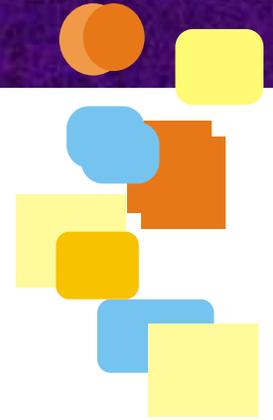




Best Practices Foundation

Annual Report 2012-2013





LETTER FROM THE DIRECTOR

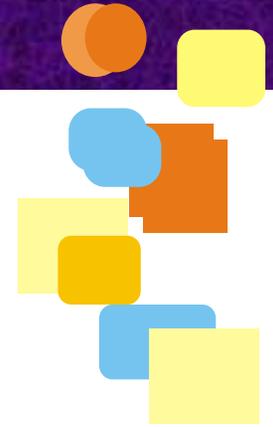
In the financial year 2012-13, Best Practices Foundation (BPF) saw a deepening of its MOVE innovation to ensure its applicability to new contexts and geographical areas. We experimented with livelihoods for a typically marginalised sexual minority community in Dharwad, Karnataka. To our delight, the project showed a higher impact than any other before in the form of improved incomes and a diversity of businesses. Another important innovation in the past year was our experimentation with MOVE for agricultural producers of small millets. BPF has been approached to extend the model to existing producers several times but this was the first time we ventured into an area where our trainees already possessed the skills, in this case cultivation expertise. Our role was to orient them to the market. These innovations led to BPF applying for several awards for MOVE.

Our documentation work continued to expand internationally in the past year. We worked to bring the resilience priorities of poor, disaster-prone communities in seven Asian countries into policy debates. We subsequently trained grassroots communities in five countries to assess their progress in the fight against corruption in the public sphere.

We collaborated with the International Transport Federation, UK, to conduct strategic communication on behalf of its affiliates to influence proposed legislation on the regulation of ports.

BPF continued its impact assessment work by documenting the best practices of the Agastya International Foundation. The organisation's work with four million children is both inspirational and worthy of institutionalisation in the public school system.

Internally, we conducted an internal strategic planning exercise as a result of which we now plan to launch a Corporate Social Responsibility (CSR) vertical to provide services to corporates seeking to conduct needs assessments, baseline studies and impact assessments as part of their own CSR initiatives. We have also established a new communications unit to build out social media networks and web presence, and to disseminate our work to a larger audience. We are pleased to announce that we are now present on Facebook. We look forward in the new year to collaborating not only on our own but our partners' innovations as well and working with government agencies to mainstream our work.



BPF-DHARWAD



Twenty-year old Umesh and 19-year old Mahilar started a mobile phone repair shop after MOVE. It was a childhood dream. Today, they divide a monthly profit of Rs 37,000 equally between themselves.

BPF-Dharwad was established as BPF's grassroots wing to enable the incubation and implementation of innovations to empower the poor. The year 2012-13 has been a busy one at BPF-Dharwad, with the organisation's MOVE livelihood model implemented for diverse populations.

Entrepreneurial education for individuals from sexual minority communities

Funded by the Karnataka Health Promotion Trust (KHPT)

August 2011 – July 2012

This project aimed at equipping members of a sexual minority community (men who have sex with men and transsexuals) to establish their own micro-enterprises using the sound understanding of business fundamentals that MOVE imparts. Thirty-one participants underwent training in a batch each in Dharwad and Hubli. Mr

Ramachandra Rao from KHPT, Bangalore, visited the entrepreneurs in Dharwad and the neighbouring villages with local KHPT officials and BPF staff. He was so impressed by the work and convinced of the need to support the new entrepreneurs that he offered to extend the project up to July 2012 so that the new businesses could be nurtured.



