

आओ बदलें भारत



अथो खलु आहु

काममय एव अयं पुरुष इति स यथाकामो भवात तत्क्रतुर्भवति। यत् क्रतुर्भवति तत्कर्म कुरुते यत् कर्म कुरुते तद अभिसपद्यते॥

"You are what your deep, driving desire is | As your desire is, so is your will
As your will is, so is your deed | As your deed is, so is your destiny."

Brihadaranyaka Upanishad, IV, 4.5

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We believe that the developed, empowered and enabled India needs to rally forward on the strength of its inherent cultural ethos of *seva bhav*, infused with the desire to serve others without expecting anything in return. This ethos, innate to our societal values, is the key to uplifting and empowering a Bharat that is underserved today.



We have emerged as a platform that connects this Bharat with the basics it needs to transform into a resilient, self-assured and empowered India. The impact of more than a decade of our work in the areas of education, health and nutrition and provision of safe drinking water, is reflected in the growing number of our partners. These include like-minded organisations as well as government institutions and agencies strengthening our confidence as much as our scale and capabilities.



Uniquely capable of facilitating nation-wide delivery and transformation, the platform of Piramal Foundation is now robust and ready to action systemic change. It is time to take this proposition to the next level.



Our coming together heralds a movement towards enabling the transformation of Bharat as we know it into a strong, capable and resurgent India.



आओ बदलें भारत

Aao Badlein Bharat

About Piramal Foundation

Piramal Foundation (PF) is a Section 8 company working to evolve a diversified platform to ensure last mile delivery of solutions that are key parameters of development.

We are extremely driven to further our legacy of a decade in creating an impact in the key areas of education, healthcare and nutrition, and safe drinking water.

Our key arms

Piramal Foundation has evolved as a comprehensive platform of innovative solutions through our four subsidiary organisations and mission-driven social enterprise.



PFEL works in the niche area of bringing about systemic change in the field of education leadership. It focuses on the transformation of 'leaders' in education. It collaborates with governments to transform the delivery of education from districts to state level through the School Leadership Development Program (SLDP), District Transformation Program (DTP) and State Transformation Program (STP).

Piramal Udgam Data Management Services

Also known as Virtual Field Support (VFS) Program, it works to empower local community women by providing them livelihood. These women are trained to leverage technology to enable headmasters through headmasters, teachers and Education Officials in improving student learning outcomes.



Piramal Swasthya aims to democratise healthcare by making quality primary healthcare accessible, affordable and available to all.



Piramal Sarvajal, is a mission driven social enterprise which designs and deploys innovative solutions for creating affordable access to safe drinking water in underserved areas. Piramal Sarvajal is at the forefront of developing technologies and business practices in the water sector by partnering with various like-minded organisations and relevant Government agencies.

4,500

strong team, with projects spread across 25 states

Our platform is strengthened by value-based strategic partnerships with governments and a large number of national and global organisations.

We are focused on achieving our goals which are aligned closely with the United Nations' Sustainable Development Goals.

25

States

100+ million

Beneficiaries

The Piramal values

Our core values of Knowledge, Action, Care and Impact are the very essence of our existence. Through our work, we ensure that our efforts and interventions exemplify these values across the board, powering our drive for systemic change at the grassroots level all across India.



Knowledge

Expertise

We strive for a deeper understanding of our domain

Innovation

We aspire to do things creatively



Action

Entrepreneurship

We are empowered to act decisively and create value

Integrity

We are consistent in our thought, speech and action



Care

Trusteeship

We protect and enhance the interests of our customers, community, employees, partners and shareholders

Humility

We aspire to be the best, yet strive to be humble



Impact

Performance

We strive to achieve market leadership in scale and profitability, wherever we compete

Resilience

We aspire to build businesses that anticipate, adapt and endure for generations

Reaching out to Bharat

📍 Piramal Foundation for Education Leadership (PFEL)

14
States

6
Programs

1,056
Employees

Beneficiaries

1,360 schools
impacted directly

3,00,000 students
impacted directly

80 Million students
impacted indirectly

State Officials
30,000 directly
4,500+ indirectly

District Officials
300 (two districts)

Fellows
822
(2017 intake)

Alumni
892

📍 Piramal Swasthya

16
States

1,953
Employees

35
Projects

10.7 Crore
Beneficiaries

📍 Piramal Sarvajal

20
States

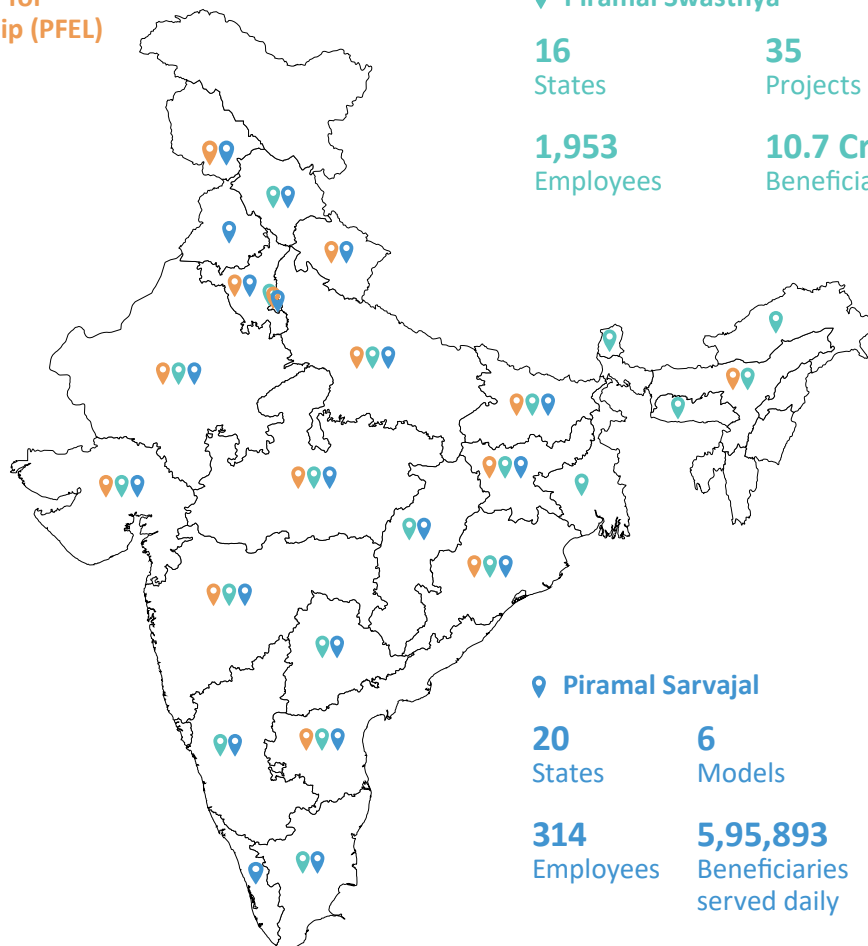
314
Employees

6
Models

5,95,893
Beneficiaries
served daily

1,565
Touch points

1.91
Billion litres
dispensed till date



Message from the Founder – Piramal Foundation



If you see our country, whichever area you touch, there is a problem that needs a solution. These problems range from smaller challenges at the grassroots to major policy and process gaps that require attention. These gaps cannot be addressed by the Government alone, but need our collaborative efforts to be ironed out.

Ajay G. Piramal
Founder, Piramal Foundation

कर्मण्ये वाधिका रस्ते मा फलेषु कदाचन । मा कर्म फल हेतु भूर्मा ते सङ्गोऽस्त्व कर्मणि ॥

The Bhagavad Gita, Chapter 2, Verse 47

We are privileged because of who we are. We are born in an affluent family and are educated. Not everyone has this luxury. We have a responsibility to share. There are several reasons why we should give. Every scripture or religion you read or follow has stated the importance of giving back or giving.

My grandfather, Seth Piramal Chaturbhuj Makharia, was an inspiration to us. He was not a wealthy man, but shared a large proportion of his wealth doing good for others. If you don't share your wealth you are doing a disservice. He began his philanthropy work in the 1920s by laying the foundation for the development of Bagar, in Rajasthan, our home state.

Drawing from his philosophy of *seva bhav*, in 2008, we started with a single program, to transform the quality of education in public schools by providing leadership training to school principals in the district of Jhunjhunu, Rajasthan.

That day, we had little clue that we had embarked on a new journey as a family and as an organisation. A journey of philanthropy it was, which would give real shape and form to the Piramal values of Doing Well and Doing Good.

Inspired by the philosophy of *Karma Yoga*, we at Piramal Foundation believe in infusing social good as a value, while trying to ensure long-term value creation through our business practices.

It is, to us, an evolved strategy for channeling equitable growth through creation of a range of opportunities geared towards empowering our people. This thinking was at the heart of our philanthropic efforts even when the performance of our businesses did not leave much room for such involvement. Through those times and today, I am glad that we have not only managed to grow but also evolved Piramal Foundation into a platform for value-based partnerships that enrich our philanthropic efforts.

Today, I see a path for invigorating India towards a better future. As Indians, what we need the most is a society that is actively absorbed with the thought of problem-solving the country's vast challenges. Particularly the ones that are fundamental to our health and well-being as a society and our development as a country aspiring to play an important role in the global future.

