



barefoot college 

Powering the future we believe in

RAJASTHAN, INDIA 2015

**Three-Year Strategic
Focus (2015-2018)**

Aligning opportunity and existing resources with an ever-deepening awareness of the Barefoot Approach.

Our three-year strategy:

- 01 Raise awareness of our approach and its power to create impact at scale.
- 02 International expansion of the Barefoot Colleges.
- 03 Open-source adoption of curriculum and methods.
- 04 Strengthening Barefoot College in Tilonia.



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01 ABOUT US

BEYOND PLACE, A GLOBAL IDEA

2015
2018

STRATEGIC PLAN

The Barefoot College is a not-for-profit social enterprise working towards financial sustainability, largely through the delivery of its community based solar programs and its artisan industries. We are a grassroots, Indian based, international organisation, whose values are grounded in the life and approach of Mahatma Gandhi.

The extraordinary and unique concept of Barefoot College began more than 40 years ago in Tilonia, Rajasthan, India. In 1965, a young post-graduate student named Sanjit "Bunker" Roy volunteered to spend the summer working with famine affected people in one of the poorest of India's states. This life changing experience culminated in a personal mission to fight poverty and inequality.

In 1972, Roy and a group of like minded individuals including residents of Tilonia shared a dream of grafting together formal urban learning with rural wisdom and knowledge, allowing the voices of the rural poor to be at the heart of creating their own solutions. This vision carried on the ideas shared and spread by Mahatma Gandhi. This central belief and respect became the foundation for Barefoot College. This mindset of inclusion and social justice continues to impact, inspire and educate people today.

Barefoot College was built by and exclusively for the poor. Since its inception, this innovative rural college



has worked with marginalized, exploited and impoverished rural poor who live on less than \$1 a day. The program helps lift them over the poverty line with dignity and self-respect.

The leadership is almost entirely non formally educated barefoot professionals. We recruit illiterate and semi literate women from rural communities around the world. They are brought to Tilonia and trained holistically in cross cultural cohorts and empowered to return to their villages with needed skills that can benefit all.

The College applies rural traditional knowledge to meet diverse objectives. Our catalyst for change starts with training women to be solar engineers. We spread socioeconomic messages at the grassroot level. We employ only those technologies that can be understood and controlled by rural communities to improve the quality of life of the poor.

2015 2018

STRATEGIC PLAN

Barefoot College is both an innovative multi-cultural organization and a deeply local grassroots community. In both its iterations, it is committed to inclusive development principles, and to listening and learning from the communities it serves. Ivy League educated young people work side-by-side with the semi literate and non formally educated locals. This unique phenomenon directly follows the example of Mahatma Gandhi, and it allows for mutual learning and respect rarely afforded in most multi-national organisations.

The Barefoot College Approach is grounded in a partnership model between individuals and their communities. These essential elements inform the Barefoot Solution:

- Access to energy and education, better health, and sustainable livelihoods that directly impact women.
- Reversing urban migration.
- Focus on the least developed countries targeted by the United Nations, tribal and indigenous communities under threat, post conflict/refugee situations, and developing countries facing urgent challenges of climate change and disaster.
- Employing a public, private and people's partnership model that affects lasting policy change for the inclusion of decentralised, community self sufficient models of renewable energy delivery.

The development of strong, engaged, informed and inclusive, civil society is a strong impact of all the



work undertaken by the Barefoot College. Long term, community led, value change and durable human development are our hallmarks. For many years, the Barefoot College Solution has had sustainability goals that mirror those now being elevated by the 2015 UN Sustainable Development Goals at the root of our programs. For example, one program encompasses 14 of the 17 these goals already.

The expansion of Barefoot College seeks to build and scale this proven program with new training centres in other regions of the world that will reach communities wherever poverty exists.

For more than 40 years, we have listened to our communities. From inception we have tapped the undervalued and under utilised wisdom and knowledge that exists in these poor, rural communities. Together, we catalyse an ecosystem of grassroots innovation that empowers and enlightens individuals. We unleash the capacity to transform communities that already exists and leads to better quality of life for all.



02 WHO WE ARE
**OUR VISION,
OUR MISSION**

2015 2018

STRATEGIC PLAN

Barefoot College connects rural communities to necessary solar, water, education, livelihood and advocacy to help communities and individuals to take control of their lives and their wellbeing.

