

ANNUAL REPORT



**Best Practices
Foundation**



**April 2024 to
March 2025**



Director's Note

This past year has been a transformative journey for Best Practices Foundation (BPF), even as the development sector faced significant funding challenges due to shifting international priorities under U.S. policies. Despite these constraints, the unwavering support of our donors and well-wishers enabled us to continue our mission with resilience and creativity. Their generosity helped us integrate technology into our initiatives, explore agritech innovations to enhance food security, actively engage with the UN Women's Generation Equality initiative and improve incomes of poor and marginalized communities and gender sexual minority members.

A key milestone in this journey has been the move towards a digital platform to scale our flagship livelihood intervention, Market Oriented Value Enhancement (MOVE), making it more accessible to communities across regions. In parallel, our introduction of hydroponics, fungiculture, raised seed beds and zero-waste methods in small backyard spaces are offering women a sustainable, high-yield method of agricultural production, even on limited land. This initiative not only provides better nutrition and an alternative livelihood source but also strengthens resilience against food insecurity. Beyond livelihoods and technology, we have placed a strong emphasis on inter-generational dialogues and agency—an often overlooked but critical aspect of community leadership and development. By facilitating conversations between older and younger leaders, we are fostering knowledge exchange, strengthening community bonds, and ensuring that experience-based mentorship remains at the heart of leadership development.

As we look ahead, our focus will be on identifying and building sustainable sources of income that reduce dependence on external donors. Thus, a second milestone is the decision to create a revenue model based on our learnings from our green projects. This will enable us to remain steadfast in our commitment to scaling our initiatives, driving meaningful and lasting change, and creating opportunities that continue to empower women and strengthen communities. This journey is far from over, and with the continued support of our partners, we are confident in our ability to build a future that is inclusive, resilient, and transformative.

We are in the process of publishing our learnings on women's economic empowerment and on inter-generational dialogues with a strong focus on second-line leadership. To ground our work in academic research towards releasing publications, we are collaborating with scholars from Jindal University and Centurion University. This collaboration will ensure that our interventions contribute to the broader discourse on women's economic empowerment and on leadership development.

We confirm that BPF has complied with the requirements of the Karnataka Societies Registration Act 1960 and the rules made thereunder, including convening its Annual General Meeting, placing audited financial statements before the committee for approval, and submitting the required documents to the Registrar of Societies. With the help of our external Chartered Accountants and other NGOs, we continue to monitor any regulatory updates or amendments and will implement any new statutory obligations as and when applicable.

This year has also been a time of reflection and documentation. By critically examining our work through the lens of institutional strengthening, we are refining our approach around four key pillars: access to resources, capacity building, leadership development, and sustainability. These principles continue to shape our strategies, ensuring that our interventions create a long-term impact.

Dr Sangeetha Purushothaman
Executive Director

Strengthening CBOs | Azim Premji Foundation | Jul 2021 – Jul 2024

Focused on the four pillars of Institutional Strengthening, Gender Based Violence (GBV), Economic Empowerment and alliance building, this three-year project built the capacities of six federations and community-based organizations (CBOs) in six districts across Karnataka, Andhra Pradesh and Telangana. A total of 24 committees—executive, legal, governance, and sustainability—were formed. In addition, two CBOs set up three extra committees focused on education, health, and natural resource management, reflecting localized needs and priorities. Regular follow-up has ensured these committees are active and take meaningful action in all six districts. Inter-generational training was instrumental in bringing young leaders into decision-making roles, thanks to its emphasis on inter-sectionality and inclusive leadership.

CBOs themselves took the initiative of requesting additional workshops and ongoing support to train new committee members elected every year. This demand-driven approach not only built capacity on compliance, accounting, sustainability, economic empowerment, GBV and gender-based discrimination but also ensured that leadership transitions within CBOs were smooth and effective, reinforcing the sustainability and responsiveness of grassroots governance structures.

Regular training during election cycles for new CBO members, helped in increasing awareness and capacity across the alliance. This initiative significantly exceeded its original targets due to an innovative cascading model that enabled knowledge to reach many more than planned. Actual participation numbers reveal the impact: 55 members were trained on compliance (vs. a target of 30); 260 on GBV training (vs. 180), 132 on documentation for CBOs and federations (vs. 30), 373 on ethics, rights and inter-sectionality (vs. 60); and gender analysis of laws reached 136 participants (target: 120), 238 on governance, sustainability, and legal issues and 206 analysed the impact of new forms of violence. Most notably, 1,587 individuals were trained on domestic violence laws—far surpassing the target of 180—demonstrating the strength and scalability of the alliance’s approach.

One of the most successful interventions was CBO leaders emerging as key enablers in securing over **9,500 entitlements** such as various ID cards, pensions, scholarships, and access to government schemes (as of July 2024) for villagers across their regions. This real-world impact went far beyond capacity building—demonstrating the effectiveness of the alliance model and significantly boosting the legitimacy and visibility of the project. The success led to increased community trust and participation, with more sanghas joining the CBOs and contributing through membership fees, thereby improving long-term sustainability.



Periyapatna team presenting on audio storytelling in GYAN, Hyderabad

Grassroots learning academies (GYAN) served as valuable platforms for mutual learning and exchange among CBOs. They enabled the sharing and replication of successful strategies across the alliance. Bhumika Women’s Collective hosted the fourth GYAN in Delhi in July 2024 on ‘Transforming Gender Perspectives: Enabling Change Among Men & Boys.’ This was also integrated with the final review and dissemination workshop at alliance level to optimize resources. Through this collective effort, all CBOs were trained using the specialized expertise of different NGOs—expertise that would have otherwise remained in silos. For instance, Bhumika’s work with men and boys, BPF’s focus on livelihoods, income generation and Inter-Generational Dialogues (IGD), and Solidarity Foundation’s skills in audio storytelling were all shared widely across the network, strengthening the entire alliance.