Our country is at the crossroads of a developmental leap. While India has lifted millions out of poverty over the last decade, there is lot more to be done to alleviate multidimensional poverty. While we have succeeded somewhat in replacing the old world order of systems, resources and infrastructure, our public infrastructure is yet to begin matching global standards.

Achieving this needs wealth – a wealth of ideas, resources, talent, network and efforts. I am happy to say that Piramal Foundation has, through its work of over a decade, shown that it can be achieved with the power of the collective backing it. We support ideas that start with the people, have the potential of scaling up and can have significant impact. Our belief is that if we want to create significant replicable impact, it has to be in partnership with governments.

We are proud to have earned the confidence and trust of governments and a wide number of partner organisations from across the globe. Our commitment to our work has attracted a significant talent towards contributing to making this dream a reality. This is at the crux of our efforts in creating a platform that has proven effective across various communities and geographies.

The impact we seek has attracted a large number of like-minded people towards making a difference, especially the youth, who have signed up for the Gandhi Fellowship. Each Fellow is an

individual paradigm of 'leadership in action'. We are immensely proud of these youth, who are deeply committed and passionate about going beyond the normal and the expected. They are becoming the change we want to see in our society.

And, for Piramal Foundation to have the opportunity to create social change efforts at scale is extremely gratifying. We believe not in the ownership but the trusteeship of wealth. We celebrate the Bhagavad Gita's wisdom that guides our approach to our field activities. These systems, these resources we co-create, are dedicated to achieving public good in service of the vision propagated by our civilisational values.

We hope to further intensify our efforts in the future by giving them a wider scope through our partnerships with governments and other like-minded organisations. It is key to our transformation as a society, which needs to grow in order to accommodate the growing aspirations of our people.

Our youth are experiencing an upsurge of optimism and it must not go unanswered. We must seize this opportunity for growth. We believe strongly that our values of Knowledge, Action, Care and Impact are increasingly relevant in helping us to emotionally connect with our people and inspire them towards the right way to fulfil their aspirations.

This is where the call of *Aao Badlein Bharat* is most resonant. We want more and more people to answer it. We hope that this report, the first by Piramal Foundation, becomes a message to inspire it.

Message from the CEO – Piramal Foundation

This is our very first annual review, marking a step towards building a modern philanthropic organisation by design and one that is truly Indian at heart.

I feel energised to be sharing my thoughts at a time when Piramal Foundation is making a major shift in its approach. Philanthropy through the lens of *seva bhav* - in which resides the deep desire to serve others, and *nishkama karma* - selfless action, has been at the core of this budding organisation.

Our first decade has been characterised by building our hypothesis, testing hitherto untried solutions—for solving the complex issues around the quality of education, widening the reach of health and nutrition services and providing access to safe drinking water—as well as discovering new dimensions practically every day.

What has worked for us is the fact that we seek our solutions through immersing ourselves in the communities we serve.

As our teams connect with our stakeholders every day, they are able to pick up nuances and the specific context, both of which are critical to fine-tuning each engagement.

Piramal Foundation is an operating foundation. This gives us the unique opportunity to develop systems and processes that can help improve quality and delivery at 'the last mile'. Over the past decade, as we went about discovering what works, we realised that the investment in building ownership amongst stakeholders is the mantra for self-sustenance.

Whether it is assisting a headmaster develop a new approach for age appropriate learning or a family agreeing to pay for safe drinking water – changing behaviours, driven by a deep sense of doing what is right, is a critical lever for building a systemic change effort.

The experience of Piramal Foundation over the last 10 years has been built around the core purpose of 'Doing Well and Doing Good'. A driving force for the entire Piramal Group, these five words continue to define how we operate.

Our initiatives have served successfully as pilots for transformative ideas to take root in the society, to later find appreciation through administrative machinery. It has served as a strong foundation to build value-driven partnerships with governments across the country, an approach that is integral now to our operating philosophy.

Building and nurturing partnerships with governments – right from block to national level – has effectively ensured that we commit ourselves to helping to fulfill the national agenda and priorities.

Having worked with government bodies and agencies across the length and breadth of the country, we are now taking steps towards moving from direct project implementation to building collaborative networks. Any issue that we wish to address at national scale calls for multi-stakeholder collaboratives. Our work in the tribal health space in Andhra Pradesh helped to clarify our approach. Our collaborative networks today feature government bodies and institutions, knowledge partners, implementing agencies and the wider philanthropic community. We are now ready to move our efforts to a much stronger and wider outcome-focused approach.

And that, of course, is easier said than done.

Considering that our people are key to all that we do, we have, over the last few years, stepped up our efforts at developing a strong base of leaders. Cultivating and nurturing leadership at the frontline and at senior levels, propelled by their *seva bhav* and commitment to the communities they serve, is a key investment for the Foundation.

Empowered, active leadership acts as a force multiplier, as compared to individual change makers. Attracting talent, building individual skills and weaving these through group development sessions are now helping the Foundation build capabilities that are critical to our progress.

We are similarly focused on building a leadership pipeline for the social sector as a whole. We create leaders of our Gandhi Fellows. The Gandhi Fellowship is a platform for the Indian youth to participate in the social field through a structured, rigorous process based on a solid foundation of practice, experience, institutionalised learning and social entrepreneurship.

However, combining *seva bhav* and empowered leadership to drive transformational change calls for humility: the acknowledgement that as a Foundation, our resources will never be enough to achieve this mammoth task independently. Our partnerships and alliances across governments and other organisations are our key enablers. Our high-impact solutions are a direct result of this collaboration and a much-appreciated validation of our organisational approach. Bringing this humility to learning, building knowledge and disseminating it as a 'public good' is the base for building a learning organisation.

Building a strategy to power a systemic transformation is a philosophy that the Piramal Foundation has practised – and learnt from – over the last decade.



It is in this spirit of transformational change that we invite all stakeholders to join hands. *Aao Badlein Bharat* is a clarion call for collective action through this platform of participative change. It is towards this new reality that the Piramal Foundation re-commits itself as we embark on our second decade.