VISION

We are working to build a sustainable world through the transfer of life changing technology, access to information and the ability for communities in the developing world to share between themselves. Innovation designed and deployed with communities at the centre is the only acceptable solution to fighting poverty.

We are working to nurture a global community where women have the competence and confidence to fully participate in the development of their own communities and countries, irrespective of the barriers of literacy or formal education.

"Live simply so that others may simply live."

MAHATMA GANDHI

MISSION

Our mission is to disseminate the Barefoot Approach throughout rural communities around the world, affirming that it accomplishes what many less comprehensive approaches have failed to achieve:

- sustainable value change for communities
- strong environmental impact
- overall community transformation and empowerment

We will advocate for its inclusion at our highest levels of influence and within all partnerships. We employ concrete data to convey its direct relationship to stronger civil society structures, environmental impact and economic development from the bottom up.

The Barefoot College will offer a solution within the next three years to the connectivity nexus in rural non-electrified areas: Access to Renewable ENERGY, Access to CONNECTIVITY, Access to CONTENT created and sustained by rural poor women themselves; unleashing the knowledge, wisdom and power of rural poor communities and transforming them.





03 OUR VALUES

**LEARNING, UNLEARNING,
RELEARNING**

2015
2018

STRATEGIC PLAN

WE BELIEVE believe that the wisdom, skills and knowledge found in rural communities should be heard, respected and nurtured before looking for solutions that rely on outside experts.

WE BELIEVE that the concept of education for rural poor communities should be redefined. It must include relevant, place based and issue



based content, designed for and with those who most need access to it, ensuring that their voice is an integral part of the design process.

WE BELIEVE that women are the single most under-developed resource in the developing world. All communities who aspire to lift themselves from poverty will have women as an essential part of their solutions.

WE BELIEVE that the illiterate women of the developing world have the power to influence values, impact social customs and support sustainable practices in an unparalleled capacity when given access to technologies that they help design and are responsible for implementing and maintaining.

WE BELIEVE that lasting and sustainable innovation at the grassroots level comes when disempowered communities rediscover their competence and confidence.

WE BELIEVE that an individual customer model does not carry the entire community upwards, does not shift forward value horizons for all, and does not leave stronger more participatory civil society skills in its wake.

WE BELIEVE that a partnership model is the only solution that enables large-scale change and impact, conserves resources and mitigates duplication. Private sector, government and civil society, in equal measure with communities, will always achieve a stronger, more lasting impact than purely market-based solutions.

WE BELIEVE a holistic approach that shifts values and destructive social norms is the only solution that ensures adhesion to more sustainable living systems. This approach will permanently transform environmental, social, financial, health and education outcomes. impact than purely market-based solutions.



04 SOLUTIONS:
THE BAREFOOT APPROACH

OUR STRATEGIC PROGRAM UNITS

2015
2018

STRATEGIC PLAN

The Barefoot Approach has spread to 72 countries over the past five years. Now the College itself is also expanding to regional facilities in Africa, Latin America and Southern Asia.

The Barefoot College has developed and operates multiple program units in the same spirit that commercial companies operate and run multiple business units. Each is unique and specific in its model, theory of change and impact. But all are brought together under one mission and vision, operating with shared values.



SOLAR

The Barefoot College has harnessed solar energy not only to provide light but also as a catalyst to create employment for the unemployable, to boost income for the poor, to protect and sustain the environment by reducing carbon emissions and not cutting down trees, and most importantly, to provide self-reliant solutions within village communities.

EDUCATION



Barefoot College inverts the formal education system by making learning accessible to all and relevant to all. We focus on poor isolated rural communities and tackle social norms around gender and the value of education. Lessons are place based, issue based and civil society developmental. We develop the idea of the rural hero and the value of traditional livelihoods such as weavers, bone setters and traditional midwives, all embedded with formal educational lessons. This unique approach is designed to value traditional wisdom, educate gender sensitive communities and empower children to vibrantly participate in their communities.

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WATER

As one of life's most essential ingredients, Barefoot College believes every community has the right to clean water. To that end, we have implemented the following water solutions to address the variety of water challenges faced in the rural communities: rainwater harvesting (RWH) tanks, dams, solar powered reverse osmosis (R/O), water desalination plants and wells and ponds for groundwater recharge.

LIVELIHOOD

Driven by our culture of social justice, every person is valued for the role they play in the development of their community. With Barefoot College's programs, any adult member from the rural community--irrespective of gender, caste, ethnicity, age and schooling--can work for the development of rural



communities, as well as provide basic services and sustainable solutions through a combination of demystified technologies and traditional knowledge and skills.