District-level platforms became vital spaces for learning, co-creation, and collective amplification of voice. Thirteen district level meetings were held, enabling members to access schemes and ensuring that initiatives remained relevant and responsive. In all six locations, CBOs were actively linked with government departments—including WCD, Agriculture, Forest, Education, Health, TLSA/DLSA/SLSA, Social Welfare, and Sanjeevini—as well as non-governmental agencies such as banks, NYAAYA, Santhavana, and Samvidhan. These connections helped strengthen community claims on state obligations and schemes. The authorities, eager to improve service delivery, ensured access to entitlements, by working closely with the alliance of federations representing thousands of members. They provided clear procedures, guided women leaders through government processes, and helped them access various benefits.

Strengthening Grassroots Leadership Among Sex Workers and Gender Sexual Minorities in South India | Creating Resources for Empowerment and Action Inc (CREA) | Apr 2022 - Aug 2024

In Andhra Pradesh, Tamil Nadu, and Telangana, sex workers and LGBTIAQ+ community members were trained in Crisis Intervention and Management. The training helped to build the members' confidence and understanding of different dimensions of leadership. The leaders formed teams to respond to various crises that the members faced, and also responded to personal distress calls from community members. It resulted in leaders gaining acceptance not only from other members of the community but also from the general public. The project helped Self-Help Groups to save and lend amongst themselves. This enabled them to access credit from banks, at a reasonable rate. Linkages with other groups such as people with disability or the welfare of children continued.

From Jan to Aug 2024 our work with the leaders helped over 250 community members in Gadag, Bagalkot and Yadgiri to get access to government schemes. From Jan to Aug 2024 our work with the leaders helped over 250 community members in Gadag, Bagalkot and Yadgiri to get access to government schemes. Some were even able to set up small businesses by accessing bank loans. Over 30 crises cases of gender-based violence and personal distress also have also been supported in these districts. The challenges around invisibility, deep stigma and lack of support from others remain major issues.



Business by Jogappa community member with SHG support



Leadership training for CBO leaders

Leadership becomes critical to bring community members together and allow them to claim their rightful place as full citizens. So 10 leaders from sex worker communities and gender and sexual minorities were trained from 10-11 August 2024 in Bangalore. This interactive training covered various aspects, such as forms of leadership, how one leads as a collective, issues around feedback, etc.

In Gadag, Karnataka, seven Jogappa leaders managed 13 crisis situations and facilitated access to social schemes for 65 individuals, including Mythri cards, Transgender cards,

and Gruhalakshmi benefits. In Yadgir, despite persistent stigma, community leaders supported livelihood diversification into tailoring, dairy farming, and other small businesses. Apart from this, 184 individuals secured social entitlements, though financial insecurity and social isolation remain critical challenges. In Bagalkot, the program transitioned from a focus on HIV prevention to a broader approach, helping 470 individuals obtain pensions, bank loans, and ID cards. However, systemic barriers such as lack of documentation, low literacy, and inadequate healthcare access continue to impact progress.

Our Wellbeing, Our Voice: Strengthening Access to Healthcare amongst Vulnerable Groups at the Grassroots | Commonwealth Foundation | Oct 2022 - Jun 2024

The project aimed to strengthen grassroots sex workers and LGBTIAQ+ communities in Shivamogga district, empowering them to take charge of their well-being, promote inclusion, and improve accountability within the healthcare system.

Six audio visual resources and comic books in regional languages were developed to enhance knowledge of sexual and reproductive health (SRH) and awareness among grassroots sex workers, **LGBTIAQ+** communities, and relevant stakeholders, including healthcare professionals, in Yadgiri district, Karnataka. Identified and authored by members of the **LGBTIAQ+** themselves, these resources are being used to disseminate the knowledge further in their communities.



FSW & GSM community members attending a public meeting

A one-day mid-term review meeting was conducted with 8 District Committee members to review the project and develop advocacy plans with stakeholders. Additionally, staff from 2 PHCs and a District Hospital were sensitised to the needs of the community in the district.

An endline survey of 100 community members was conducted to understand the changes in their access to and experience with healthcare services.

A Public Meeting was held with active participation from community members, as well as representatives from the Local Health Department, Local Government, Police Department, and social workers. The meeting enabled community members to demand accountability from the relevant stakeholders. A Dissemination Meeting was also organised to discuss the findings of the situational analysis.



Sensitisation of Bommanakkatte PHC by Community Members, Shivamogga District



Local newspapers featured one such meeting

Federations Mobilise Adolescent Girls Collectives (Year IV) | American Jewish World Service | April 2023- May 2025 (extended)

Work with women, both old and young, indicated significant intergenerational gaps around sexuality, gender-based violence (GBV), and access to technology, thus increasing girls' vulnerability and limiting their educational opportunities. In rural and marginalised communities, persistent gender biases, safety concerns, and financial constraints often hinder girls' education and digital access, with mobile phone use remaining a contentious issue.

Older generations frequently dismiss GBV faced by young girls, reinforcing silence and stigma. In response we piloted a mobile-based learning course to build digital literacy and leadership among girls and women, aiming to foster inter-generational dialogue, strengthen their agency, and equip them to take collective action.

Capacity building of the federations and cascading training for around 80 kishori sanghas (adolescent girls' collectives) and other SHGs in four districts helped address GBV and gender discrimination faced by women and young girls, and promoted education for girls. BPF, as acting secretariat of the alliance, coordinated work across partners, reported on progress; and compiled content for the development of the AFC/AGC website.

Feminist Digital Literacy for girls: To break the stereotypes on gender and technology, a digital literacy programme was designed and piloted in Bijapur, using an inter-generational approach. A cadre of 29 young girls were trained on how to use basic functions on a smart phone and to access the internet. These young girls in turn acted as trainers and shared what they learnt with older women from their communities – how to access the internet, collect information and knowledge, get directions to reach a certain location, book travel tickets, access schemes and social entitlements. The Feminist Digital literacy modules focused on the concepts of gender equity, power relations, access to resources such as information, knowledge, and government schemes to expand their choices, opportunities and collective action.



