity and freedom irrespective of their gender identity, sexual orientation or occupation.

After setting up a functional office space, it was quite an effort to put together a team, given the issues, approach and skills required as well as the fact that “market” rates are fairly high. After identifying interested community based organizations, developing criterion based on ‘ownership, accountability and passion to work on issues’, short listing and meeting organizations to understand their work, four were selected for empowerment and providing leadership as a competence.



The Aruna Trust works with children in difficult situations and their care givers. We organized programmes with them to understand the situation of the children, link them with other organisations and strengthen their board members. Providing guidance to a sex worker from Belgaum helped her to be a leader and strengthen the voice of her community.

BPF also increased contact with various entities to identify corporates which are interested in creating spaces for sexual minorities within the organisation as well as including the issue of diversity in their criteria while recruiting.



### GENDER

#### 1. GIZ Gender and Sanitation (October 2014 to October 2015)



Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) contracted BPF to engender their sanitation programme in the States of Himachal Pradesh, Maharashtra, Kerala, Chhattisgarh and Andhra Pradesh. In February 2015, BPF conducted a workshop for the GIZ sanitation team in Delhi on the concepts of gender and sanitation, their linkages and lessons learnt from existing programmes. This workshop helped GIZ staff to identify entry points within the gender and sanitation frameworks they operate under. As an outcome of this, they evolved benchmarks and activities to operationalise gender into their work.



After working with GIZ's State Sanitation Strategy team on engendering the Andhra Pradesh SSS, BPF will work closely with the project level team to review the contracts between urban local bodies and private contractors to build, renovate and operate public toilets in Shimla and Tirupati from a gender perspective.

### 2. UNDP: Develop an E-Learning Course on Gender and Anti-Corruption ( February 2014 – November 2014)

BPF, along with the Huairou Commission, was invited by the United Nations Development Programme (UNDP) to design the first-of-its-kind online course for UNDP staff, on the ways in which they can engender their anti-corruption and development programmes. It aims to familiarize staff with grassroots women's articulations of corruption, many of which exceed or deviate from mainstream conceptions of the term. The course provides a clear understanding of basic concepts surrounding gender and anti-corruption, the impact of corruption on grassroots women, and the strategies developed by women's groups to fight corruption, as well as concrete case-studies of women's anti-corruption initiatives from Nepal, Nicaragua, and Uganda. It also provides the legal and policy frameworks that shape the UNDP's work on both gender and corruption. It introduces staff to pioneering anti-corruption work being conducted by women at the grassroots level, in order to create synergies between grassroots movements and UNDP anti-corruption programming. The goal of the course is to prepare UNDP staff to begin a process of co-creating and designing anti-corruption initiatives with grassroots women's groups.

## GOVERNANCE

### 1. Huairou Commission: Grassroots Women and Anti-Corruption Initiatives – Transparency and Accountability Initiative (August 2014 - Ongoing)



*"Initially people were breaking the law and nobody could stop them. After they got elected they were able to address issues very well. All women are mobilized in groups and are also part of committees. Before there was a lot of sexual harassment, and to address this we have regular meetings."*

Source: Ruth Tali, Market Trader

This unique project began with a global study led by BPF on corruption and grassroots women to understand the issues faced by grassroots women. The seminal publication *"Seeing Beyond the State: Grassroots Women and Anti-Corruption Initiatives"* was presented by BPF in several fora and is widely quoted and referred to.

Baseline data for 6 different organizations across the world was collected between November and January 2014. Qualitative data was captured in Focus Group Discussions with the grassroots women, along with Individual Interviews. Quantitative and qualitative baseline data for Huairou Commission's (HC) Transparency and Accountability Initiative (T&A I) was analysed during February and March 2015.

In the next six months, the women's organizations will assess the impact of their corruption initiatives and this data will be presented in the end of project report in December 2015.