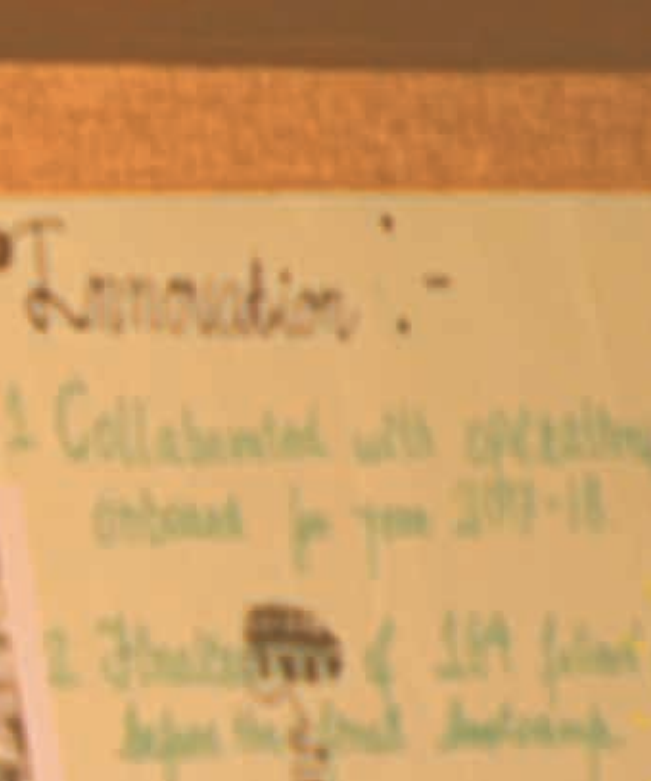
Paresh Parasnis
CEO, Piramal Foundation



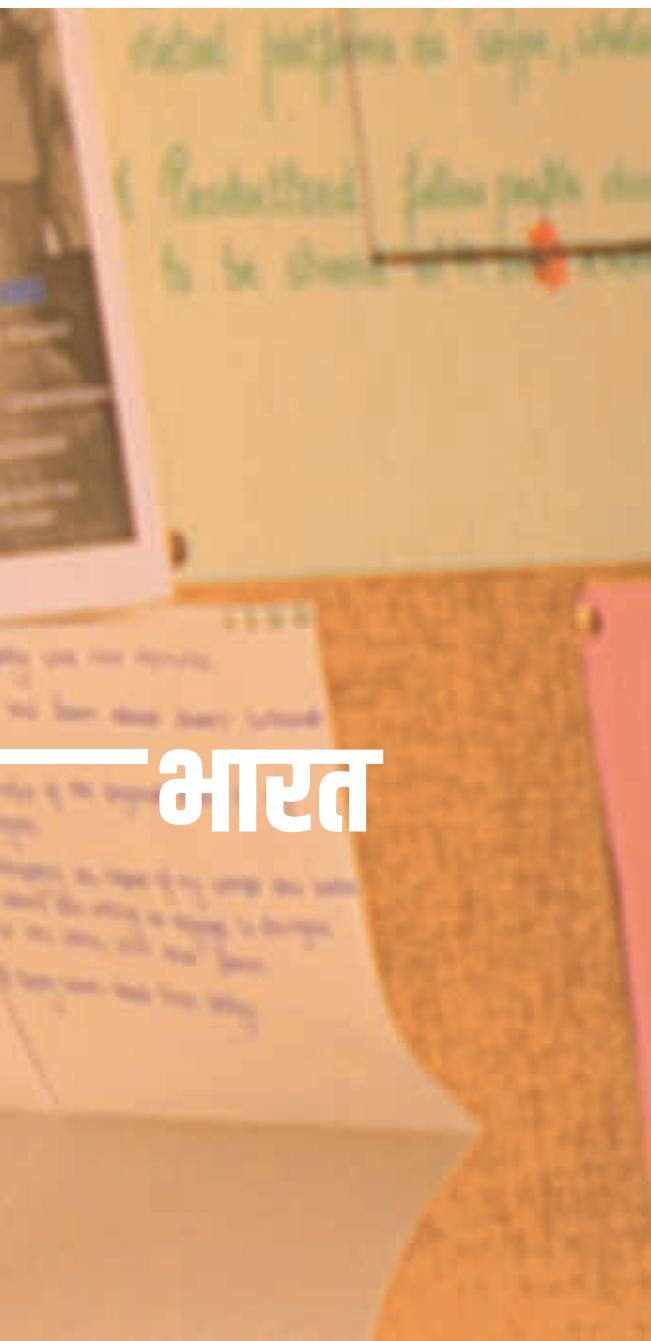
आओ बदलें

एनएच

आओ बदलें



Changing Ideas. Changing India.



Nearly 60% of India's population lives in villages, and 70% of children go to government schools. In order to bring about real change, government schools across India's villages need massive improvement to create the promise of a bright future for our children. Despite high enrolment rates, the desired minimum proficiency levels in reading and math remain elusive. To change this, we need to nurture leaders who will lead the transformation from within the existing academic structure.

Piramal Foundation of Education Leadership is reaching out to influencers within the education system. These are people who are in leadership positions across state, district and school-level administration. By transforming their mindset or *soch* towards education and its impact, we are driving a change in behaviour that reflects in improved learning outcomes.

भारत



To make our children future-ready requires excellent leadership capabilities at all levels, including the schools, district, and the state. Our work in this area has earned us a unique position: we are recognised as an organisation that builds education leadership through self-change.

Aditya Natraj
CEO, Piramal Foundation for Education Leadership

There is an increasing pressure to acquire new skills in order to find alternate livelihood pathways in the future.

Needless to say, education will play a vital role in developing these new skills and capabilities, and in improving life chances of future generations. This belief was our starting point as an organisation and it is something we still strongly hold on to.

Looking back to where it all began, I recall a particularly trying time in Gujarat. At the time I was in Pratham, a Non-Governmental Organisation (NGO), and was exposed to the aftermath of the earthquake in 2001, in the Kutch region. I observed closely how one individual's actions could have such a big positive impact on the community. A government school headmaster who had volunteered to be assigned to the disaster-stricken area, had restarted the local school under a tree, unfazed by the fact that the school building was gone. His actions not only lent a sense of normalcy, but also led them to rethink their decision to migrate. At such a trying time, it inspired them to stay and contribute with efforts to rebuild and restore their village.

This was a prime example of the potential of school leadership, the crucial role the headmaster could play within the community, and likely to impact others. It also demonstrated that providing education was the only way to creating sustainable livelihoods and a means to improving the life chances of students.

This experience proved to be a game-changer for me because it led to the founding of Kaivalya Education Foundation (KEF) in 2008, later integrated into PFEL. We started with two programs: School Leadership Development Program (SLDP) and Gandhi Fellowship. SLDP was designed along renowned educational researcher Michael Fullan's theory 'individual change can cause ecosystem change'.

To date, this is what drives us as an

organisation, whether it is in the way we engage with our stakeholders or through the tools we leverage to innovate within our programs.

The Gandhi Fellowship too was built on the same belief that individual change can lead to societal change. And, that engaging young people can be truly transformative, leading change with the potential to impact a million lives each in a span of 10 years!

From just two programs, Gandhi Fellowship and SLDP, operating in merely one district Jhunjhunu in 2008, we have grown to running five programs spread across 14 states.

What drives us is having the right mix of solutions 'today' and the right set of talent that will build 'tomorrow'.

There is a sharp focus on delivering academic excellence to prepare students for work in the 21st century. They need to be equipped socially, emotionally, mentally, ethically and cognitively to cope with the growing challenges and complexity of issues they are likely to face in the near future.

To make our children future-ready requires excellent leadership capabilities at all levels - including the schools, district, and the state. Our work in this area has earned us a unique position – we are recognised as an organisation that builds education leadership through self-change. The holistic approach applied by our programs enables real-time transformation to take place, not only in terms of capabilities, but also through field work.

To further our mission of education leadership, we have established the Piramal School of Leadership (PSL) in Bagar, Rajasthan. It is emerging as the hub for personal transformation for the

education officials at multiple levels across the districts as well as the state itself. Stakeholders, Fellows and staff regularly engage in bootcamps, trainings and events held on the PSL campus, nurturing not only a strong sense of community but also acting as a catalyst in inspiring ownership.

In the years to come, PFEL looks forward to emerging as a leader and a close partner of the government in public education.

Our aim is to help India achieve excellence in the education sector to match capabilities with the global best, such as Finland and Singapore. This can only be actualised by establishing the right structures, support mechanisms, technologically-driven processes and empowering and inspiring decision makers and action agents to bring about real transformation in India's public education.

I am not only optimistic but convinced that this is achievable. I am committed to dedicating my life towards making this happen!

PFEL: Evolving a new generation of leaders

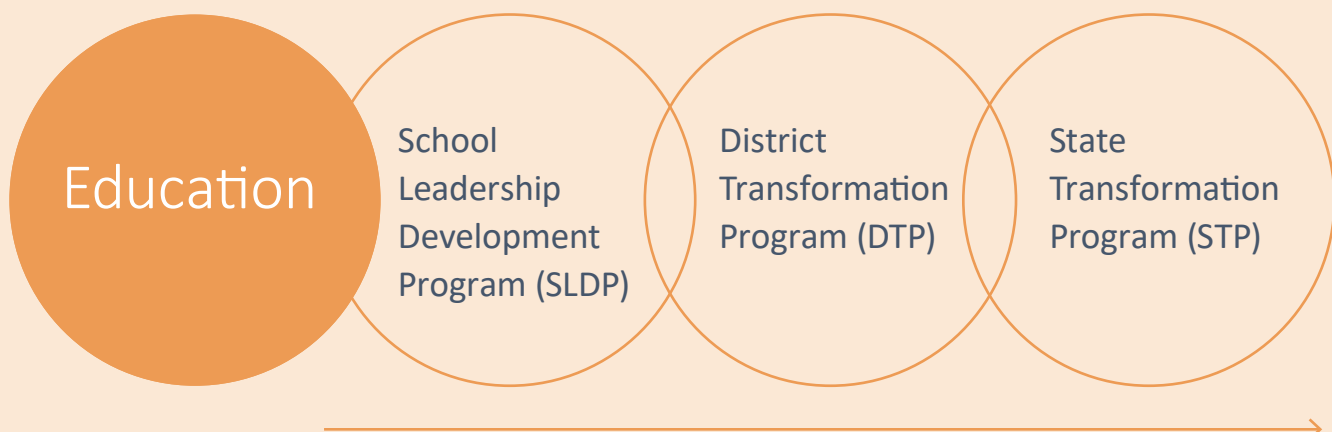
Piramal Foundation for Education Leadership (PFEL) is furthering a legacy of 10 years of facilitating systemic change in the Indian education system. Its founding organisation, Kaivalya Education Foundation, was established in 2008. It was later integrated with PFEL.

PFEL's actions are born of a desire to encourage a revolution in education. We are transforming leadership in education to empower the leaders to create sustainable change in the system.



The lifeblood of all our programs is the involvement of Gandhi Fellows, the young social entrepreneurs enrolled with the Gandhi Fellowship, a two-year intensive, immersive program for supporting grassroots-level change.

The Journey of PFEL



School Leadership Development Program

2008

The aim of the intervention is to support teachers and headmasters in their daily activities to enable them to excel in their work, along with building strong community connect with their local schools.

It has evolved as the innovation hub for the organisation where new pilots are developed, such as Socio Emotional Learning, Early Childhood Development and entrepreneurial development for higher secondary students.

1,360
Schools

5
States

District Transformation Program

2016

DTP holds district as the unit of scalable change; the program works to engage with district-level officials, coaches, facilitators and community to improve student learning outcomes.

The theory of change in DTP is to enable the middle management with right tools and capabilities so that they may strengthen on field support to school and develop the school processes essential for holistic development of children. DTP also involves community by engaging the School Management Committees (SMCs), the local panchayat and community heads in order to achieve contribution of community to student development.

25
Districts part of 115 aspirational districts identified by NITI Aayog

State Transformation Program

2017

STP acts as an enabler for the transformation to take place at the district level. It works with state-level institutes like State Institute for Education Management and Training (SIEMAT), Samagra Shiksha Abhiyan (SmSA), Directorate of Education (DoE) and State Council for Education Research and Training (SCERT) through re-engineering processes, building people systems, strengthening litigation and facilitating leadership capabilities to build a skilled teacher workforce equipped to deliver 21st century skills.