A kishora doing role play on GBV, Bhagewadi



Push & Pull Game, IGD Training, Bijapur

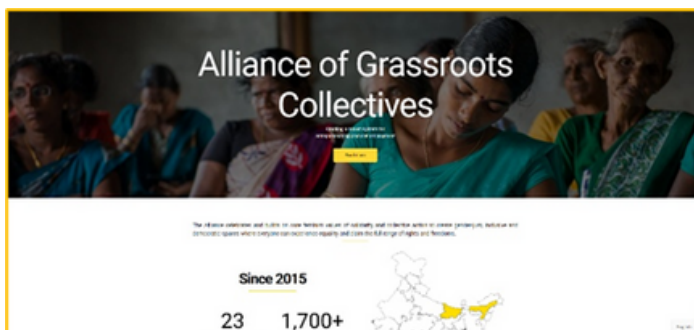
Inter-Generational Dialogues (IGDs): With a dropout rate of 22.09%, Karnataka is among the worst performing states in secondary level schools in south India, reveals the data released by the Union Ministry of Education's UDISE Plus for 2023-24. Severe financial constraints and other uncertainties of life are causing many parents of young adolescent girls to push them into early marriages. To address this, the concept of Inter-Generational Agency was used to co-create solutions that result from combining the wisdom and experience of elders with the energy and new ideas of youth. So, women from different age groups conducted dialogues and participated equally to come up with concrete action plans. Through workshops and trainings, BPF attempted to change mindsets of young girls and older women and create a space where both can work together and exchange expertise and knowledge with each other.

National activities: In July 2024, Nirantar Trust hosted a National Consultation on 'Feminist Leadership at the Grassroots: Possibilities and Emerging Concerns', bringing together feminists and grassroots activists from across the country. The consultation served as a vibrant platform to celebrate achievements, share insights and lessons, confront pressing challenges, and collectively envision future pathways for feminist leadership. To ensure inclusive participation, the event was conducted in five languages with simultaneous translation support throughout. (For details, see Annexure 4 – Report on the National Consultation).

The Alliance of Feminist/Grassroots Collectives (AFC/AGC) emerged as a transformative platform, empowering 27 grassroots CBOs and NGOs across Assam, Bihar, Andhra Pradesh, Karnataka, Tamil Nadu and Telangana, through collectivisation. Anchored in feminist values, the alliance facilitated the evolution of CBOs from government-initiated structures into autonomous, sustainable institutions. Each NGO contributed unique expertise—such as financial compliance, livelihoods, mobilisation, and access to government schemes—while also building collective capacity through mutual training. Locally developed modules ensured contextual relevance, and shared platforms like GYAN, enabled peer learning, visibility, and documentation of grassroots impact.

The alliance responded strategically to challenges like gender-based violence, especially during COVID's shadow pandemic, by creating and strengthening legal committees and Nari Adalats, and organising participatory trainings across member CBOs. These interventions built unified responses while respecting local variations. Furthermore, the AFC/AGC influenced policy through inter-sectional, inter-generational dialogues, including engagement with the UN Women's Generation Equality initiative. With growing expertise, the alliance is now focused on scaling its impact through digital systems and expanding leadership within older federations. The whole experience demonstrated that shared vision, decentralised action, and mutual trust helped to build a resilient and transformative grassroots and feminist alliance.

A **publication** documenting powerful stories of change from across the alliance was compiled and shared (see Annexure 5) by BPF. Finally, a website was developed for the alliance, with content curated by each NGO and consolidated by BPF to represent the collective work and impact of the AFC/AGC (see <https://grassrootscollectives.org.in>)



Inter-generational Agency | INFLOW | Jan 2024 - Apr 2025

BPF recognised the urgent need to build second-line leadership within the federations of Ballari, Basavana Bagewadi, Bijapur, and Periyapatna to ensure their long-term sustainability. An innovative intergenerational strategy was introduced to nurture youth leadership by developing younger women alongside experienced senior leaders. This approach addressed the challenges of concentrated power



IGD training, Bhagewadi

among older women and the resulting conflicts that often arise when integrating new leaders. Through structured intergenerational dialogues, conflict resolution, and collaborative action planning, the initiative fostered mutual respect, shared power, and recognition of each generation's voice. By combining the wisdom and experience of veteran leaders with the technological skills and fresh perspectives of younger women, the model has created a sustainable leadership pipeline and strengthened the women's collective movement across federations.

The Intergenerational Agency (IGA) approach made significant impact across the federations, as revealed through focus group discussions, case studies, and interviews with both older and younger women. The most notable outcome was the emergence of 40 dynamic young leaders across four federations, mentored by experienced senior women. Through this structured mentorship, older leaders transferred essential knowledge and skills related to managing federation functions—such as addressing gender-based violence (GBV) cases, securing entitlements, and forming new Sanghas—while joint action plans ensured equal participation and collaboration between the two generations. This process helped overcome barriers of gatekeeping and built trust, with senior leaders expressing pride in grooming the next generation of women leaders.

The mentorship and intergenerational dialogues were supported by clear, actionable plans that helped mentees transition from training to practice. Regular weekly meetings, progress tracking, and transparent documentation ensured accountability and sustained engagement. These mechanisms fostered shared learning and created a model for leadership transition that can be replicated across other federations. The collaboration also strengthened community and livelihood initiatives, where both mentors and mentees applied their learning to address real-world challenges while ensuring continued participation and inclusivity.



IGD training, Huvina Hadagalli

The initiative's focus on understanding intergenerational relationships—particularly between mothers-in-law and daughters-in-law—encouraged dialogue, empathy, and mutual respect. Many participants recognised the value of elder guidance while also acknowledging younger women's aspirations for independence and leadership. Beyond leadership development, the program enabled tangible community benefits: young women gained practical experience accessing government schemes and addressing gender issues. Successes included securing pensions, insurance, and identity cards for community members, as well as advocating for girls' education and preventing early marriage. Collectively, these efforts enhanced young women's confidence, elevated their social status, and laid the foundation for a more equitable and sustainable women's movement.

Food Stock Taking | Huairou Commission | Apr 2023-Dec 2024

As part of the Huairou Commission's Food System Stocktaking exercise, two surveys were conducted on Food System Transformation and Documentation of Practices. These surveys aimed to assess the food systems that HC members engage with, the challenges they face, and their contributions toward improving these systems. The findings served to strengthen peer learning, provided evidence for policy advocacy, and shaped a collective vision for food system transformation.

Surveys were conducted to identify and document community practices that promote equitable and sustainable food systems. In Periyapatna, the Kaveri Mahila Mahasangha (KMM) implemented and documented a kitchen garden intervention in response to food shortages. The initiative demonstrated a localized, community-driven solution to enhance food security and resilience by enabling the cultivation of nutritious, chemical-free vegetables.



