

CASE STUDY

Barefoot Edu Foundation

Unleashing Potential, Creating Impact: Barefoot's Journey of Growth, Resilience, and Transformation

A case study on Atma's 3-Year Partnership with Barefoot Edu Foundation

MAY 2023



A T M A

About Barefoot EDU Foundation

Barefoot Edu Foundation (Barefoot) is a non-profit organization founded in 2018, dedicated to improving grassroots education by building leadership capacity among principals, teachers, students, and community members to lead change. At Barefoot, they believe that every child deserves a strong foundation to think, dream, feel, and thrive. At Barefoot, they believe that every child deserves a strong foundation to think, dream, feel, and act.

Problems identified

During the pandemic, Barefoot demonstrated agility in responding to the needs of the situation and pivoted their programmes to digital and also engaged in providing COVID Relief to the communities they serve.

Additionally, they were also in the process of building a solid foundation for organisational growth and sustainability and putting in place key systems and processes. They were also actively looking at expanding the scope of its operations and programmes. This led Barefoot to partner with Atma at the beginning of the pandemic in May 2020.

Atma's Approach

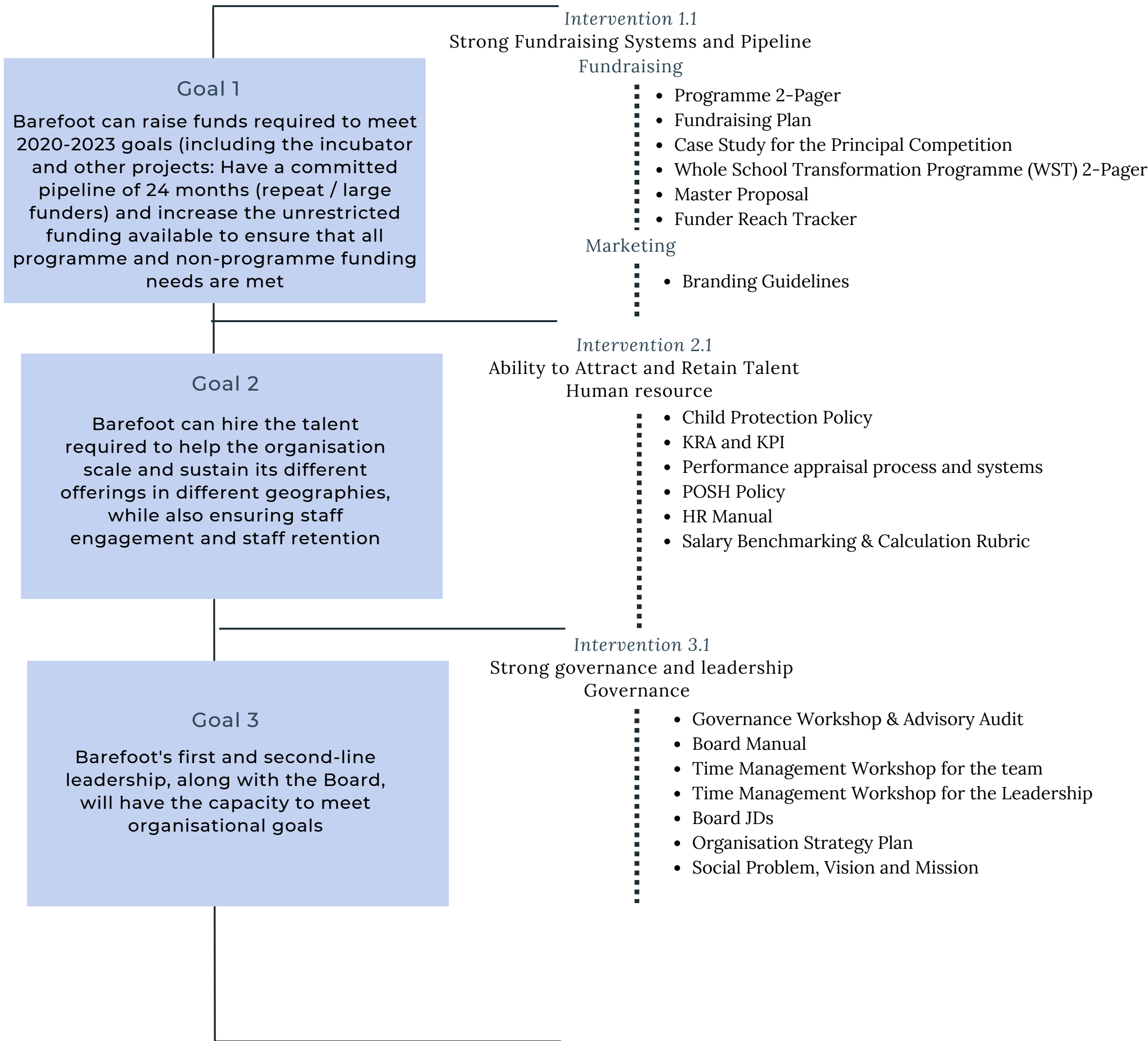
By utilising Atma's Life Stage Survey tool, Barefoot successfully evaluated its capacities across nine organisational development areas. Additionally, Atma played a crucial role in assisting Barefoot with articulating its long-term capacity-building goals:

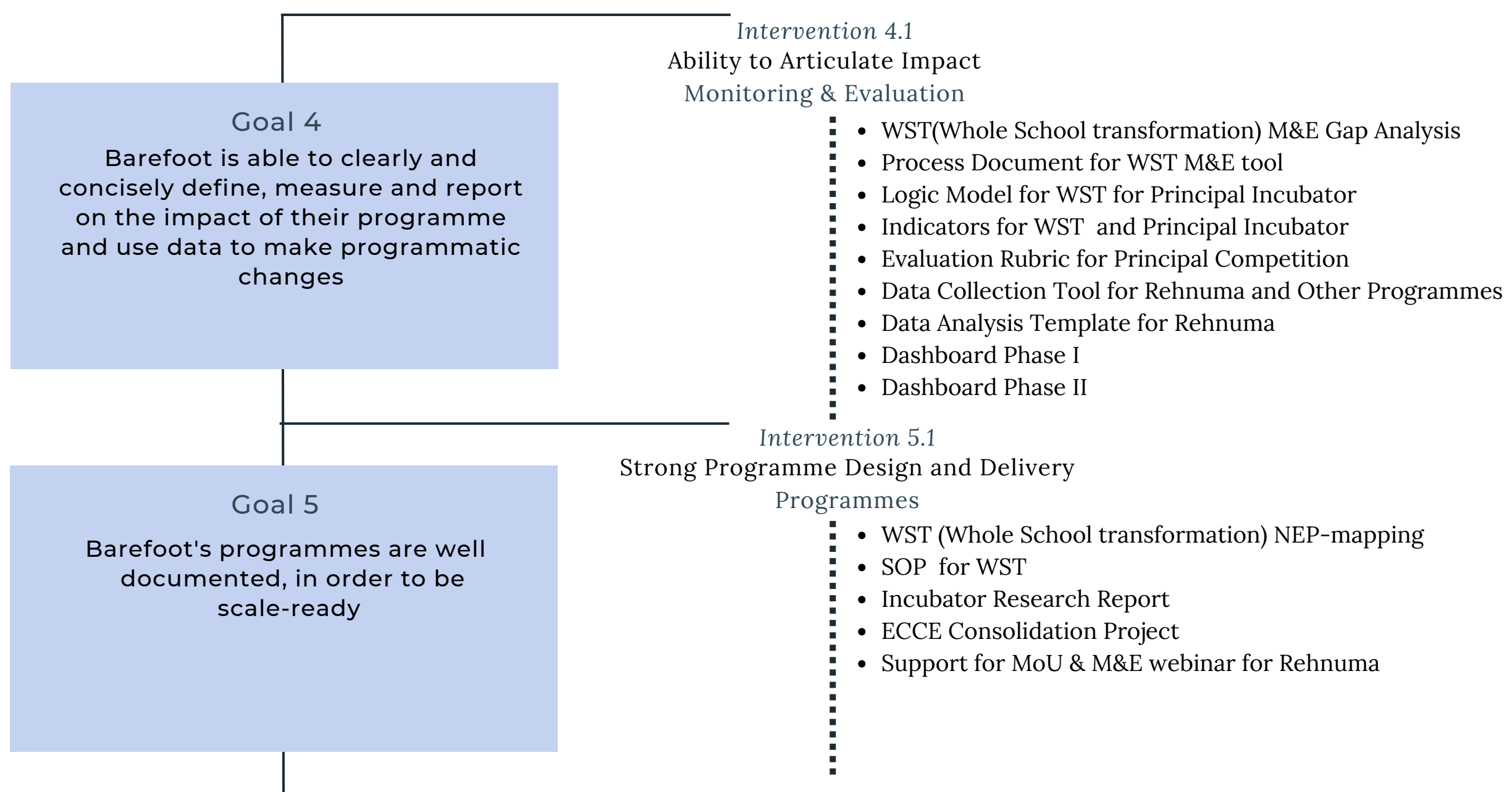
1. Develop first and second-line leadership, as well as the Board, to effectively meet organisational objectives.
2. Secure the necessary funding to achieve the goals set for 2020-2023, including support for the incubator and other projects. This involved establishing a committed pipeline of funders for at least 24 months, particularly focusing on repeat and large-scale funders. Furthermore, the aim was to increase unrestricted funding to ensure all programme and non-programme funding requirements are met.
3. Recruit and retain talented individuals who can help Barefoot scale and sustain its diverse offerings across different geographic locations. Ensuring staff engagement and retention is paramount to the organisation's success.
4. Enhance Barefoot's ability to clearly and concisely define, measure, and report on the programme's impact. Utilising data effectively to drive programmatic changes was a key focus.
5. Thoroughly document all programmes to ensure they were well-prepared for scalability.