Centers of Excellence (CoE) design frameworks and tools for innovations

To provide support to programs on the ground through innovations, 15 CoE have been set up within the organisation to develop tools and frameworks to enable our programs and stakeholder capabilities towards improving student learning outcomes. Many of these are in collaboration with other organisations, e.g. technical partnerships to develop state-of-the-art products and collaborations with partners such as Genpact, Harvard Graduate School of Education, Emory University and Education Initiative.

10
Centers of Excellence (CoE)

Virtual Field Support

Virtual Field Support is now present in 12 districts across 10 states, where 220 women change agents support children, teachers, headmasters, coaches and facilitators, and education officials through inbound and outbound calls, virtual learning labs, broadcast service, bulk messaging and voice messaging. During 2018-19, over 216 women engaged with 50,000 stakeholders through 98,000 outbound, 9,000 inbound and 1,42,891 calls through bulk SMS / voice messaging.

VFS has been acknowledged and appreciated, receiving government support directly and indirectly such as ₹50 Lakh in kind towards setting up of VFS Centres in DTP locations. In Jhunjhunu, Rajasthan, a new VFS Centre was recently launched by the Minister of Education to be housed within the premises of the State Education Department.

12
Districts

10
States

220
Women change agents

Programs launched in



2008

Gandhi Fellowship

OBJECTIVES	Opportunity for youth to engage in nation-building	Understanding the grassroots and public systems
	Transform themselves into social entrepreneurs	Integrated curriculum with a nation builder framework

OUTCOMES Gandhi Fellowship is a cross-cutting two-year immersive program that runs through School Leadership Development Program (SLDP), District Transformation Program (DTP) and State Transformation Program (STP)

School Leadership Development Program (SLDP)

Headmaster leadership	Teacher development	Creating a learning environment in school
Change school processes	Community ownership	

Student Learning Outcomes (SLO)

- Improved by **29.6%** in Mathematics and Language for Class 3 and 5
- Invested **4,655+** hours for interventions in school and classroom to gain movement in capability maturity model articulated for facilitating elements of academic excellence required in a school

School interventions

- Established Library and Assembly as a culture by activating **Libraries in 75 schools and Assembly in 65 schools**; also executed **Building as Learning Aid (BaLA) in 17 schools**
- Recorded **173 videos** of teachers in the first cycle of Teacher Instructional Practices and Processes System (TIPPS) to identify areas of development and patterns emerging to design workshops and field support

Headmaster leadership and technology

School process

- Regular staff meetings, improved parental involvement
- Better Student Learning Outcomes

Teachers

Improved classroom practices through Teacher Need Analysis Tool (TNAT) and TIPPS

School Management Committee (SMC)

SMC constituted and regular meetings called by headmasters

12 locations covered under SLDP during the year 2018-2019



2016

District Transformation Program (DTP)

Provide quality on-field coaching to teachers

Development of middle managers

Strengthening district governance system

Building community alignment for school development

Strengthening school processes like library, assembly etc.

Improvement in SLO

- 8% in Grade 3
- 5% in Grade 5 in 5 districts of Kheda and Surat in Gujarat and Jhunjhunu, Baran, and Jaisalmer in Rajasthan
- 29,313 schools enabled with libraries
- 7,427 schools enabled with (BaLA)
- **2,424 (100%) Cluster resource coordinators** capacitated to drive school processes
- **5,023 Demo Schools** selected to generate best practices and examples of public schooling
- Launched Accelerated Learning Program with 7,121 volunteers who will take extra classes to bridge basic literacy and numeracy gap for 30.7 Lakh students across 25 districts

Enrolment

- **70,841** Out of School Children (OoSC), of which 34,000 were girls, were **re-enrolled into schools**
- **8.4% increase in student attendance** from 54.9% in November, 2018, to 62.08% in April, 2019, in 5 districts of Madhya Pradesh
- Mobilised over **20.7 Lakh community members** through massive campaigns for support and awareness

Governance

- **₹66.68 Crore of CSR funds** channelised towards education in Aspirational Districts
- Supported 20 districts' administration departments to submit **₹419.53 Crore** worth of proposals to Public Sector Enterprises for DTP initiative
- **1,800 schools adopted by 1,300 officials from multiple departments**
- Over **1,200 meetings** facilitated to institutionalise Monthly Governance with District Collector, officials from education and allied departments

Programs launched in



2017

State Transformation Program (STP)

OBJECTIVES

- Recruit the right people to do the right job
- Define roles, responsibilities and performance management systems
- Provide technology tools and enable data-driven decision-making
- Nurture leadership capabilities
- Reduce non value-added activity time

OUTCOMES

- Revised selection process for Cluster Resource Coordinators/ facilitators and onboarded over **1,500 personnel in 3 states**
- Strengthened governance processes in **127 districts** of 4 states
 - Secured government investments for new Cluster Resource Coordinators salaries at **~₹90 Crore**
- Engaged with over **3,000 district/block officers** (120 hours of training each) across 9 states
- Reduced 5-7% time in non-value adding tasks of state and district officials in 4 states through litigation management
 - Deployed re-engineered teacher leave management process in Delhi and strengthened school monitoring in Gujarat



2018

Virtual Field Support (VFS)

Provides teachers, headmasters, and education officials support in their daily tasks

Helps develop a repository of solutions based on the interventions conducted in SLDP, DTP and STP

Employs local women, who are trained in the use of the requisite technology, thereby creating livelihood opportunities

Student Learning Outcomes

- SLO improvement in **124 schools** of Jhunjhunu
- **15% improvement** in overall SLO for Class 3 through the provision of teacher support
- **22% improvement** in reading skills for Class 2 through Early Skills Enhancement Pilot Program

Women empowerment

- Onboarded more than **160 women** from remote districts for financial, self and technological empowerment
- Developed Standard Operating Procedure for recruitment and onboarding
- Invested 30 days/per person in skilling
- Created a pipeline of 6-7 women leaders from the existing pool

Administrator support

- Reduced pendency of state-led initiatives in Jharkhand, Odisha and Madhya Pradesh
- Shala Siddhi (framework for evaluation and improvement of government schools) implementation pendency reduced by 20% in Madhya Pradesh
- E-Vidya Vahini (School monitoring application) implementation pendency reduced by 30% in Jharkhand
- Academic monitoring App (focused on governance, problem resolution and review of school progress) implementation pendency reduced by 18% in Odisha

Middle manager support

- Launched middle manager support program in National Institution for Transforming India (NITI) Aayog's DTP locations (Baksa, Dhubri, Sonbhadra, Pakur and Amravati)
- **440 middle managers** supported through 7,800+ calls for increasing enrolment
- Garnered **support of 50 Lakhs in kind** for centre setup across DTP
- Starting with 20 women in 2016, it has grown to cover 12 districts as of 2018, employing more than **220 women associates**

Gandhi Fellowship

Gandhi Fellowship is an offering to the youth in the form of a learning journey, wherein they engage with public systems at different levels in order to bring about change. Started in 2008 under the banner of Piramal Foundation, the Fellowship nurtures the transformation of youth into social entrepreneurs and change agents over a period of two years. The Gandhi Fellows will go on to impact 1 million lives each within 10 years.

Gandhi Fellowship aims to develop 7,000 change agents operating in their respective spheres to cause positive change at scale in the social sector and lead the country towards a new horizon of achievement and cohesion.

The two major pillars of the Fellowship are:

1

Self-change

Mahatma Gandhi's philosophy of 'be the change you wish to see in the world' is at the foundation of the Fellowship. The Fellows are motivated to first introspect, transform themselves and then impact positive changes in the society they live in.

2

Seva Bhav

The Fellowship imbibes an ideology of conducting service for the development of the nation without feeling entitled to anything while conducting such a service. It aims to generate a deeper notion of conducting selfless acts for the good that they can produce.

2

years



11

states

15

key
processes

Learning processes

focus on onboarding Gandhi Fellows to the organisation and introducing concepts like change in mind set, empathy, physical, emotional and mental wellness, etc.

There is also emphasis on building technical capabilities like change management, entrepreneurial thinking,



design thinking, stakeholder management and others. All these come together to transform Fellows into change leaders.

Building public system understanding

involves processes like classrooms and other systems as well as community immersions i.e. staying with the local community. This helps the Fellow to acquire a perspective around the inner workings of the government systems



and experiencing the impact at the last mile of the largest public education system in the world.

Reflection processes

aim to build introspection capabilities in Fellows. This is a crucial step as building self-awareness is the first step towards self-transformation. A 10-day *Vipassana* course is also a part of the curriculum that builds practice of structured meditation



to facilitate deeper insights about oneself through reflection.

Knowledge + Skills + Mindset

Development of competencies essential for these youth to bloom and shift the current narrative in the social sector to one of rapid and sustainable transformation.



Change Agents

Fellows are supported in identifying high impact careers that they would like to pursue based on their interests.

The New Millionaire Program enables graduating Fellows to achieve high impact careers and supports them as they progress. The aim is to develop their potential over a period of 10 years (including the 2 years of Fellowship) to become **The New Millionaires**.