## HEALTH

### 1. SHARE1: Documentation of Best Practices in the field of HIV/AIDS (September 2014 to November 2015)

The South-to-South HIV/AIDS Resource Exchange (SHARE) project has been developed with a vision of exchanging experiences, expertise and best practices between countries in Africa and the Indian subcontinent. It is supported by the United States Agency for International Development and administered by the Voluntary Health Services (VHS) who appointed BPF to document three best practices for the National Aids Control Organization (NACO), Ministry of Health and Family Welfare, Government of India, on HIV prevention, care and treatment over a three-month period. These practices will be shared with other governments interested in replicating these practices.

### 2. SHARE 2: Documentation of Best Practices in the field of HIV/AIDS (December 2014 to July 2015)

BPF was once again commissioned by VHS to document 20 practices covering a broad spectrum of India's best HIV/AIDS prevention interventions. To begin with, it presents a snapshot of India's flagship programme on Targeted Interventions (TI), which facilitates other community-based innovations such as peer-initiated communication and outreach. India's package of prevention practices includes clinic components like regular medical checks for STI screening and treatment and Opioid Substitution Therapy (OST) as a harm-reduction strategy. India has scaled up these prevention efforts through evidence-informed planning which has created a system where data from mapping of key populations and tracking service delivery has fed into a robust MIS at all levels, making it simple to monitor progress, overcome challenges and feed into improving programs. This scale up is a direct outcome of NACO's institutional arrangements, which promoted one national agency, one national policy and one monitoring system for the whole country. The administrative and technical support structures at national, state and district levels in combination with decentralization has helped India to reach 80% of all key populations. Our compilation of these successful experiences is meant to be shared, adapted and replicated in countries that, like India, are grappling with the HIV/AIDS epidemic.

#### LIVELIHOODS

##### 1. Market Oriented Value Enhancement (MOVE): Creating Sustainable Livelihoods Revenue Generation Model (February 2015 – Ongoing)

###### MOVE Livelihood Model

- *Focuses on marketing concepts to teach participants to adapt to market conditions.*
- *Enables participants to choose businesses only after evaluating their resources/skills & identifying market demands.*
- *Allows a participant to be laterally mobile in the market, constrained neither by product, service or sector.*

In 2002, BPF developed the MOVE programme to teach illiterate, landless and economically vulnerable individuals, particularly women, to run successful and sustainable micro-enterprises and small businesses to lift themselves out of poverty. With its central focus on market and customer needs, MOVE empowers participants to begin viable businesses or income generating activities and significantly reduces their rate of failure. MOVE's success with socio-economically diverse populations (e. g., rural women, urban youth, quarry workers, SHGs), sexual minorities, and continued refinement of the programme over the years, has encouraged BPF to now scale up its model to improve livelihoods for the poor across India.

This year using its own funds, BPF conducted a revenue model generation batch for 16 participants in Mandihal, who have promised to repay about 50% of the MOVE training costs (Rs.2500) and also pay 50% of skills training costs. Training on the first 6 modules was completed in March 2015.

##### 2. MOVE for HIV Positive women in Koppal district (December 2014 to March 2015)

'Samraksha' works with women who are HIV positive and requested BPF to conduct MOVE training for 40 women in Koppal village of Gadag District in Karnataka. Conducted in two batches, the initial crash course covered 6 modules in 6 days and 30 women completed Participatory Market Appraisals to select viable ventures. Already seven businesses like vegetable vending, banana selling,





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grocery selling, and so on have been established. BPF trainers conducted the remaining 6 modules in smaller groups. The Samraksha trainers observed our training and they are now replicating it for the remaining participants as well as hand holding their businesses.

### OTHER ACTIVITIES

#### Follow-up of proposals submitted:

The Deputy District Manager of NABARD visited BPF in Dharwad on 18<sup>th</sup> June and was quite impressed with our MOVE entrepreneurs in Narenda. Along with a favorable report to NABARD's head office in Mumbai, she also provided a free stall to us at UAS Krishi Mela.

#### Krishi Mela University of Agricultural Sciences Dharwad:

Four MOVE entrepreneurs took up the challenge to sell their products at the free stall at UAS Krishi Mela. Total investment by all four was Rs.54, 250, their sales was Rs.76, 200 and they made a profit of Rs.21, 950.

### VOLUNTEERS EXPERIENCE

Last year, we had the pleasure of working with some very good volunteers. Here's what they have to say about us.