Through Atma's support, Barefoot not only assessed its capacities but also crafted clear and concise objectives in these critical areas. This strategic approach would enable Barefoot to strengthen its leadership, secure essential funding, attract and retain top talent, effectively measure impact, and prepare programmes for future scalability.

Solutions

Based on the LSS report and the goals of the organisation a 3-year Partnership Strategy plan was created. The Strategy plan was further broken down into 3 pieces of the Annual Implementation Plan. The project in each AIP were mapped to organisation goals and the Atma goals. The projects are as follows:





Outcomes Achieved

Goal 1: Strong Fundraising Systems and Pipeline

Barefoot's impressive fundraising achievements, including a 150% budget increase, significant income growth, and a shift in funding sources, have fueled its remarkable growth and unwavering commitment to its organizational goals, despite the challenges of the Covid-19 pandemic.

Over the course of three years, Barefoot successfully raised a total of 4.3 Crore in funding. Notably, the **budget experienced a significant increase of 150% from 2020 to 2023**, reflecting the organisation's growth trajectory.

Barefoot achieved impressive **income growth, with an 96.25% increase from Year 1 to Year 2** and a further **27.3% increase from Year 2 to Year 3**. This upward trend indicates the organisation's successful fundraising efforts and expanding financial resources.

In the fiscal year 2021-22, Barefoot's funding sources underwent a notable shift. CSR contributions constituted 48.6% of the organization's funds, crowdfunding accounted for 15.8%, HNIs (High Net Worth Individuals) contributed 3%, and incubators provided 20.6% of the funds. However, by 2023, there was a change in these percentages. **CSR contributions rose to 62.5%, crowdfunding decreased to 0.4%, HNIs increased to 7.1%, and other sources accounted for 30.1% of the funding**. This demonstrates Barefoot's ability to diversify its funding sources and adapt to changing financial landscapes.

Barefoot effectively addressed the challenges posed by the Covid-19 pandemic through strategic measures, including the hiring of a dedicated fundraising person. This proactive approach enabled the organisation to overcome obstacles and continue its operations successfully.

Goal 2: Ability to Attract and Retain Talent

Barefoot's effective HR management, adoption of Atma's best practices, and implementation of policies and processes have fostered a thriving organisational culture, ensuring child safeguarding, employee engagement, and the preservation of the organisation's values.

Barefoot has maintained a stable team size while effectively managing the HR vertical with a dedicated HR person overseeing the ECCE program and HR functions, implementing Atma's best practices to address crucial staff management issues and preserve the organization's culture. By enhancing interview processes, implementing formal onboarding, and enforcing policies like CPP and POSH, Barefoot ensures child safeguarding and employee engagement. Annual performance appraisals, salary calculations, and the development of a promotion policy further contribute to a thriving organizational culture.

Goal 3: Strong Governance and Leadership

Barefoot has achieved significant progress through the addition of advisory board members, strategic partnerships, programme pivots, institutional development, and a collaborative strategy process, all contributing to their overall growth and impact.

Barefoot has achieved noteworthy advancements across multiple fronts, including the successful onboarding of **three advisory board members** who contribute diverse expertise and perspectives to guide the organisation along with a second line of leadership that supports the leadership in focussing on strategic aspects of the organisation. They have forged strategic partnerships for programme development, monitoring, and evaluation, leveraging external resources and expertise. Demonstrating adaptability, Barefoot has executed programme pivots to address evolving needs, while actively pursuing institutional development by establishing systems and structures for sustainable growth.