Delivering saplings, Periyapatna

The kitchen gardening practice documented three positive practices - improved access to fresh, affordable produce and reduced dependence on distant markets. It also lowered household expenses on food and transportation, easing financial burdens for families. In addition, the initiative strengthened community collaboration, as members supported one another through shared resources and collective effort, contributing to stronger social ties and improved food security for vulnerable households.

Project Santrupti - Towards the mental well-being of the LGBTIAQ+ community | Guardian India Operations Private Limited | Apr 2024 - Mar 2025

The project aimed to enhance the mental wellness of socio-economically disadvantaged LGBTIAQ+ community members in Tamil Nadu by building their capacity for self-care, creating accessible mental health resources, and deepening the understanding of their specific challenges and needs. The initiative focused on three core components – Mental Health Sessions, Training on Partner Violence, and Stakeholder Awareness with Healthcare Professionals – to strengthen both individual resilience and systemic support for the community.

Key achievements were, an online Training of Trainers session to equip community leaders in Chennai to conduct future Stakeholder Sensitisation Sessions. A two-day training was also held for 13 LGBTIAQ+ community members on the topic of Intimate Partner Violence, enhancing their understanding and ability to support others facing similar situations. Four Mental Wellness Sessions were conducted for 46 participants, focusing on practical mental health skills, self-care strategies, and techniques for improving community well-being.

In addition, the project continues to provide free tele-counselling services for community members in Chennai, reaching over 200 individuals through awareness and outreach efforts. A major milestone was the launch of the First Responders Manual for Mental Health First Responders, currently being translated into Tamil and Kannada, in the presence of key stakeholders and beneficiaries. Guardian also extended support for printing and disseminating the Tamil version of the manual, ensuring wider accessibility and impact within the community

Technology Infusion into MOVE | Social Venture Partners (SVP) | Oct 2024 – Sep 2027

The project aimed to scale MOVE through strategies such as integrating technology by digitizing our 12 training modules; setting up helpdesks to enhance program efficiency and provide business support; building partnerships with government agencies; collaborating with NGOs and CSR donors to amplify impact and expand reach; and establishing revenue models. Through these efforts, BPF aims to make MOVE self-sustaining while broadening its reach and impact. Storyboards and scripts for audio visual products were created for each module and tested on the ground.

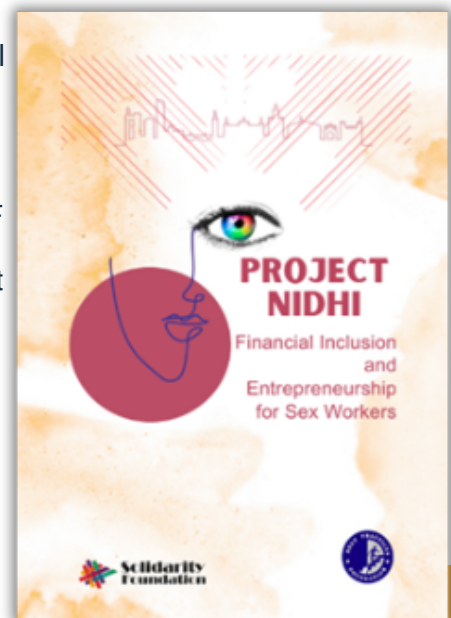
For the helpline workshops were held with trainers to develop an FAQ to use new trainers in the event MOVE goes on scale. Through these workshops, business requirements for 47 individual types of businesses were developed.

In the meantime, SVP involved volunteers from JP Morgan Chase & Co. under their Tech for Social Good (T4SG) initiative. This program helps to innovate and build sustainable tech solutions to advance the missions of social good organizations through tech-skilled volunteers.

MOVE Livelihood Innovation for Sex workers | Solidarity Foundation | Sep 2024 - Aug 2025

BPF partnered with Solidarity Foundation (SF) to empower older female sex workers in Bommanahalli, Bangalore with entrepreneurial skills through MOVE. Two batches of 30 women each were equipped with the knowledge and resources needed to start their own businesses.

A key component was the demand from the ground that enabled BPF to facilitate the formation of six Self-Help Groups (SHGs), built their capacity to save and loan, and linked them to banks to access credit and financial support. From these strengthened groups, participants were selected and these groups went through MOVE training. By the end of the programme, around 20 diverse businesses were established, fostering economic independence and financial resilience among the participants.



Inter-generational agency with Livelihood Innovation | American Jewish World Service | Sep 24 to Dec 25 (extended)

BPF's UN-World Bank-ILO-YEN marketplace award winning livelihood initiative, Market Oriented Value Enhancement (MOVE) created tangible economic opportunities for younger and older women in sanghas of Huvina Hadagalli, Ballari, and Periyapatna, by bridging generational gaps in entrepreneurship. Through structured dialogues, young women were mentored by older, more experienced women and gained financial insights and access to business resources that were previously unavailable to them. Five inter-generational businesses were successfully



MOVE Training in Abbalathi

established, fostering collaborative entrepreneurship across age groups. Additionally, four older women launched independent businesses, demonstrating a strengthened confidence in economic self-sufficiency. Beyond individual success stories, the initiative reinforced a sustainable model of knowledge transfer, economic resilience, and long-term community empowerment. Inter-generational dialogues served as an innovative strategy, enabling sangha women and young girls to collaboratively address challenges that both generations traditionally struggle with, such as young girls' limited access to financial resources, or the lack of entrepreneurial training.

Inclusivity through Dialogue on Body Politics | Heinrich Böll Stiftung (HBS) | May 2024 - Nov 2024

The HBS-supported project Inclusivity through Dialogue on Body Politics explored how power, culture, and social norms regulate bodies, particularly those of individuals marginalised by gender, caste, class, and disability. Using a feminist body politics framework, the project engaged in dialogue with sex workers, LGBTIAQ+ persons, women with disabilities, Muslim women, and Dalit women to share experiences and build collective understanding. The goal was to strengthen dialogue, solidarity, and support for accessing schemes across these intersecting identities.