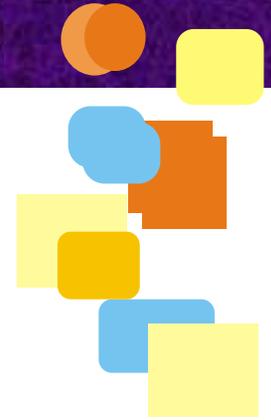
This MOVE participant upscaled his vermicelli business to earn a peak season income of Rs 37,000 per month.

The end of the project saw 20 individuals gainfully employed, with 11 having initiated their own business ventures, five increasing the scale of their existing businesses and another four in paid employment.

In May 2012, the average earnings of all the participants were above Rs 8,800. This decreased to Rs 7,200 at the beginning of the monsoon in July, as some of the businesses are seasonal – vermicelli production, for example, is not possible for four months a year. At this time, the participants' monthly incomes ranged between Rs 1,200-30,000. BPF continues to support the participants whenever required.

The impact assessment of the project was conducted by James Brockington and Anne-Sophie Raynaud, who interned at BPF during the year.

The MOVE training manual is in the process of completion and is due for submission at the end of April 2013.



Entrepreneurial education for rural communities, Dharwad taluka

Funded by the Deshpande Foundation

October 2010 – March 2012

This project led to the establishment of 70 successful businesses across eight villages in Dharwad taluka. Average monthly earnings range between Rs 2,000-9,000. Some trainees upgraded and enhanced the value of their businesses. The project had the spill over effect of creating 10 additional businesses in the area.

Bashira, a 19-year old resident of Kalakeri village near Dharwad, was a daily wage worker earning Rs 20-30 a day. She describes it as "a dog's life" because she had to hunt for food. MOVE, she says, helped her fulfill her dream of learning how to tailor and run a successful tailoring business for the past two years. She makes about 10 blouses a day, earning Rs 15-20 apiece.



Bashira has recently completed a course in fashion design and is in the process of learning embroidery. Her fashion design training has helped increase her earnings to Rs 2,500 a month. With the profits, she has opened a bank account into which she has deposited Rs 5,000 and purchased a sewing machine with which she can do embroidery.

Someday, Bashira smiles, she will get married. But before that, she intends to grow her business and become completely self-reliant.

Capacity building of SHG members

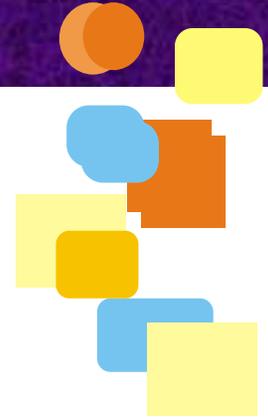
Funded by the College of Rural Home Science, University of Agriculture Sciences, Dharwad

June – September 2012

BPF master trainer Pawadshetty was involved in training to build the capacities of SHGs formed by the Department of Textiles. The sessions imparted awareness and core skills relating to the SHG concept, savings, record keeping, leadership, communication skills, conflict resolution and gender issues.



BPF master trainer Pawadshetty conducts training for SHG members at UAS, Dharwad



Empowering SHG members to achieve livelihood security through micro-enterprises
Funded by the College of Rural Home Science, University of Agriculture Sciences, Dharwad
August 2012



Training in progress for staff of the Department of Family Resource Management, UAS, Dharwad.

This project, conducted from 13-17 August 2012, involved mobilising the community and conducting Participatory Rural Appraisals (PRA) and MOVE training for 15 research assistants at the college. The participants were trained to further impart training on multiple subjects to capacitate rural women. The trainees were taken on an exposure visit to Narendra village so that they could see MOVE enterprises in action. A member of BPF staff subsequently followed up by demonstrating training at the village level as well.