#### Marc-Andre Gauthier – Canada

I am a researcher and communication professional who could have opted for a calm and routine life back in Canada. However, I decided to take a leap of faith and sign a one-year contract to volunteer as a Research Associate with BPF in 2014-2015. Little did I know what was coming my way.

Upon my arrival, I was sent on an overnight bus ride to Dharwad after less than 48 hours spent at the BPF office in Bangalore. When I arrived, the BPF team was in the midst of piloting what would become the FCN capacity-building program. I quickly identified issues with the training curriculum and thus suggested a revamp of its content and structure before it was officially launched. I then spent the next couple of months living a nomadic life across rural India to ensure proper implementation of this new incarnation of the program and witness the astounding progress of the participants. It was an extraordinarily unique, entertaining and formative experience.

But there is more. Because of the fantastic success of this whole operation, I was consequently asked to help elaborate training curricula on gender perspectives for UNDP's anti-corruption programming and GIZ's urban sanitation programming. I also contributed in documenting practices on HIV/AIDS for the SHARE project, as well as the impact of Agastya International Foundation's educational initiatives.

Being a jack of all trades by nature, I am glad that BPF trusted me to work on a variety of topics, play changing roles within the organization and travel just about anywhere in the country. I got to learn enormously about my strengths and weaknesses and I now feel more confident in undertaking new ventures in the research and development sphere, whether in India where my expertise lies, or elsewhere. I am grateful that the eclectic and lovable BPF family made a leap of faith in hiring me and put so much trust in me during my one-year stint.

#### Caya Lehnig – Germany

As a volunteer at BPF, I was responsible for conducting research for projects and publications amongst others on topics like syphilis and water supply management. Moreover, I was involved in a project about corruption leading me to evaluate data, interpret Excel spreadsheets and identify strategies to fight corruption and safeguard human rights. After having attended a workshop on Gram Panchayats, I was assigned to write a report on how to boost rural economies, amongst others on the basis of studies on grassroots communities and on MOVE, the award winning training model developed by BPF aiming at enhancing the quality of life for people in rural areas.

I was proud and happy to have worked with the team consisting of highly diverse and experienced development practitioners. They offered unique insights into best practices and critical gaps and gave me an understanding of the needs of the community. I wish I could have had more time to work together with them in order to learn more about sectors such as governance, gender, livelihoods, education, health and natural resource management.

Without a doubt, BPF creates awareness with its valuable outreach, provides information and will design many more innovations in the future.





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BEST PRACTICES FOUNDATION CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD FROM 01.04.2014 TO 31.3.2015			
EXPENDITURE	Amount (INR)	INCOME	Amount (INR)
Direct Expenses	293,472	Direct Income	3,281,470
Indirect Expenses	67,743		
		Indirect Income	1,267,640
Depreciation	221,596		
Excess of Income Over Expenditure	3,966,299	Excess of Expenditure over income	-
	<b>4,549,110</b>		<b>4,549,110</b>
For NAVIN NAYAK & ASSOCIATES		Dr. Sangeetha Purushothaman	
Chartered Accountants FRN: 014367S		Executive Director	
Date: 3 <sup>rd</sup> September 2015 Place: Bangalore			

BEST PRACTICES FOUNDATION BALANCE SHEET AS AT 31ST MARCH 2015			
LIABILITIES	AMOUNT (INR)	ASSETS	AMOUNT (INR)
GENERAL FUND	9,079,270	FIXED ASSETS	410,093
CURRENT LIABILITIES		CURRENT ASSETS	
Service Tax Payable	-	Fixed Deposit	7,215,557
		Cash and Bank Balances	184,493
		Loans & Advances	1,269,128
<b>Total</b>	<b>9,079,270</b>	<b>Total</b>	<b>9,079,270</b>
The above balance sheet to the best of my belief contains a true account of the liabilities and assets of Best Practices Foundation			
For NAVIN NAYAK & ASSOCIATES		Dr. Sangeetha Purushothaman	
Chartered Accountants FRN: 014367S		Executive Director	
Date: 3 <sup>rd</sup> September 2015 Place: Bangalore			