The project began with a literature review of existing schemes and policies to identify access gaps faced by the five communities, revealing both limited documentation and a pressing need for broader public awareness. An advisory group of feminist scholars and activists provided guidance throughout, ensuring sessions were inclusive, safe, and participant-focused—with a mental health professional present during discussions.

Six community consultations were organised in collaboration with grassroots organisations, engaging 15–20 participants in each session to reflect on body politics, identity, and systemic discrimination. Despite safety-related challenges faced by one collective, alternative participants were included to ensure full representation. Based on these dialogues, five bilingual policy briefs—covering Education, Health, Housing, Access to Justice, and Public Distribution—were developed and shared with government departments and advocacy groups.

A cross-movement dialogue in Bangalore brought together representatives from all five communities. This was followed by a public meeting attended by over 60 participants, where community leaders spoke not only about their own experiences but also those of others, exemplifying intersectional solidarity. Video clips from this event were produced to amplify their voices more widely. The project concluded with a review meeting that consolidated key learnings and reaffirmed the importance of sustaining intersectional, inclusive dialogues for social change.

Strengthening Individual and Collective Leadership Among Working-Class Sex Workers and Sexual Minorities | American Jewish World Service | Apr 2023- Mar 2025

The project aimed to strengthen leadership, livelihood opportunities, and collective well-being among sex workers and gender and sexual minorities (GSM). Using Paulo Freire's participatory pedagogy, the initiative fostered critical thinking, social awareness, and action to challenge oppression and enhance access to government schemes. Four facilitators conducted sessions in local languages for 19 community mobilisers, embedding participatory and reflective methods into grassroots work. This approach moved beyond service delivery, enabling participants to analyse power structures, recognise systemic oppression, and act collectively to challenge them.

Leadership and capacity-building activities included training on Freirean methodology in Bangalore, which introduced community mobilisers to participatory education tools for empowerment. Community leadership programmes in Guntur, Andhra Pradesh trained 42 second-line leaders to address gender-based violence, housing, and access to social entitlements. This resulted in tangible outcomes, such as 50 community members securing government housing plots. In Tamil Nadu, community leaders like Sakila Banu and Vimala Kumari demonstrated exemplary progress strengthening self-help groups, accessing government loans, and publicly engaging with police and officials to advocate for sex workers' rights. Skill-building workshops in Madurai further equipped participants from the female sex worker (FSW) and gender and sexual minority (GSM) communities with entrepreneurial and communication skills, preparing them for financial independence. Intergenerational and intersectional dialogues in Bangalore helped bridge leadership gaps between older and younger community leaders.

Across Karnataka, extensive work was done to improve access to social entitlements. In Yadgiri district alone, over 200 individuals accessed benefits such as the Maitri pension, Gruhalakshmi scheme, caste and income certificates, and transgender identity cards. Community leaders handled 18 cases of violence, facilitated 16 livelihood loans, and engaged with government departments like the Women and Child Development Corporation and DAPCU to ensure inclusion of people living with HIV (PLHIV) in housing and welfare schemes. Parallel initiatives in Bagalkot, Warangal, and Krishna districts addressed gender-based violence and legal awareness, reaching over 120 community members and supporting more than 150 individuals to obtain critical identity and welfare documents. A state platform meeting in Bangalore brought together 56 community leaders to share experiences and strengthen inter-district solidarity. Leadership development continued through innovative approaches such as the Intergenerational and Intersectional Leadership Dialogue and Collective Care Workshops held in Bangalore and Madurai. These sessions fostered reflection on power, mentorship, and resilience, bridging generational divides and reinforcing the centrality of mutual support within movements. Collective care emerged as a key strategy, helping participants articulate the emotional and practical ways in which they sustain each other through financial help, healthcare access, and emotional solidarity.

Challenges included persistent stigma, fear of exposure, and documentation barriers that limit access to schemes. Despite these, the initiative demonstrated the value of sustained leadership development and economic empowerment as pathways to social inclusion and systemic change. Through this work, the organisation reaffirmed that leadership development and economic empowerment are foundational to sustaining social change. The experiences underscored the importance of integrating reflective learning with action, maintaining consistent engagement with government systems, and fostering collective well-being as a political and practical strategy. Overall, the year strengthened both individual agency and collective resilience, laying the groundwork for a more inclusive and sustainable grassroots movement.

An Inter-generational Approach to Building Indigenous Youth Leadership in Karnataka | Centurion University | May 2023 to Apr 2028

In collaboration with Centurion University, research was conducted to examine the impact of an inter-generational approach in strengthening youth leadership within the Kaveri Mahila Mahasangha (KMM), an Adivasi women's federation in Periyapatna, Karnataka. While KMM has been active since the early 2000s, youth participation in leadership roles had steadily declined.

To address this, BPF introduced an inter-generational model in 2023, ensuring that young Adivasi women were included in leadership structures without alienating veteran leaders. This approach facilitated their active participation in decision-making, governance, and sustainability efforts within the federation. Through structured mentoring, young leaders took on key roles in compliance, legal matters, and governance committees.

The paper was presented at the IUAES 2023 session at the University of Delhi under the theme Indigeneity, Identity, and Youth. It highlighted both the successes of this approach and the challenges young Adivasi women face in stepping into leadership roles. By addressing barriers to participation, this initiative laid the groundwork for a more inclusive and sustainable leadership framework within KMM. The final paper was submitted in 2025 for publication in a book on tribal youth leadership to be published by Springer Publishers.

Capacity Building of Grassroots Functionaries in Federations Towards Advancing the Sustainable Development Goals | ISLE | Dec 2024

BPF explored the role of the Alliance of Feminist/Grassroots Collectives (AFC/AGC) in strengthening community-based organizations (CBOs) by enhancing their organizational capacities and ensuring inclusive, intersectional engagement with communities. It also examined its relevance to Sustainable Development Goal 16 (SDG 16), which focuses on building accountable institutions and promoting inclusive, participatory, and representative decision-making at all levels.

The study covered six federations across Periyapatna, Ballary, Telangana, and Andhra Pradesh: Kaveri Mahila Mahasangha (KMM), Kalpavruksha Mahila Okuta (KMO), Krishna Vennela Mahila Sangham (KVMS), Modern Awareness Society (MAS), Mundadugu Adarsha Mahila Federation (MAMF), and Vennela Mahila Federation (VMF).