Furthermore, they have implemented a collaborative strategy process involving programme heads, leading to the co-creation of strategies aligned with the organisation's overarching goals.

Goal 4: Ability to Articulate Impact

Barefoot has significantly improved their monitoring and evaluation processes, utilising data-driven decision-making, implementing structured toolkits, and fostering collaboration to continuously enhance their programmes.

Barefoot has made substantial advancements in their monitoring and evaluation (M&E) processes, conducting thorough analyses to identify gaps, developing logic models, and implementing robust data collection and analysis systems. The newly set up impact dashboard and the dedicated team for impact evaluation have enhanced their M&E capabilities to facilitate data-driven decision-making, enabling programme improvements. By implementing a structured M&E toolkit and fostering collaboration in the design process, Barefoot ensures a comprehensive and effective approach. Through continuous feedback collection, they continuously enhance their programmes, ensuring ongoing growth and refinement.

Goal 5: Strong Programme Design and Delivery

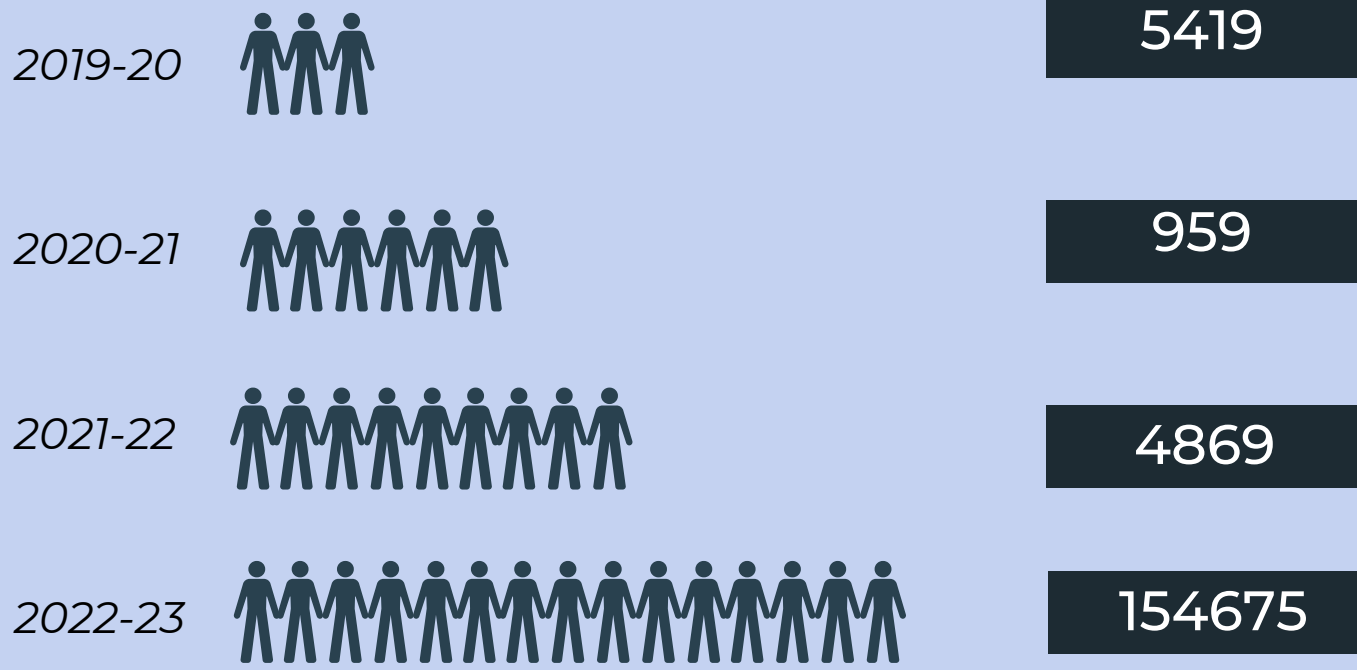
Barefoot's remarkable progress in programme development and expansion, prioritising quality over quantity, is driven by a dedicated Design and Impact department, supported by research, adaptability during the pandemic, and strategic partnerships for scaling.