MOVE for women producers of small millets
Funded by the College of Rural Home Science, University of Agriculture Sciences, Dharwad
November 2012 – March 2013

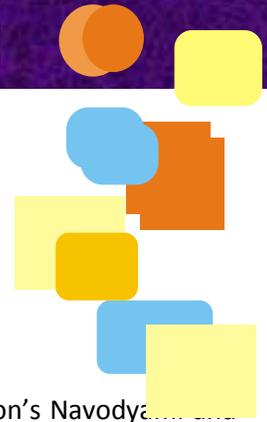
Thirty-four participants underwent training up to the sixth module of MOVE. Of these, 12 were from Timmapur, 12 from Jekkinakatti, five from Mantrodi and five were members of UAS staff. The training was conducted from November 2012 to March 2013 by BPF in partnership with the Department of Food Sciences and Nutrition, UAS, Dharwad. Twenty-nine participants completed the programme and 18 went on to start or scale up existing businesses. Ten of these businesses pertain to small millet products. Another eight have added millet-based products as a second business. The new entrepreneurs were exposed to markets in Shiggaon and Hubli to enable them to expand their markets for millet products. All the participants are now earning and have demonstrated increases of up to 249 per cent in their incomes. The minimum income earned after MOVE was Rs 700 by Roopa Alagwadi; the maximum, Rs 5,700 by Shakuntala Kundagol.



MOVE training in progress for women producers of small millets at UAS, Dharwad.

Participation in other external training programmes and other activities
Funded by the Deshpande Foundation, Belgaum Diocese for Social Service Society (BDSSS) Dharwad, more

Throughout the year



Members of BPF staff were invited to participate as resource persons for the Deshpande Foundation's Navodya and Deshpande Fellows programmes.

Meera Halakatti, CEO, BPF-Dharwad, participated as a resource person in the BDSSS staff training on strategic planning. BPF staff also visited several local NGOs in Dharwad to explore the possibility of offering MOVE training there.

BPF-Dharwad staff was closely involved in coordinating the impact assessment process of the MOVE projects implemented across eight villages.

NEW INITIATIVE AT BPF-DHARWAD

MOVE training for 40 businesses submitted to NABARD MCI!

BPF BANGALORE

The financial year 2012-13 saw BPF Bangalore continue using its expertise in research and documentation to further its vision for a more just and equitable world, particularly with regard to engendering development initiatives.

Seven-country study on grassroots women's resilience initiatives

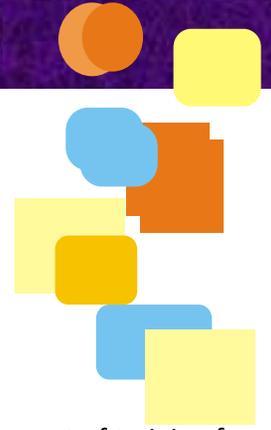
On behalf of the Huairou Commission and UNDP

December 2012 onwards



This action research, entitled *What Communities Want: Putting Community Resilience Priorities on the Agenda for 2014*, was conducted by the Community Practitioner's Platform for Resilience in partnership with the Huairou Commission in seven Asian countries. It sought, with the involvement of 300 grassroots community leaders, to examine strategies to reduce vulnerability to natural hazards and climate change. The larger objective was to bring the resilience priorities of poor, disaster-prone communities into debates that will shape policy frameworks on disaster risk reduction in 2015. The majority of community members who participated in this study reported being affected by natural disasters (99.7%) and climate change (93%). Communities reported that basic needs (27%), followed by livelihoods (20%), were areas most severely impacted by disasters. The study shows that communities are central

actors in terms of developing diverse and need-based resilience strategies. Establishing the importance of women's agency and leadership in advancing community resilience to disaster and climate change, women leaders built community capacities significantly more than men. Livelihood emerged as the sector where responses from women as



compared to men indicated a higher level of expertise as well as demand for future training. The impact of training for women, particularly those belonging to groups and networks was primarily reported to be on livelihoods and being equipped to act as organizers, trainers or facilitators. The findings validate and recognise the expertise of local communities, especially women collectives, to now undertake the role of mobilising groups, building awareness, and identifying risks, fostering partnerships, creating innovations and adapting them to local contexts. Women leaders, especially those who are part of larger networks and groups have more opportunity to both receive and provide training to others.