The Fellowship has 2 key initiatives:

1

First Aspirational Career for Transformation (FACT)

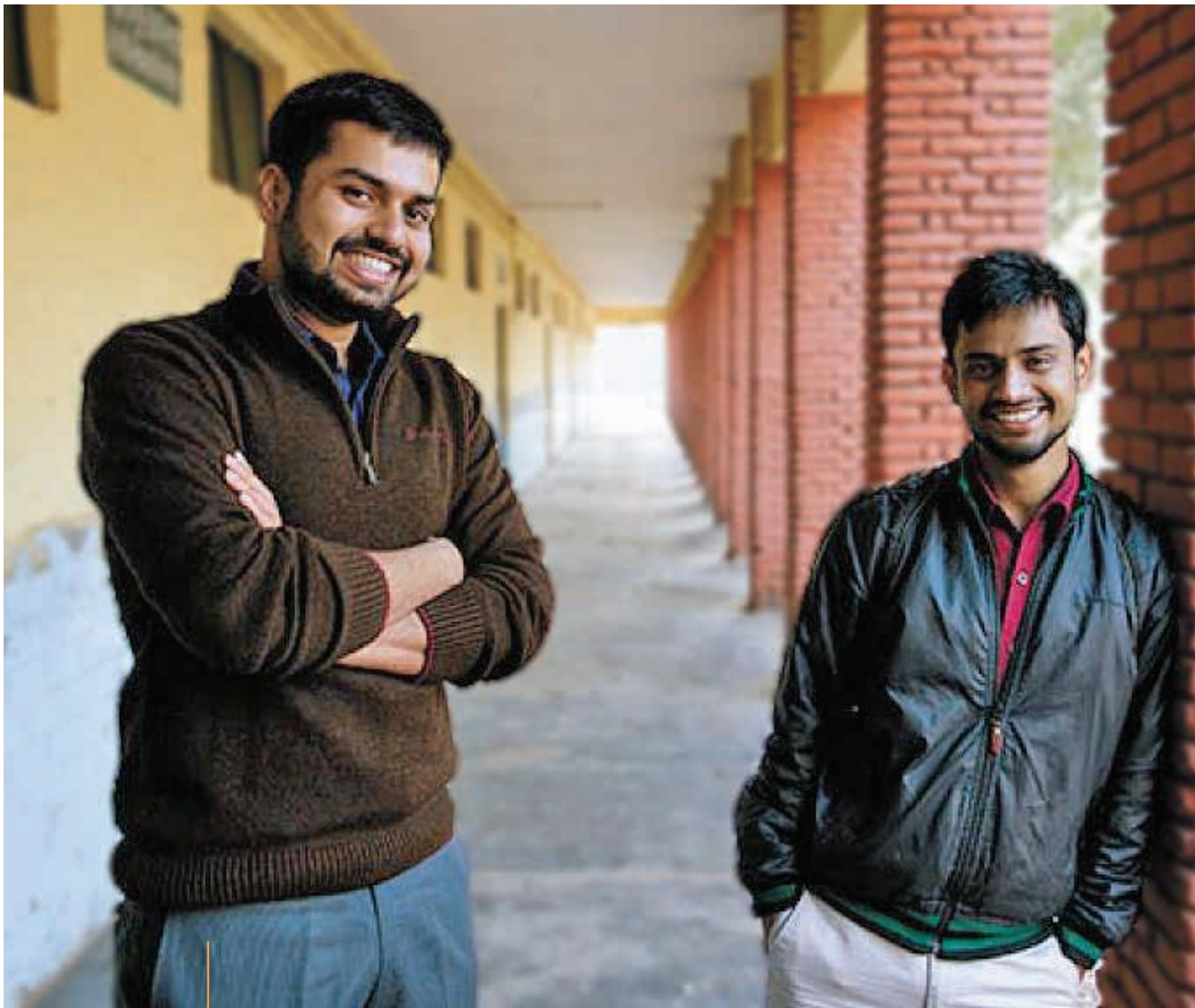
The FACT team within the placement cell supports Gandhi Fellows in landing high impact role. The intervention includes knowledge sharing, skill building, mock interviews, recruiter interaction, and bootcamps.

2

The Alumni Association of Gandhi Fellows

Focuses on encouraging Sustainable Systemic Change. The alumni get a chance to lead teams, collaborate and execute projects through their respective city chapters.

A solid partnership to improve student learning outcomes



Saajha (from *saajhedari*, meaning partnership in Hindi) creates and implements methods to improve leadership standards of SMCs at Delhi's government schools.

Saransh Vaswani & Abhishek Choudhary

Saransh Vaswani's and Abhishek Choudhary's love for theatre brought them together at Hansraj College, New Delhi. Their passion for making a difference to society led to the inception of Saajha.

The premise of Saajha can be traced to the Right to Education (RTE) Act (2009), which mandates the creation of SMCs in every public school. Each SMC comprises the school principal, a teacher, parents, a local ward councillor and an educationist.

According to the data from the Ministry of Human Resources Development, 93% of schools in Delhi alone had not formed SMCs as of January 2013. The duo became aware of this gap in 2010, during their tenure at Gandhi Fellowship (Batch 3), when they studied education in rural India.

Saransh was teaching a boy, Vinod, at Rabriyawas village in Rajasthan. Though he was in Class 5, Vinod couldn't even recognise the Devanagari alphabet. He returned to Rajasthan after a year to find that Vinod had left school to work at his father's restaurant in Gurgaon. "The school had teachers, but only one out of four was present. Nobody questioned the absence of teachers. This is when we understood that it is the collaboration of the school and the community which is of utmost importance towards the children and their learning," Saransh says.

Saajha was conceptualised only when Saransh visited Ahmedabad-based SEWA (Self-Employed Women's Association), a grassroots social movement run by and for women through several coalitions, on an Ashoka University Young India Fellowship. Having considered that model, "Saajha identified empowerment of the community, learning outcomes and a coalition of SMCs as its core focus," says Ashish Dhawan, founder and chief executive of Central Square Foundation, which created ₹32 Lakh as seed fund in Saajha in July 2013, after which it was incubated by Pratham, India's largest NGO in education. Saajha has also received \$90,000 from American NGO, Echoing Green.

Saajha creates and implements methods to improve leadership standards of SMCs at Delhi government schools. This helps increase community commitment, teachers' attendance and children's learning outcomes.

Saajha's initial attempts to meet school managements were usually rebuffed. Abhishek says, "We were often told aage badho (be on your way) by senior teachers. We don't want to work with SMCs", they said. In ~80% of cases, it took about six to eight weeks to get their first meeting with the principal.

Educationists have also learned to take the duo's efforts seriously. Saajha strengthens functional SMCs by creating modules called Saajha Vishleshan Sabhas (learning audits). Each child's reading ability is assessed by teachers and parents. The data then dictates steps to ensure the child acquires age-appropriate skill levels. Saajha representatives sit in on or discuss the outcomes for most SMC meetings.

At Bharola School in North Delhi, a majority of parents, uneducated themselves, could not evaluate their children's report cards. Saajha facilitators, with SMC teachers, organised a workshop to teach parents to read report cards and analyse their child's learning ability.

Saajha has 10 staffers, and operates in 58 of Delhi's 1,800 government primary schools. It has created at least 40 'micro-impacts' in 27 schools. Saajha aims to expand to 8 states and 200 districts across India by 2025.

Saajha will expand further, simultaneously collaborating with other NGOs. "We plan to use this model in other states and will network with Pratham and other organisations to expand," says Abhishek.

One Gandhi Fellow, million ripples of impact



Joining Gandhi Fellowship ignited a process of self-transformation which is the cornerstone of the way in which it creates large scale impact. I have made GF's vision – for each GF to impact 1 million people - my personal mission.

Satyabrata Sahoo

I hail from one of the poorer states of India, Odisha. The youth here face a slew of challenges, especially the lack of education and livelihood opportunities. I witnessed this closely during the field work as a part of my MBA in development management. This was in Paralakhemundi area of the Gajapati district, in Odisha, which is affected by the Naxal movement.

Seeing their plight, I began looking for ways to channel my passion, my energies and my desire to create impact. Joining Gandhi Fellowship post-MBA turned out to be that way. It ignited a process of self-transformation which is the cornerstone of the way in which Gandhi Fellowship creates large scale impact.

As Gandhi Fellows, we operate in an ecosystem populated by professionals who are our seniors in many ways, including age, experience, qualifications and education. Gandhi Fellowship puts us through an induction process which teaches us how to connect with this cohort using empathy, the power of suggestion and by extending support. We learn how to communicate simply through trying to find a common ground; without the use of authority. In my experience, once the officials appreciate the impact that we can create together, most of them want to participate.

I was enrolled in the District Transformation Program (DTP) and this is primarily the technique I used to engage our key stakeholders:

- 37 Panchayat Elementary Education Officers (PEEOs) from 37 schools covered by the program,
- 4 resource persons appointed through Sarva Shiksha Abhiyan in block office,
- 10-12 master trainers or teacher educators.