Supporting an ecosystem that fosters economic development and inclusion, Barefoot College has been successful in developing a wholly sustainable artisan industry that now offers more than 500 craft professionals a viable livelihood. Others become community health workers, dentists and midwives. Other jobs come through a radio station that reaches 50,000 people a day. Still more green jobs are developed within the College, with the goal of creating 5,500 more clean jobs by 2018.

ADVOCACY

A strong component of all Barefoot College programs is the element of government and indigenous NGO capacity building. We leave behind lasting and durable partners, while globally advocating at every level for the inclusion of decentralised community owned and

2015
2018

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managed renewable energy models. We highlight the critical importance of vocational and non-traditional education approaches that include the voices of grassroots communities, specifically women.

WELLNESS

The Barefoot College health care programme provides basic health services to more than 150 villages through a team of Barefoot doctors, health workers, midwives, pathologists and dentists with little or no educational backgrounds. The College has demystified medical technologies and equipped rural communities with basic health facilities. Through a network of grassroots leaders in the Barefoot health team, the Barefoot College has fostered health awareness among rural men, women and children

on issues such as hygiene, food and nutrition, mother and child care, immunization, oral health, family planning, HIV/AIDS and midwifery. More than 260 Barefoot doctors have been trained to treat patients with common ailments.





05 OUR MODEL

A DYNAMIC PARTNERSHIP APPROACH

2015 2018

STRATEGIC PLAN

The Barefoot College takes a dynamic approach to partnership. We enjoy a strong and supportive relationship with the government of India, Ministry of External Affairs (MEA) and Ministry of New and Renewable Energy (MNRE) that through many years has taken a results based approach.

The global impact today is felt across many countries in which Barefoot College has played a significant bridging and capacity building role. This has inspired governments in Africa, South and Southeast Asia, the Pacific Islands and Latin America in transformative and positive behaviour towards rural communities and a re-evaluation of the natural resources women represent to the developing world.

We bring together partners whose specific skill sets and proven track records ensure the deepest impact. Drawing on our Multi Lateral Global Memorandums of Understanding (MOU) agreements with UNESCO, UNWOMEN and the GEF Small Grants Program of UNDP, we are working in the most informed and connected ways possible with a view to larger governmental shifts in policy, focused on long term sustainability.

We put the environment and people's ability to live sustainably within it at the heart of everything we do. We work and learn alongside partners such as WWF, Amazon Conservation Team, Conservation International and Blue Ventures to help develop community level best practices toward sustainability.

Working with more than 80 Non Governmental

Organisations (NGO) & Community Based Organisations (CBO) partners throughout the world we seek to put in place support systems that are from and of the places we work, capacity building and continually learning through these relationships.

We engage more than 20 NGOs to work with us in our ENRICHE co-curriculum, helping to create grassroots change makers in women solar engineers who are first and foremost entrepreneurs and environmental stewards. Through the ENRICHE co-curriculum these women are armed with appropriate information, technology, enterprise skills and agency. All are trained to train others and pass on their knowledge.

We strive, through our global Corporate Social Responsibility (CSR) engagements and our philanthropic support partners, to never stop innovating for deeper impact and results. We work openly and strategically to better support business directions and help open new markets by building "community," internally and externally.

For a complete list of our partner organisations please see our website: barefootcollege.org.





06 WHERE WE WORK

BAREFOOT COLLEGE INTERNATIONAL

2015
2018

STRATEGIC PLAN

With forty years of experience, Barefoot College has proven that formal education and qualifications are not required for the rural poor to bring sustainable energy, clean water, and sustainable livelihoods to their communities. The College creates decentralized solutions that work at the village level. It puts solutions into the hands of the rural poor and offers practical learning that crosses language and literacy barriers.

IMPACT

Barefoot's flagship solar electrification program has:

- trained more than 760 illiterate and semi literate women as solar engineers.
- electrified more than 40,000 rural households in 1,350 villages in 72 countries across Latin and South America, Africa, the Middle East and Asia.
- served more than 500,000 people.

GOAL

To replicate Tilonia's Barefoot College Campus in five regional training centres that will fulfill our commitment to deliver light to one million people by 2018, *one woman at a time*.

APPROACH

- Training centres will be modeled on Barefoot's campus in Tilonia, India, which trains rural women as solar engineers, water managers, artisans, health workers, teachers, and advocates.