The findings were presented at the Third GSN International Conference on “Creating Responsible Professionals for Advancing SDGs: Inputs from Global North and South”, organized by Centurion University. The paper highlighted the critical role of grassroots women in ensuring effective last-mile governance, emphasizing AFC/AGC’s approach to strengthening organizational capacities. By equipping women with the skills and confidence to engage directly in governance and democratic processes, the initiative aligns with SDG 16’s commitment to fostering inclusive and accountable decision-making structures.

Positioning women and Key drivers for Climate Solutions | INFLOW | Mar 2025 - Feb 2026)

In March 2025, BPF initiated a project to develop climate-resilient livelihood solutions that address key challenges faced by rural communities. The project seeks to identify climate-agnostic approaches to farming in response to changing weather patterns that have affected agricultural productivity; enhance food security for families below the poverty line, with a special focus on women; and tackle widespread protein deficiency that contributes to serious health concerns. To achieve these goals, BPF, in collaboration with Satyam Farms is establishing a demonstration unit on fungiculture for SHG women in the Kudumbashree federation in Wayanad. The initiative aims to demonstrate how mushroom cultivation can be adopted at the household level to improve nutrition and provide an additional source of income.

Analysing the Importance of Market Access in Enhancing Sustainable Livelihoods – A Case of Marginalised Communities in Rural Karnataka | ISLE | Jan 2025

This research examined the challenges of self-employment for marginalized women from lower socio-economic backgrounds, highlighting how traditional livelihood models often prioritize skill-building and access to credit but fail to address market dynamics.

The authors, Dr. Tarun Arora, Dr. Sangeetha Purushothaman, Akriti Muthanna, Manoj Gopalakrishnan discussed how Best Practices Foundation's *Market Oriented Value Enhancement (MOVE)* model equips communities with tools to assess market demand, access price information, and align their products and services with local market needs.

Covering districts such as Mysore, Hassan, Bengaluru Urban, Raichur, Bidar, Bagalkot, and Shivamogga, the study emphasized the role of *Market Capital* in influencing other forms of capital, making them more effective in improving livelihoods. The findings were presented at the *65th Conference of the Indian Society of Labour Economics*, showcasing how the MOVE model enhances participants' ability to enter, navigate, and sustain market engagement, thereby strengthening their economic opportunities. The paper highlighted the need for further research to conceptualize and measure the impact of market capital on livelihoods. Developing standardized measures for assessing its contribution will provide deeper insights into its role in achieving sustainable economic outcomes for marginalized communities.

Events

Code for Good | J.P. Morgan | 5th July 2024

In June, J.P. Morgan's Tech for Good conducted an event called Code for Good in Bangalore to develop innovative digital solutions for social challenges. The event focused on leveraging technology to create positive social impact, with participants collaborating on projects that addressed key issues in areas like education, healthcare, and financial inclusion. BPF presented a problem statement on integrating technology into the MOVE program to enhance capacity building and improve efficiency. Tech students from across India took part in the event and developed potential solutions. By participating in Code for Good, BPF became eligible to join J.P. Morgan's Tech for Good program, which could develop a digital platform for MOVE.

Feminist Youth Leadership Programme | Gender at Work, India | UN Women | 24th - 25th August 2024

The Southern Regional Consultation to advance feminist youth leadership on intergovernmental processes was attended by Roshni Haridas in Chennai. The event aimed at understanding regional issues with local contexts and challenges presented by over thirty participants, while understanding how to contribute to global frameworks for gender equality. Participants in groups ideated about how to address gender equality through the lens of a movement for change. Problem statements were created and solutions were collectively voted on before presenting them to the other groups. An important outcome of the event was the realisation of the difference between solutions designed with and without an intersectional lens, further highlighting its importance.

Marginalised Voices- Increasing Queer Feminist Organisations' participation in Generation Equality Forum | 23 August 2024

In Delhi, the event Marginalised Voices: Increasing Queer Feminist Organisations' Participation in Generation Equality Forum brought together queer feminist organizations to amplify their voices within the global feminist movement. The forum focused on addressing the unique challenges faced by LGBTQ+ communities and promoting their inclusion in the Generation Equality Forum's agenda. Participants discussed strategies to increase representation, engagement and secure resources for queer feminist causes. The event underscored the importance of intersectionality and collective action in advancing gender equality and LGBTQ+ rights. BPF presented inputs from the grassroots panel on non-alignment of the grassroots agenda with that of the UN Women's Generational Equality Forum, particularly in terms of the grassroots demand for basic services.

Multistakeholder Dialogue on Industry-led Collaborations to Strengthen Microentrepreneurs | CII | August 2024

The Confederation of Indian Industry (CII) organised a Multistakeholder Dialogue on "Industry-led Collaborations to Strengthen Microentrepreneurs in Tamil Nadu" on 13 August 2024 at Hotel Ramada Plaza, Chennai. The event brought together representatives from industry, academia, NGOs, incubators, financial institutions, and civil society to discuss strategies for advancing microentrepreneurship and set a roadmap for the CII Centre for Entrepreneurship and Livelihoods (CEL). Dr. Sangeetha Purushothaman, Mr. Rajesh Haridas and Mr. Manoj represented BPF which led to an invitation for a proposal to implement MOVE with women in Tamilnadu and Karnataka.

Neeti Habba, Centre for Policy and Research | November 2024

Akriti Muthana and Pallavi Dutta represented BPF at this two-day Policy Festival held on 22–23 November 2024 which explored the theme “What is ‘public’ in public policy?” The event featured Smt. Uma Mahadevan, Additional Chief Secretary and Development Commissioner, Government of Karnataka, as keynote speaker, who spoke on “The Journey from Policy to Action.” Through workshops, interactive sessions, and performances by Du Saraswathi, Rumi Harish, Nisha Abdulla, and Urvija Priyadarshini, the festival engaged diverse participants in rethinking inclusivity and participation in public policy.