My learnings drove me to start two projects – Prakriti and Akriti. Under the former, we created kitchen gardens in five schools of Bhojasar village in Rajasthan. The vegetables would be used in the food made available through the mid-day meal scheme. I am proud of the fact that Prakriti continues in several schools even today. Akriti, conceptually speaking, builds on BaLA (Building as a

Learning Aid) to create a cultural impact on school students. We got local painters to cover schools' walls with arts, which are now increasingly rare. The schoolteachers helped us connect with the local bhamashas or benefactors for funding. Akriti transformed the students' relationship with their school, filling their eyes with wonderment.

I also faced and overcame challenges, the biggest of which came during Community Immersion (CI) and System Immersion (SI). I did my CI in Derwala village in Jhunjhunu; the process is so designed as to require you to depend wholly on your community for all your basic needs, including food and place of stay. While it gave me a great opportunity to understand their way of life first hand, it did come as a culture shock. At the end of it, I had new-found appreciation for the dignity of the work that people do. I did my SI with the Rajasthan Skills and Livelihood Development Corporation, which provides skill training to youth who manage to get jobs, but find it hard to retain them due to lack of soft skills.

I found the true worth of my grit after contracting tuberculosis following my second CI during GF. My fellow mates were incredibly supportive in helping me tide over the tough times. Ours is a community for life.

Today, as a program manager in charge of four program leaders for social initiative, my experience with GF continues to guide me, motivate me.

I have made GF's vision – for each GF to impact 1 million people - my personal mission. I want to continue to work for at least five years in this sector before I action an entrepreneurial initiative. GF has given me the belief, the ability and the confidence to make this possible.

Pakur's quantum leap in education, driven by community support



Pakur District Administration has worked on multiple policies and initiated significant innovations in education infrastructure and leadership development.

Kuldeep Chaudhary,
Deputy Commissioner, Pakur District

I took charge as the Deputy Commissioner of Pakur District in November 2018. At the time I joined, Pakur was in the 111th place out of 115 in the NITI Aayog ranking of Aspirational districts. Since then, Pakur District Administration has worked on multiple policies and initiated significant innovations in education infrastructure and leadership development. Seven months later, in May 2019, Pakur achieved first rank in Education and second overall.

Pakur's quantum leap is even more impressive when looked at through the unique challenges the district presents. As an inherently complicated tribal area, there is a mix of languages predominant in the communities, making it difficult to drive initiatives fast. Further, schools located in hilly terrain are unreachable by standard transportation or communication channels. With our administrative difficulties in manpower, radical change was slow to propagate.

The transformation of our Education system took place through three major projects – in school, in offline leadership support, and in community. These projects were supported by extensive policies and redirection of funds facilitated by extensive collaboration of multiple offices in the district.

Our journey in education also witnessed an increase in employment and improvement in health.

In a structure as large as the district, scaling new education processes is especially difficult. We followed the strategy of setting up demonstration schools in each block so that all the innovations can be funneled into these schools. We envisioned that once the innovations are ironed out, it will be taken up by the schools around them. The idea started with 300 libraries being set up in October 2018. Following this, in the period of January – October 2019, Smart Classes were set up in 59 schools while tackling geographic and language challenges. By March 2019, 59 school infrastructures were revamped such that the Building serves as Learning

Aid (BaLA) for children. Now, the success of these innovations makes it ripe for replication in a wider ecosystem. BaLA has already been taken up in 100 more schools since October 2019.

Teachers, School leaders and Officials also need support in understanding concepts of pedagogy, leadership and keep themselves updated on the initiatives. Understanding this, we set up a call center for virtual support in February 2019. Local women trained to handle technology operate the center to provide live support on a toll-free number, send out information broadcasts to officials, collect and collate data for government initiatives and facilitate WhatsApp groups where peer groups can interact and learn. This initiative was endorsed by Honorable Chief Minister of Jharkhand Mr. Raghubar Das, who appreciated both Women Empowerment and the technical approach towards education when the Memorandum of Understanding was being signed. Since then, the center has reached out and helped 10,000+ last mile workers in the education system.

In a very critical move, our administration created a movement in the community in the form of a *Jan Andolan*. Anywhere between 500 to 22,000 people of Pakur joined the initiatives lead by the Village *Mukhyas*. The ownership taken up adds to the richness and fruitfulness of the initiatives, for example, an increase of 27,000+ in enrollment. Further, Gandhi Fellows worked closely with community members and Head Masters to create a conducive learning environment for students. In Amrapara, a block in the district, there was a 24% improvement in attendance as a result of this. The overall number in the district was 12%.

In this journey, Piramal Foundation acted only as consultants who listened and understood the specific needs of the district. It was my personal experience that usually NGOs come and work only for a short time and it was difficult to build trust with them as they looked to do what they wanted without focus on equity and scale. However, upon interacting with Piramal Foundation as resource people, advisors and change managers, I found great value in their expertise in these initiatives.

3 GOOD HEALTH
AND WELL-BEING



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Changing health. Changing India.

India has made significant strides in reducing its under-five mortality rate to 50 per 1,000 live births in 2015-16 from 125 per 1,000 live births in 1990-91. Maternal mortality rate too has declined to 122 in 2015-17 from 212 per 1,00,000 live births in 2007-09.

For a rapidly developing country with global aspirations, however, even this rate is a hindrance to development. Moreover, India faces rise in disease burden created by non-communicable diseases.

Low priority and small budget allocation to healthcare leads to lack of healthcare facilities for the poor. In most such cases, modern amenities are lacking in particular.

The only way to address these issues is by joining hands with the Government and other partners and truly changing the ecosystem at scale.

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Health is a human right. And no one should be pushed to death or long-term illness because of healthcare inequities. More mothers in India have lived to give birth to healthy babies in the last eight years than ever before.

Vishal Phanse
CEO, Piramal Swasthya

A healthy population contributes significantly to the economic growth and the overall development of a country. India has made considerable progress in many health indicators. Life expectancy at birth has increased, infant mortality and mortality rates have come down. Our country is now striving towards achieving Universal Health Coverage. But, we are still a fair distance away from fulfilling the UN SDG 3 targets of 2030.

It is crucial that maternal mortality and infant mortality are reduced by more than a half of the prevailing rates. It is crucial that the country's most backward districts and most vulnerable

populations (especially the tribals) have access to primary healthcare. It is crucial that health seeking behaviour is encouraged and the trust of the community in the services is deepened through meeting their needs. We have to work harder with the government to reach the most underserved mothers and children and strive to end preventable deaths, sustainably.

Over the coming decade, India will have the opportunity to enhance affordability and penetration of its healthcare facilities, ensuring they are at par with those available in the developed countries.

We have the opportunity to shoulder this responsibility to effect sustainable transformation and play our role in the healthcare ecosystem of our nation, true to our vision. This can only be done by partnering with the government across ministries (Ministry of Health and Family Welfare (MoHF), Ministry of Women and Child Development, Panchayati Raj, Ministry of Tribal Affairs and NITI Aayog), both supplementing and complementing their efforts. We are collaborating with the best minds in the country and other like-minded foundations, who bring national and global learnings. We can contribute towards SDG 3 goal, for instance, the target of Maternal Mortality of 70 per 1,000 live births through deepened meaningful and impact-oriented collaborations with public and private sectors.

We have the opportunity to leverage technology, leapfrog by learning from others, by collaborating with thought leaders. We must galvanise the ecosystem to focus on the large tribal population in our country. We need to bring focus on the unmet needs of our people representing the voice of the community, the highest achievement being, aligning with our values 'saving mothers, saving children'.

India needs to be enterprising and scale innovations which solve problems at the grassroots. Piramal Swasthya's decade-long journey in public health has

been evolutionary and we have continued to invest where no one else does. We took the risk of failing and that's how we learnt.

We have persisted with our philosophy of *seva bhav* and are working alongside governments to scale innovations like remote health advisory and intervention services, community outreach programs through public private partnerships, serving a million beneficiaries every month, as of March 2019.

Our Mobile Medical Unit (MMU) program in Andhra Pradesh has won several national and global accolades. More importantly, however, as an operating foundation, we have metamorphosed into the largest primary healthcare not-for-profit organisation in the country. We have a proven track record of delivering unprecedented outcomes with quality, coverage and accountability.

During the last two years, our team managed to end preventable maternal deaths in the project area in Araku Valley, Visakhapatnam, Andhra Pradesh. The institutional deliveries improved from 18% to 72% and other health and nutrition indicators improved dramatically. The synergy between our teams and three different government ministries was vital towards achieving this. This model is now being looked at by the ecosystem thought leaders as one which can be replicated across tribal populations in central India, impacting more than a 100 million lives.

Our participation in the Aspirational Districts Transformation Program in partnership with the NITI Aayog, which started in 2018, aims to bring about systemic change in 25 districts across seven states.

Since its inception this program has witnessed steady improvement in the 31 health-related indicators being tracked.

These improvements are a result of our unrelenting focus on: i) community mobilisation and engagement; ii) facility transformation that ensures the health infrastructure conforms to the highest quality standards; iii) capacity building of the healthcare workers through technical training and leadership development; and iv) effective implementation of government schemes for healthcare.

Our four-pillar approach tackles the issues confronting our healthcare system

both from the supply side in terms of strengthening the healthcare delivery system as well as the demand side in terms of making it community-centric.

We believe that this will help in building a primary healthcare ecosystem that is sustainable and ensures delivery, especially to the most vulnerable communities in India.