- Each centre will have the local leadership, capacity, programs, partnerships, and funding to be successful and sustainable.
- Host countries are Burkina Faso, Liberia, Senegal, South Sudan, Tanzania and the semi-autonomous region of Zanzibar. Countries were selected based on governmental interest in piloting and scaling solutions, and the presence of promising NGO partners.

Barefoot is working towards raising the \$11 million dollars required to fully fund the new training centres for the first two years.



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There has been great support from private foundations, individuals, corporations, multi lateral organisations such as UNWomen and UNDP small grants. The Indian government has offered generous sanctions in support, and national governments are also contributing. However, Barefoot still needs to raise \$3.5 million to fully fund this initiative.

In the long term Barefoot's objective is to work with the national governments to sustainably fund the centres through allocation in their national rural electrification budgets. This partnership between centres and governments will institutionalize decentralized, community managed clean energy initiatives that empower rural women economically and as environmental stewards.

Women from each country will be trained in Tilonia



as Barefoot Solar Engineers (BSEs) and return to their countries to help launch the centres. With Barefoot professionals and partners on the ground, they will replicate Barefoot's Solar Program, training other women to solar electrify their villages. For the first time, Barefoot College, with its partners, commit to launch five regional training centres in Africa.

Continuing to be at the front of social innovation, today Barefoot College International encompasses a diverse leadership team and a strong governing body with international reach, exporting at scale best practices and experience in a true South /South cooperation model.

Barefoot College as an overall entity encompasses both an Indian based and registered Non Profit FCRA entity (Social Work and Research Centre aka Barefoot College), and a Not for Profit Social Benefit Enterprise, able to carry out import /export commerce at scale throughout the world (Barefoot College International).



07 THE FUTURE

STRATEGIC PRIORITIES

2015
2018

STRATEGIC PLAN

OBJECTIVE

1

Triple the number of beneficiaries touched by Barefoot College and its international programs by 2018

Establish Barefoot Regional Vocational Training Centres for Women in Zanzibar, South Sudan, Senegal, Burkina Faso, Liberia, and with hopes of expanding into Guatemala, Indonesia, Myanmar and Fiji.

TARGETS

Technology Transfer

- Train 500 women solar engineers globally
- Solar electrify 25,000 households, bringing renewable energy to 150,000 people and transforming more than 300 communities to a self-sufficient decentralised model of empowerment and renewable energy.

Enterprise & Empowerment Knowledge Transfer

- Adoption of the Enrich Co-Curriculum
- Women's Reproductive Health
- Financial Inclusion
- Legal Rights Information
- Micro Enterprise Skill Building
- Self Awareness
- Livelihood Development
- Digital Literacy
- Literacy
- Environmental Stewardship

Strategic Target High-Risk Communities

- Indigenous & Tribal
- Refugee & Migrant
- Disaster Prone
- Sustainable ecosystems including those affected by climate change, deforestation and land and sea degradation

Policy Change and Advocacy

- Use proven success together with our dynamic partnerships to advocate for decentralised access to energy and community based, self sufficient models of renewable energy delivery for inclusion in National Energy Policy across the developing world.

OBJECTIVE

2

Scale Barefoot content dissemination across the South/South Region.

Integrate digital technology across all Barefoot College learning communities.

TARGETS

- Capacity building to integrate digital technology in all internal and external aspects
- Migrate existing content
- Create digital access and dissemination across all partner networks and all Barefoot learning communities including the women's Barefoot Solar Engineering Initiative.
- Develop and design--in conjunction with key technology partners --more intuitive applications that allow further use and interface between and for illiterate communities and those communities wishing to disseminate knowledge and information.

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2018

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OBJECTIVE

3

Expand the reach and scale of the Barefoot Education section. Broaden the Rural Solar Bridge School model of education across five states in India.

TARGETS

- Open 25 new night schools attached to solar-electrified villages.
- Integrate digital tools and locate solar night schools adjacent to rural electronic workshops.
- Document and publish teacher training manuals.

OBJECTIVE

4

Broaden India CSR engagement to scale and expand all program reach within India.

- Publish reports completed by independent evaluators that articulate impact achieved across the Creche program, Night School program and Solar Bridge School program.