My Body My Rights | Solidarity Foundation | August to November 2024

The My Body My Rights workshops, brought together members from marginalized communities—female sex workers, LGBTQI+ persons, women with disabilities, Muslim women, and Dalit women—to discuss women’s rights and bodily autonomy. The consultations aimed to document lived experiences, identify key issues, and develop recommendations for government officials to address systemic inequalities. Staff members - Regina, Rakini, Shila, Akriti and Pallavi attended workshops in Ballari and Bangalore in August and November 2024.

Through open dialogue and interactive exercises, participants explored their understanding of women’s rights, including equality, independence, health, education, and protection from violence. Many shared discomfort and shame when discussing their bodies, revealing deep-rooted social taboos around body awareness and autonomy. Activities such as body mapping exercises helped surface feelings about body image, societal beauty norms, and internalized stigma related to skin colour and body shape.

Discussions also focused on how violence and social control restrict women’s freedom, particularly through expectations around behaviour, mobility, and menstruation-related taboos. Dalit participants highlighted the additional layer of caste-based discrimination they face, including exclusion from public services and persistent social marginalization.

The workshops created a powerful space for reflection and solidarity, enabling participants to recognize their rights, share experiences of resistance, and affirm the need for continued dialogue on bodily autonomy. Participants concluded with a shared commitment to challenge societal norms, promote awareness, and strengthen collective advocacy for women’s rights across diverse communities.

India CSR and ESG Summit | New Delhi | 17-18 October 2024

Dr. Sangeetha Purushothaman and Pallavi Dutta participated in the 11th Edition of the India CSR and ESG Summit, Asia’s largest social impact gathering held in New Delhi. The theme of the event was, “Collaboratively Building a Future of Sustainable and Responsible Growth,” underscored the shared commitment of businesses, policymakers, and civil society to shape a more inclusive, equitable, and environmentally responsible future.

KONF HUB | Bangalore | Feb 2024

Dr. Sangeetha Purushothaman and Pallavi Dutta represented BPF and shared information about MOVE at the Konf Hub, a network of women that provides a platform for individuals from diverse backgrounds to come together, exchange ideas, and engage in meaningful discussions. It fosters connections, collaboration, and the discovery of synergies among women working across different fields and interests.

Beijing +30 Asia Pacific Consultations | Raising Flame | August to September 2024

As we marked 30 years of the Beijing Platform for Action, it became crucial for civil society voices across the region to drive accountability and shape the next phase of progress toward gender equality. The 13 member organisations of the Steering Committee led a series of virtual consultations to gather perspectives from civil society groups, feminist networks, and activists. These consultations provided a space to reflect on achievements, identify emerging challenges, and co-create a shared roadmap to engage with policies, strengthen commitments, and advance human rights and gender equality across the Asia-Pacific region.

BPF participated in three consultation sessions under the themes Boosting Women's Leadership, Representation and Political Participation, Strategies to End Discrimination and Violence Against Women, and Future Forward Strategies for Gender Equality and Equity. Participants engaged in breakout sessions on these and other topics such as climate change and the impact of digitisation on women, leading to the formulation of recommendations. The policy recommendations on Addressing Gender-Based Violence, developed during the C20 on Gender Justice, was also presented.

All white papers were subsequently published in the UN's Thematic Book and presented at the Asia-Pacific Regional Review commemorating the 30th Anniversary of the Beijing Declaration and Platform for Action in Bangkok, Thailand.

Leadership Training Programme

A two-day training programme in Bangalore equipped 10 leaders from sex worker and gender minority communities with essential skills in democratic leadership, collective decision-making, and advocacy. Through interactive sessions, the sessions supported participants to navigate systemic barriers and secure social benefits. The training fostered confidence, strategic thinking, and community-driven action, empowering leaders to help community members access to government schemes.

2nd Global Grassroots Women's Congress | Huairou Commission | October to November 2024

Sudha Menon, Chief – Operations Design and Training, represented BPF in the 2nd Global Grassroots Women's Congress in Turkey, organised by the Huairou Commission. The five-day event brought together grassroots women leaders from around the world to strengthen movement-building, governance, and strategic planning. BPF contributed to discussions on leadership development, economic empowerment, and community-driven accountability systems. A key highlight was the peer exchange with Turkish women leading cooperatives and economic initiatives, fostering cross-learning and collaboration. The Congress provided a platform to reflect on achievements, identify challenges, and co-create strategies for the next five years. Governance sessions facilitated leadership elections and decision-making on key motions. Through this engagement, BPF reinforced its commitment to participatory development and global solidarity. The visit also strengthened partnerships, ensuring sustained momentum for grassroots women's leadership.

65th Conference of the Indian Society of Labour Economics | ISLE | 9-11 January 2025

Best Practices Foundation presented research-driven insights on market access and sustainable livelihoods based on MOVE, a participatory model designed to equip marginalised and disadvantaged groups with entrepreneurial competencies. Empirical evidence from Karnataka demonstrated measurable improvements in income levels, savings capacity, and access to credit among programme participants. The discussion underscored the need to explore the concept of "Market Capital" as a critical determinant of business sustainability and an integral component of livelihood interventions. BPF's engagement at ISLE facilitated an exchange of perspectives on integrating market-responsive approaches into national policies and livelihood frameworks. The conference provided a platform to explore the intersection of participatory market analysis and financial independence. Through its contribution, BPF reinforced its thought leadership in market-oriented development and inclusive economic growth for the poor. The session highlighted the significance of inter-disciplinary collaboration in addressing structural barriers to entrepreneurship. BPF's participation aligned with its broader objective of advancing evidence-based, scalable solutions for economic empowerment.

Samanvay 2024: Driving Inclusive Sustainable Livelihoods | Bharat Rural Livelihoods Foundation | 20-21 February 2025

BPF was honoured to participate in Samanvay, a premier platform fostering collaboration between Government, Civil Society Organisations, Corporates, and Tribal communities. This year's summit, themed "Emerging Pathways for Inclusive Sustainable Livelihoods in India," in New Delhi provided BPF with an opportunity to showcase its impactful livelihood interventions. MOVE (Market Oriented Value Enhancement) empowers marginalised communities, particularly women, with entrepreneurial skills tailored to local markets. The discussion highlighted MOVE's success in fostering financial independence and sustainable livelihoods. BPF engaged with policymakers, development practitioners, and corporate leaders, promoting scalable, community-driven solutions. The summit reinforced the importance of participatory approaches in addressing systemic socio-economic challenges. Samanvay served as a valuable platform for BPF to share insights, forge partnerships, and explore innovative frameworks for inclusive development.