Barefoot has achieved remarkable progress in programme development and expansion by establishing a dedicated Design and Impact department to enhance programme design and delivery. Prioritising programme quality over quantity, their decision-making process ensures strong operations, while successful expansion to 20 cities and adept programme pivots during the pandemic highlights their adaptability. The Design team, established with the support of Atma, ensures that Barefoot programmes are grounded in primary and secondary research. This approach has fueled the organisation's growth by enhancing programme clarity and effectiveness. Additionally, Barefoot has fostered government relations and engaged in strategic projects to facilitate the scaling of their programmes.

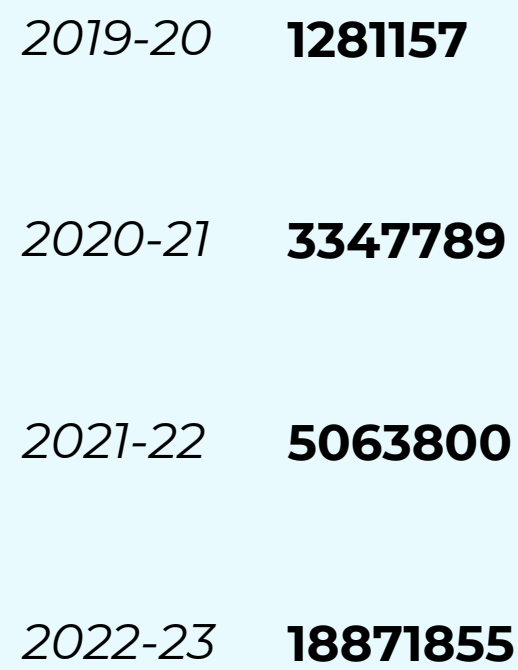
Growth in end stakeholders, budget and Team