Barefoot College has nurtured and supported the development of more than 23 rural grassroot NGOs in India across 13 states. The SAMPADA network represents the single largest linked delivery network in India today. It has the capacity to implement programs with a consistent quality and philosophy. Barefoot College sees this network as a tremendous strength with the ability to deliver impact on key social issues such as gender, rural livelihoods, education, solar, health and water.

TARGETS

- Continue to develop the SAMPADA network skill set as regional implementers with homogenous methodologies.
- Continue to propagate and centre programmatic expansion in India on joint delivery projects through the SAMPADA network.
- Increase India CSR partners by 100%, doubling our current CSR engagement level.
- Streamline all CSR to address water, solar, education and digital connectivity units.

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STRATEGIC PLAN

OBJECTIVE

5

Update and upgrade the Tilonia campus infrastructure

TARGETS

- Build one additional new solar power block capable of generating an additional 120KW of power.
- Replace ageing solar panels and add modern inverters to the existing infrastructure.
- Build additional staff housing to accommodate an additional 20 staff members.
- Build an additional office block to accommodate four offices for Barefoot College International measurement and evaluation, ground partner communications and development/grant management.

OBJECTIVE

6

Evolve financial and implementation structures toward delivering excellence and impact

Evolve financial and implementation structures toward delivering excellence and impact

TARGETS

- Create a revolving fund for solar enterprises with impact loan facilitation.
- Create regional solar funding pools that allow for more targeted implementation by region. For example, Barefoot Africa solar initiative, Barefoot Latin America solar initiative and Barefoot Pacific Island solar initiative.
- Develop and expand the Barefoot Ground Partner Network to further deepen community transformation and civil society impacts in solar electrified communities.
- Expand Barefoot International staff resources, most specifically in the areas of development, communications and supply chain. Strengthen CORE capacities and programs. Rationalise and update existing initiatives and infrastructure in Tilonia.
- Increase funding of the long-term Endowment Corpus to \$1M by 2018.





08 ASSESSING IMPACT

MONITORING & EVALUATION

2015 2018

STRATEGIC PLAN

PURPOSE

The Monitoring, Evaluation, Reflection, and Learning (MERL) Strategic Plan is to provide an evidence-based framework. It focuses on results to strengthen the monitoring and evaluation functions of Barefoot College at global, regional and local levels. This evidence based approach will form the foundation of Barefoot College's measurement and evaluation (M&E) system that tracks program performance for its three main programs in 72 countries.

OBJECTIVE

To generate high quality, credible evaluations that identify what works to advance community empowerment that can be replicated and scaled up.

- To strengthen and enhance the monitoring and evaluation capacities at Barefoot College and among ground partners in various countries.
- To contribute to organisational learning and knowledge acquisition with a view to increase effectiveness.
- To visually document progress and create storytelling mechanisms that act as powerful communication tools that help increase the impact of programs.

Barefoot College has a formal office for global Monitoring and Evaluation headquartered in the USA and a satellite office headquartered alongside

the department heads and executive staff of Barefoot College.

This office communicates with ground partners in each of its project locations and coordinates the collection and analysis of M&E data. Barefoot College uses tablet-based offline survey collection software that enables local staff to collect surveys and interviews. This data is synced to a cloud-based server where global M&E staff analyse the data.



2015 2018

STRATEGIC PLAN

M&E fellows and staff are developing new tools and instruments to collect data on the Barefoot Solar Initiative, including the environmental impact of the solar model, the handicrafts initiative and the education initiative. M&E planning involves developing indicators, building logic models and designing survey instruments for baseline, monitoring and evaluation.

Each indicator is researched and developed using a participatory method and each survey instrument is piloted for validity and effectiveness. The final deliverable is a toolkit/manual that is developed to distribute among key stakeholders.

Barefoot College M&E staff continue to research the applications of new tools such as randomised controlled trials, environmental return on investment, and social network analysis to build the capacity for data collection and analysis among its 14 programs.