Proposals

AVPN, APF, AJWS, Amplify, CII Foundation, Outright LBQ, CREA, Dhvani, HCL, Huairou Commission, Care Economy, Bill and Melinda Gates Foundation, UNW Asia Pacific, Beijing +30 review, UN Trust, Share and Care, Shikshalokam, SVP MOVE, SBI foundation, NRLM, UST, CII, WeCare.

POSH

BPF upholds its strong commitment to creating a safe, respectful, and inclusive work environment for all staff, consultants, and community partners. In line with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, an Internal Complaints Committee (ICC) is in place and functional. Orientation sessions and awareness programmes are being regularly conducted by an external agency, UNGENDER to ensure that all team members are aware of their rights, responsibilities, and the procedures for redressal. Every employee went through online modules on 'Understanding workplace harassment' while regular newsletters promote a culture of respect and gender sensitivity. During 2024-25, no cases of sexual harassment were reported.

Role of the Governing Body

Our governing body continues to play a vital role in steering the organisation's vision and ensuring accountability to our mission of empowerment and gender equality. Chaired by a woman and composed of a majority of women members (six out of nine), the board brings feminist leadership to the forefront of our governance. Over the past year, the board has continued to provide strategic direction, contributed to key policy decisions, and supported BPF's growth and sustainability. Their continued commitment strengthens our collective resolve to challenge inequality and drive transformative change.

Best Practices Foundation

Flat 2C, Santosh Apartments, Palmgrove Road, Victoria Layout, Bengaluru-560047

Balance Sheet as at March 31, 2025

Rs.

Particulars	Note No.	As at March 31, 2025	As at March 31, 2024
FUNDS:			
Restricted funds			
Earmarked funds	2	17,04,711	1,00,54,362
Asset fund	3	49,54,571	-
Unrestricted funds			
General fund	4	1,20,68,251	1,86,04,415
TOTAL FUNDS		1,87,27,534	2,86,58,777
ASSETS:			
Fixed Assets	5	49,54,571	53,31,454
Current investments	6	1,26,03,415	2,15,09,064
Current assets	7	12,09,948	18,23,260
TOTAL ASSETS - A		1,87,67,934	2,86,63,777
LIABILITIES			
Current liabilities	8	40,400	5,000
TOTAL LIABILITIES - B		40,400	5,000
NET ASSETS (A - B)		1,87,27,534	2,86,58,777

Significant accounting policies and notes referred to above form an integral part of the Balance Sheet

As per our report of even date

for **MSSV & Co.,**

Chartered Accountants

ICAI Firm Registration No. : 0019875



Shiv Shankar T R

Partner

Membership No. : 220517



for and on behalf of Board of Trustees of
Best Practices Foundation



Dr. Sangeetha Purushothaman
Secretary



Meera V Halakatti
Chair Person

Place: Bengaluru

Date : September 23, 2025

Place: Bengaluru

Date : September 23, 2025

Place: Bengaluru

Date : September 23, 2025



Best Practices Foundation

Flat 2C, Santosh Apartments, Palmgrove Road, Victoria Layout, Bengaluru-560047

Statement of Income and Expenditure for the year ended March 31, 2025

Rs.

Particulars	Note no	For the year ended March 31, 2025	For the year ended March 31, 2024
INCOME			
Unrestricted			
Donation	9	7,67,331	-
Interest income	10	8,80,353	14,03,840
No longer payable		7,783	-
Other income	11	33,209	-
Restricted			
Earmarked fund income	12	1,64,34,096	-
TOTAL		1,81,22,772	14,03,840
EXPENDITURE			
Program expenditure	13	1,81,95,288	-
Operational expenditure	14	10,68,707	-
No longer receivable		1,408	-
Depreciation	5	5,08,961	6,18,361
TOTAL		1,97,74,364	6,18,361
Surplus / (Deficit)		(16,51,592)	7,85,479
Less: Provision for income-tax		-	-
Net movement in funds		(16,51,592)	7,85,479

Significant accounting policies and notes referred to above form an integral part of statement of Income and Expenditure

As per our report of even date

for **MSSV & Co.,**

Chartered Accountants

ICAI Firm Registration No. : 0019875

Shiv Shankar T R

Partner

Membership No. : 220517



for and on behalf of Board of Trustees of
Best Practices Foundation

Dr. Sangeetha Purushothaman
Secretary

Meera V Halakatti
Chair Person

Place: Bengaluru

Date : September 23, 2025

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Date : September 23, 2025



Best Practices Foundation

Flat 2C, Santosh Apartments, Palmgrove Road, Victoria Layout, Bengaluru-560047

Statement of Receipts and Payments for the year ended March 31, 2025

Rs.

Particulars		For the year ended March 31, 2025	For the year ended March 31, 2024
Opening balance	A	2,54,726	3,81,580
Add: Receipts			
Grants received		84,39,408	2,25,68,376
Donation received		7,67,331	3,68,214
Other receipts		2,77,959	3,275
Redemption/ Investment of FD's and interest received		96,51,501	5,53,778
SB interest received		38,166	1,01,158
Income tax refund		1,07,960	-
Advances received		5,47,139	3,69,162
	B	1,98,29,464	2,39,63,963
Less: Payments			
Program expenditure		1,40,54,141	1,85,00,565
Operational expenditure		7,27,055	2,56,562
Purchase of Fixed Assets		25,088	-
Other payments		1,08,000	-
Statutory payments		2,575	32,435
Advances given		49,32,716	53,01,254
	C	1,98,49,575	2,40,90,816
Closing balance	(D=A+B-C)	2,34,615	2,54,726

Significant accounting policies and notes referred to above form an integral part of Receipts and Payments Account

As per our report of even date

for **MSSV & Co.,**

Chartered Accountants

ICAI Firm Registration No. : 001987S


Shiv Shankar T R
Partner

Membership No. : 220517



for and on behalf of Board of Trustees of
Best Practices Foundation


Dr. Sangeetha Purushothaman
Secretary


Meera V Halakatti
Chair Person

Place: Bengaluru

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