Stakeholders increase by 27x, Budget by 14.7X and Team by 0.75X

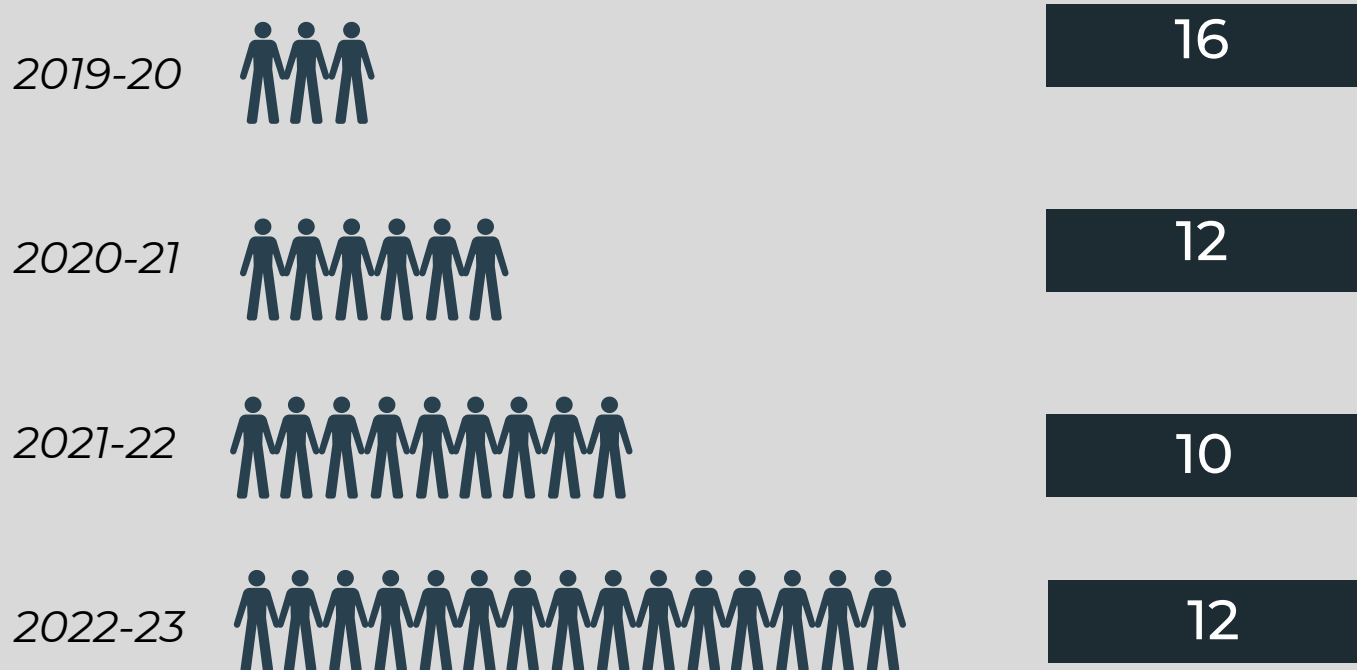
Stakeholders



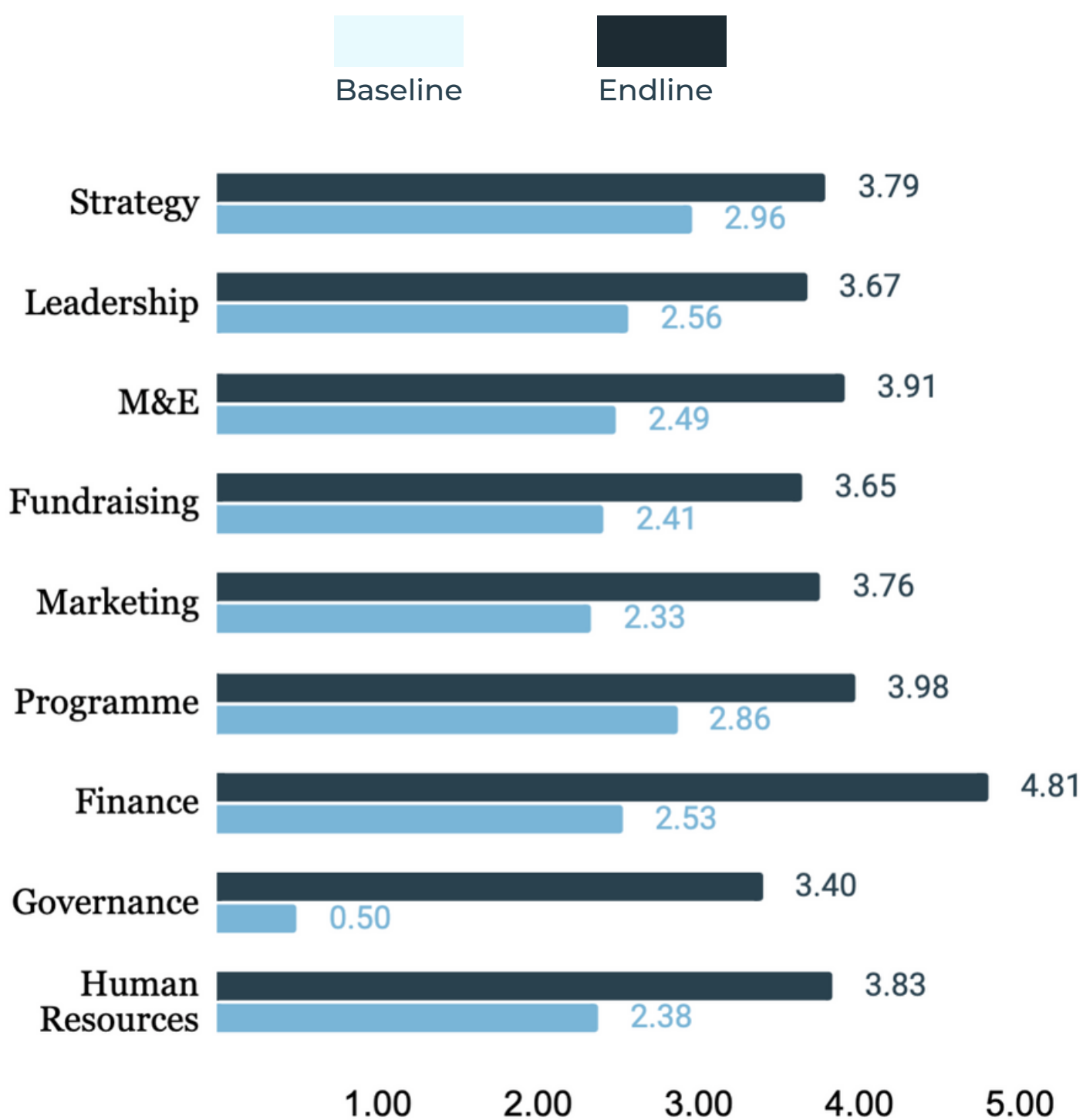
Budget



Team



Life Stage Survey



Analysis of growth

Barefoot Edu Foundation showed an average growth of **1.53** on all the 9 Organisational Development areas of the Life Stage Survey. Their absolute endline survey score is **3.87** which is **0.31** above the the required benchmark.