	Thematic areas to be monitored and evaluated	Monitoring activities	Monitoring products	Evaluation activities	Evaluation products
Barefoot Solar Initiative	Domestic	Engage stakeholders	Monitoring reports every six months	Facilitate the process of one mid-term evaluation and one final evaluation using 4 developed and tested survey instruments	One mid-term evaluation report
	Productive	Facilitate participation	Baseline report		One final outcome evaluation report
	Economic	M&E activities			Adapt M&E logic model and use 43 indicators in 9 domains to develop reports
	Environmental	Collect baseline data		Hire and contract evaluation experts	
	Education social	Monitor every six months		Collect finding and lessons learned	
	Public women			Disseminate findings	
	Empowerment				
Barefoot Environmental Tool for the Solar Initiative	Technical				
	Waster Disposal	Capturing baseline data for incumbent lighting before solar	Monitoring reports every six months	Impact measured by the displacement of the incumbent lighting and mobile charging with solar	One mid-term evaluation report
	Local Natural Resources		Baseline report	using emission factor emission coefficient for the energy source that has been replaced	One final outcome evaluation report
	Environmental Awareness	Monitoring the technical and operational functions of the home lighting system			Adapt M&E logic model and use 43 indicators in 9 domains to develop reports
	Indoor Air Pollution				
	Climate Impact				



09 FINANCIALS

DEVELOPMENT & FUNDRAISING

2015
2018

STRATEGIC PLAN

Since 2014, income has been generated partially from within the solar enterprise itself. Today it contributes to sustaining project implementation expenses, research and development together with the pure administration costs of the organisation.

The proceeds from the artisan enterprises of Tilonia Bazaar allow it to operate at a profit annually and sustain itself. It does not, as yet, remit substantially back to the larger administration costs of the Barefoot College. The section is envisaged to do so through the coming years. An international web-based selling platform will be introduced during 2016.

Providing targets are met within our solar activity sector for 2015/2016, then \$644,000 will be contributed to the \$1,510,000 category of administrative and project-related costs. This will result in a self-generation income stream of 42%. We project this to reach 63% overall when all five sub-Saharan Regional Training Centres are open and functioning.

An increase in income generation will come with the development of more sales routes in resupply and through training centres where the costs for project implementation are no longer born by Barefoot College. In these locations the local NGO ground support team adopts the initiatives as their own, having been capacity built to do so under our guidance.

Grant based funding, multilateral organisation collaborations and private philanthropy will account

"We don't look for 'donors' we look for partners interested to invest in human innovation that will endure"

MEAGAN FALLONE, CEO Barefoot College

for \$1.2M in 2016/2017 and \$2.1M in 2018. CSR funding is a developing category of this component and is expected to increase to 30% of overall global funding in cash terms, but more than 40% when taken with in-kind contributions such as pro-bono legal services, solar components and other support services.

Direct orders are anticipated to be the largest growth area as we get further traction on advocacy, and the adoption of the Barefoot Approach to solar electrification is championed by more national governments.

Government of India support through training costs, travel costs and solar training components is expected to be flat at or near \$1.5M annually.

Opportunity exists in crowdfunding and private small donor networks, which are highly underdeveloped categories. Further opportunities will be sought in the US based private foundation network.

2015 2018

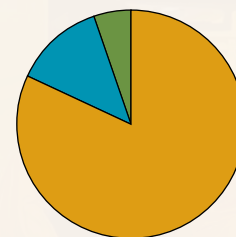
STRATEGIC PLAN

TRAINING METRICS

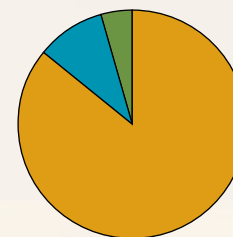
This table reflects the number of Women Solar Engineers that Barefoot College is training over the next 3 years.

	2015-16	2016-17	2017-18
Women trained as Solar Engineers	194	242	340
Women trained as trainers within the ENRICHE CoCurriculum	700	1175	1320
People trained as trainers through all Barefoot college activities	3500	5875	6640
Barefoot College Cumulative beneficiaries	722,500	927,500	1,177,500

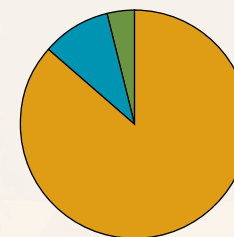
3 YEAR BUDGET PLAN



2015-16



2016-17



2017-18

	2015-16		2016-17		2017-18	
Administrative Costs	\$538,000	12.8%	\$620,000	9.7%	\$620,000	9.7%
Project Related Costs	\$3,436,000	82%	\$5,495,000	86%	\$5,403,000	85.3%
Development and Advocacy	\$220,000	5.2%	\$260,000	4.3%	\$317,000	5%
TOTAL	\$4,194,000		\$6,375,000		\$6,340,000	



"The Barefoot College is supposed to be a sparking off process. People are adopting it and owning it, which is really the story behind the college."

BUNKER ROY

barefoot college 

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