Strategic communications and internal evaluation

For the International Transport Federation, UK

July 2012

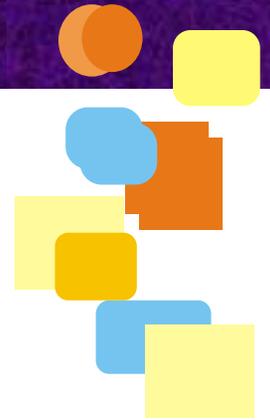
BPF was invited to conduct strategic communications with companies and unions to assess whether it would be appropriate for ITF to intervene on behalf of its affiliates to influence the proposed legislation and intervene in the prevailing political environment. The objective of the study was to understand the current political and legislative environment surrounding the proposed Draft Port Regulatory Authority Bill and assess whether it would benefit ITF and its affiliates to intervene to influence the proposed legislation.

Impact assessment

For the Agastya International Foundation

February 2012 onwards

BPF conducted an impact assessment of the Agastya ecosystem on its students, particularly in terms of the extent to which they had developed the following: Awareness of Agastya's alternative teaching style, curiosity, creativity, problem-solving and leadership. BPF interviewed students from standards six through nine who had had one of three types of exposure to Agastya – less than three, four to seven, and eight or more exposures, wherein the term exposures refers to the number of times a student had visited an Agastya science centre or had been visited at school by Agastya's mobile science lab. BPF conducted a total of 39 focus group discussions with students from 24 different schools. We also spoke with Agastya students and outstanding scholars, to cover a total of 1,328 students. While BPF observed awareness across all exposure brackets, only students with more than three exposures demonstrated higher skills and behavioural changes such as curiosity, creativity, problem-solving skills, and leadership. The study also examined the model's internal and external strengths and weaknesses, and how they shaped the type of impact achieved. It made recommendations for better delivery of services, and suggestions for the replication and scaling-up of the ecosystem.



Women and anti-corruption initiatives

In partnership with the Huairou Commission and UNDP

November 2011 – April 2012



This study, conducted across eight countries, examines corruption from the perspective of grassroots women. The findings reveal that corruption, as experienced and defined by grassroots communities, covers a wide range of exploitative practices, such as physical abuse, sexual favours, and the giving and taking of bribes. The research shows that grassroots women experience corruption primarily in the realm of public sector service delivery, especially in the course of seeking employment or running businesses in both the formal and informal sectors. The police, in turn, were frequently named by grassroots women as the most corrupt public sector institution. What also emerged from the study was the variety of successful anti-corruption strategies that grassroots women have devised and utilised in their communities.

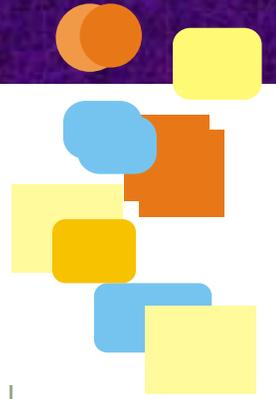
These and other findings were presented in a report entitled *Seeing Beyond the State: Grassroots Women's Perspectives on Corruption and Anti-Corruption*, which was disseminated at international conferences in Naples, Geneva and Brazil in 2012-13. BPF is currently in the process of creating monitoring and evaluation systems for six countries involved in pilots on a follow-up anti-corruption initiative.

NEW INITIATIVES AT BPF BANGALORE

A marketing analysis of small millet products in
Kolli Hills, Tamil Nadu!

Documentation of a 50 case studies of children
impacted by Agastya!

Impact assessment of the Agastya campus in
Kuppam!



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- Treasurer: Jagdeep Shetty, businessman and restaurateur
- Dr Usha Chandraprasad, medical practitioner
- Simone Purohit, Executive
- Dr Surashree Shome, Consultant
- Dr Vandana Mahajan, Consultant
- Suranjana Gupta, Senior Specialist, Community Resilience, Huairou Commission
- Madhu Satyanarayanan, Consultant

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