Leveraging technology is a critical component of our efforts to improve healthcare delivery in remote areas and vulnerable populations across the multiple programs that we run, be it through tele-medicine or health helplines.

A unique way of using technology, acknowledged worldwide, would be to create electronic health records to bring about beneficiary focus in healthcare delivery.

We are working on creating a technology platform - Accessible Medical Records via Integrated Technologies or AMRIT - to set up a unified and ubiquitous presence of patients' health data. A platform with unique beneficiary IDs that allows disparate systems to connect to it and access electronic medical records will be a first step in achieving transformed healthcare.

The platform, we believe, will help the government provide efficient and targeted healthcare to millions of beneficiaries as well as enable health workers.

We are trusted by the communities where we work and by the government at the centre and states. A devoted workforce of more than 1,953 professionals is committed to our vision guided by our Board and our leaders.

The way ahead is challenging, but worth living for. Let's create impact, at scale.

It is an honour and a privilege of a lifetime to be representing our team, especially our frontline.

With the support of all our partners, we will continue working towards achieving SDG 3.

Overview

Access to healthcare is a basic human right. This belief drives Piramal Swasthya to work towards democratising healthcare. We envision making quality healthcare accessible, affordable and available to all by providing last mile delivery to the acutely underserved. We are using innovation and technology to bridge the gaps in the system and forging strategic public private partnerships to help scale our efforts.

We are motivated by the vision of the Government of India to provide universal healthcare to all. One of the largest not-for-profit organisations in India in the primary public healthcare space, we focus on maternal health, child and adolescent health and fighting Non-Communicable Diseases.

Objectives

- Complementing and supplementing government programs without building parallel systems
- Building innovative platforms for sustainable impact at scale
- Working with corporates to help implement their CSR initiatives
- Influencing policies, governance, and accountability of the public healthcare system as a knowledge and implementation partner of the NITI Aayog Transforming Aspirational Districts program



20

States



1,953+

Employees including 250 doctors



10.7+ Crore

Beneficiaries served



35

Innovative public healthcare
delivery programs

Operations

Remote Health Advisory and Interventions (RHAI) Services

- Provides round-the-clock health advice to remote and vulnerable sections of the communities where we operate, reducing the minor ailment load on the Public Health System
- This initiative is key to setting up India's mHealth (Mobile Health) strategy through the experience in telemedicine.



Health Information Helpline

5 Crore

Beneficiaries

7
States

370
Call Center
Seats

Telemedicine Services

2.7 Lakh

Beneficiaries

3
States

80+
Tele-medicine
centers



Community Outreach Program (COP)

- Provides communities access to Primary Healthcare facilities
- Includes Fixed-Day Mobile Outreach Services with the help of Mobile Medical Vans to ensure last-mile delivery of primary healthcare facilities

5 Crore

Beneficiaries



123
Mobile Medical
Units

14
States

A.M.R.I.T. (Accessible Medical Records via Integrated Technologies): A Health & Wellness Technology Platform

Challenge

Current healthcare systems in India does not allow data consolidation to monitor patient health holistically.



Initiative

A.M.R.I.T. is an Electronic Health Records (EHR)/Electronic Medical Records (EMR) platform that leverages open source technology adhering to the Government of India's EHR/EMR standards and international protocols, to collate the health records of millions of people and serve as a data bank.

It will allow disparate systems to connect and use the patients' Electronic Medical Records (EMR)/Electronic Health Records (EHR) for the purposes of healthcare delivery.

Interoperability (Compliant to HL7, a set of international standards healthcare providers must adhere to while transferring and sharing data): Any new platform such as the Ayushman Bharat (National Health Stack) or healthcare applications (Hospital Information Systems) can easily be integrated with A.M.R.I.T.

Once connected, it enables insurance providers to process claims through cashless transactions.

A Data Analytics Engine (diagnostic/predictive) can be used to provide insights on disease prevalence and disease surveillance.

Equipped with a Clinical Decision Support (CDS) System that provides health professionals (doctors and frontline health workers) assistance with clinical decision-making.



Programs

ASARA Tribal Health program: A unique model that focuses on reducing maternal and infant mortality rates in remotely located tribal communities

Challenge

The Araku Valley is an extremely remote area in Visakhapatnam, Andhra Pradesh. The tribal community here was facing severe malnutrition due to limited access to healthcare facilities.

As a result, their Maternal Mortality Ratio (MMR) was over 400 per 1 lakh live births. The Infant Mortality Rate (IMR) was over 60 for every 1,000 live births (double the global average of IMR is 29.4 per 1,000 live births).

Only 18% deliveries took place in institutions, under medical supervision.



Initiative

In 2011, Piramal Swasthya launched ASARA Tribal Health program in 181 tribal habitations with an aim to bring down Infant Mortality Rate and Maternal Mortality Ratio.

Outcomes

720

Tribal
Habitations

6

Telemedicine
Centres (TMCs) and
Nutrition Hubs

72%

Institutional Deliveries
Compared to 18% before
the Initiative

Zero

Maternal deaths
(during the period between
2017 and 2019)



D.E.S.H. Program (Detect Early & Save Her/Him): Focused on screening and early detection of oral, breast and cervical cancers

Challenges

- Assam records the highest number of cancer cases in North-East India.
- Cancer burden is huge not only on the families of the patient, but also on the society at large.
- Treatments are costly and early detection has the greatest impact on bringing down mortality rate.

Initiative

In 2017, Piramal Swasthya established a first-of-its-kind community-driven cancer-screening program addressing oral, breast and cervical cancers. The project functions with an aim to detect cancer during early stages. It is aimed at supporting patients during diagnosis and treatment through government schemes and strategic partnerships.

Outcomes

1 District
100 Villages

10,000

Beneficiaries screened

Recognition – Swasthya

2019

- Outlook Poshan Award for work in the field of nutrition

2018

- Telangana Best Employer Brand Awards 2018 in the 'Healthcare' category, World HRD Congress
- Chandranna Sanchara Chikitsa won the SKOCH Gold Award in the Swasth Bharat Category
- SKOCH Order-of-Merit for qualifying amongst Top-50 Swasth Bharat Projects in India



Tribal community winning the fight against maternal and infant mortality



Just basic primary healthcare spelled out the difference between life and death. This is the reason why I joined Piramal Swasthya. Together, we are working to end preventable deaths in our community.

Pramila, of Araku Valley

Pramila belongs to the tribal community inhabiting the Araku Valley, 115 km from Visakhapatnam. It is home to various tribal populations such as the Khonds, Gadabad, Jatapus, Kondreddys, Savaras and as such, is a paradise untouched by modern civilisation. But, this is also the bane of the society here. The life-saving benefits of modern medicine have not reached the region. Mothers face a disproportionately high maternal mortality rate.

Nutritional deficiencies are widespread in the valley, but these are issues that could become life-threatening for mothers-to-be or new mothers and infants. Nutritional anaemia is a major problem the women face, especially those experiencing closely spaced pregnancies. Some of it has to do with the community's practices and beliefs, which calls for a significant change in behaviour.

The consumption of milk and milk products is unknown; also, the use of tobacco paste (Gudaku) is common in Kondhs, especially among adult women. There is a strong belief in the community that feeding the child with early breast milk leads to indigestion, and hence, they are breastfed by lactating women other than the infant's mother. Also, new-born babies are given honey or crystal sugar mixed with warm water, which falls way short of the nutrition they need at this stage.

Moreover, a majority of the natives put Churakalu (body scars) on the child's belly during their third month, resulting from the belief that these scars protect the child from worm infestation, digestion problems, and liver cirrhosis. In such an environment, it is a challenge to ensure the health and safety of the mother and the baby.

"I am an Auxiliary Nurse Midwife (ANM) and I have seen the plight of our mothers and children up close."

Someli is one of our own. Hers was a case of high-risk pregnancy, as she began experiencing labour pains ahead of her due date. My first priority was to attend to her, making sure she got help before her condition worsened, endangering her baby. I got her admitted to the Primary Healthcare Centre (PHC). However, Someli, left the PHC and went home, only to suffer a lot of bleeding, pain and fever throughout the

night. I could not rest that night and went straight to her home. We brought her back into the PHC and managed to save her life and her baby.

Just basic primary healthcare spelt out the difference between life and death. This is the reason why I joined Piramal Swasthya.

Together, we are working to end preventable deaths among our community. There are 1,179 habitations here encompassing the Araku, Paderu and Chintapalle mandals and 38 trained paramedics cater to us all.

They provide the community with round-the-clock uninterrupted healthcare," says Pramila.

Apart from identifying pregnant women and following up on their health, Pramila also helps with consultations in high-risk cases, where she uses teleconferencing facilities to connect with expert gynaecologists or other specialists based in Hyderabad.

"I am extremely delighted to say that together, we have not seen even one new mother die of childbirth over the last two years. It has brought us great confidence as a community. Thanks to this initiative, motherhood is something our women look forward to without any trepidation. It drives my motivation to contribute. Now, I have the courage to break all cultural and social barriers as my work requires me to move around the region, often travelling using various modes of public and private transport."

6 CLEAN WATER
AND SANITATION



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Changing lives. Changing India.

Water is life!

India is home to 17% of the world's population. According to the latest study by WaterAid, more than 163 million Indians, the highest in the world, live without access to safe drinking water.

In India, tap connection covers only 18% of rural households and even among these households, large numbers suffer the lack of either reliable quality or adequate regular supply or both.

Developing India also means providing access to safe drinking water to water-stressed Bharat now more than ever.

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Message from the CEO – Piramal Sarvajal



Sarvajal means ‘water for all’ and we live in times where ‘water is life’ has been reduced to a cliché. From Cape Town to Chennai, one only needs to look at the list of cities soon expected to run out of water, to understand the global scale of the challenge facing us all. In India, with 17% of the world’s population and only 4% fresh water resources, the situation is particularly stark.

Anuj Sharma
CEO, Piramal Sarvajal

As per NITI Aayog, more than 820 million people across 12 water basins in India are living under extreme water stress. For someone born and brought up in arid parts of Rajasthan, be it Jodhpur, Jhunjhunu or Bikaner, understanding the importance of water and absorbing the reality of its scarcity does not require a conscious effort. While problems of water shortage and scarcity are climactic at times, they more often emanate from misunderstanding and mismanaging of water resources available in a particular location.

The problem presents itself differently at different places, on the dimensions of availability, access, quality and affordability. With 2/3rd of India dependent on underground water sources and more than 600,000 children's lives being lost to water borne diseases annually, Sarvajal decided a decade back to focus on providing drinking water with a purification centric approach.

Water contamination profile differs from place to place and this understanding led Sarvajal to formulate an approach of 'local problem local solution', which is centred on purification technology agnostic solution approach. To create a greater impact, we decided to look at community as the most appropriate level for intervention and multiplied our impact by making drinking water affordable through 'product to service' transition via a 'pay-per-use' model. Sarvajal has always been conscious of the sustainability challenges of various social sector initiatives and hence, we have focused on this aspect from the very beginning.

Leveraging the local 'entrepreneurial' spirit is another important element key to our success. The process of enabling hundreds of entrepreneurs in a large country with scattered habitations requires support in the form of 'service assurance' and 'demand generation'. All of this in essence requires a mix of decentralised and customised components of a solution to dovetail smoothly with a centralised and standardised management approach.

Riding on fortunate timing of India's telecom revolution Sarvajal innovated remote monitoring of water purification units and became global pioneer in real-time online monitoring of decentralised public service delivery. Thus, not only making larger system more quality accountable and service assured, but also creating and sharing new know-how that could create a ripple effect of impact in the form of replication of community level water solution.

Today, while Sarvajal serves almost 5,95,853 people daily across its 1,600+ touch points, the replication by state governments and various other small water enterprises has taken this model to more than 20,000 locations.

But, the challenges with water around the world, and especially in India necessitates a holistic approach to water to ensure drinking water security. In view of the prevailing situation, the government has sought to improve management of water resources through promoting competitive and co-operative federalism between states. It has also recently set up the new Ministry of Jal Shakti (MoJS) bringing resources and focus together.

In the last five years, India has shown a significant rise in its household toilet coverage and now the Central government has announced Jal Jeevan Mission (JJM) which envisages giving every rural household a functional household tap connection, *Har Ghar Nal* by 2024. In more than one way, this goal is even more audacious and will require not only laying of pipelines, but also significant amount of work on the water conservation as well as grey water management fronts. The good news is that the JJM mission has chosen a decentralised, community-managed and Internet of Things (IoT) enabled design.

In the last decade, we have been preparing ourselves to be able to address the challenge of water access and quality that the country is facing today.

Piramal Sarvajal—over the last 12 months—was instrumental in carrying out the pilot scheme of the government's Swajal in 16 districts across 7 states.

In the process, we have learnt to work closely with engineering and administration teams, developed piped water monitoring capabilities, and demonstrated community mobilisation abilities that are at the core of this design and critical for the success of JJM.

One area of concern is the lack of focus on the urban communities' need for access to safe water. With more than 20% of the urban population beyond-the-pipe, the need of the hour is to mobilise like-minded organisations and work collaboratively to seek policy changes to focus on urban needs and off-grid interim solutions.

We were recently awarded the International Desalination Association (IDA) Industry & Sustainability Award. Our work was featured in the World Bank Report as a viable solution for urban beyond-the pipe communities and also showcased at an event organised by The Economist. All this is very encouraging for all of us at Sarvajal. We are heading into a water-scarce future and Sarvajal's approach will be to work closely with the various state governments, NITI Aayog, district administrations plus engineering teams and communities for keeping the spirit of 'decentralised community managed' design intact. We will continue to leverage technology to ensure that 'every drop counts' and 'service at the last mile' is assured. As a resource, we want water to get the respect it deserves.

Piramal Sarvajal is a mission-driven social enterprise that designs and deploys innovative solutions for creating affordable access to safe drinking water in underserved areas.

Sarvajal model deploys decentralised community-level drinking water solutions that are financially sustainable while addressing issues of equity and access.

What we do

Piramal Sarvajal has designed and deployed decentralised community-level drinking water set-ups which provide 24x7 access even in remote areas. These are community-level solutions that are locally operated, but centrally managed on a market-based pay per use system. These solutions are purification technology agnostic and leverage cloud-based technology for greater operational oversight. As such, the initiatives are high on impact, while being low on cost. India has more than 6 Lakh villages with population density

varying from a lakh to a few hundreds. This has its own set of challenges towards ensuring viability of such initiatives – a one size fits all approach does not work. Piramal Sarvajal has developed various models keeping these challenges in mind.

We are also working with the government towards supporting effective deployment of the Swajal Scheme, while also providing on-ground community mobilisation support for *Jal Shakti Abhiyan* promoted by the Central government.



5,95,893

Beneficiaries served daily



20

States

1,565

Touch points



Sarvajal Technology

Purification —————> Monitoring

Water Purification Plants

Sarvajal's purification model is agnostic of the method of filtration, utilising purification technology as per the source water. Sarvajal water is purified through a site-designed five-step filtration process including media filtration, micron filtration, Reverse Osmosis (RO) filtration and UV purification.



E-Soochak Controller

Sarvajal pioneered the use of Remote Monitoring technology in the drinking water sector, by deploying IoT enabled devices on all purification plants and water ATMs. These devices provide real-time impact data, enhancing accountability and efficiency of operations.



→ Distribution → Management

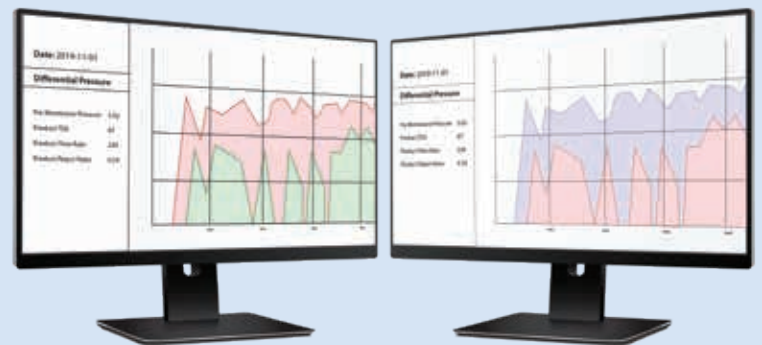
Sarvajal Water ATM Device

Water ATMs are solar-powered, cloud-connected, automated water vending machines that dispense water at swipe of a RFID card. ATMs track every transaction that takes place, which enables sophisticated market forecasting and proactive multi-unit management.



Sarvajal Enterprise Management System (SEMS)

Developed by a team of software experts, the SEMS is an online Enterprise Resource Planning (ERP) tool that captures and processes data sent across by all the installed water purification and dispensing units. Additionally, SEMS is equipped with optimisation algorithms to create relevant alerts, which enable key process related remote-controls and boundary triggered auto-controls.



Our Solution Models

For an enterprise-driven initiative, the key to the continuous provision of safe drinking water is the ability to establish and run an enterprise sustainably.



Entrepreneur-driven

Large-sized villages

In villages with population of more than 1,000 households, Sarvajal promotes an entrepreneur-owned and managed franchising model. The larger population and higher income levels support identifying a local entrepreneur, who can invest the capital for setting up the business. Piramal Sarvajal has demonstrated and fine-tuned its franchisee business model. The next steps to ensure widespread scale-up, is to promote government-facilitated loans at preferential rates for these entrepreneurs, thereby supporting development of a local entrepreneurial ecosystem.

1,98,660

People served daily

357
Franchises

9
States

Adopt a village

Medium-sized villages

In villages where the viability of the model is not assured in the short term, it is difficult to harness entrepreneurial energies. Here, Piramal Sarvajal partners with philanthropic organisations willing to fund the unit and gap fund the operational cost in the short term until recurring expenses can be recovered through revenue, thereby resulting in the sale of drinking water within the community.

1,18,739

People served daily

345
Villages

15
States



Adopt a school

for schools

Piramal Sarvajal, in association with partner organisations, provides safe drinking water through a purification unit and a dispensing unit to schools as a part of their CSR tie-ups.

1,23,258

Students served daily

205
Schools

18
States

Core to our work is the engagement with households through awareness initiatives and local marketing towards convincing them to choose improved health for their families.



Strengthening programs funded by the government

Small-sized villages

Currently, more than 15,000 community-based water purification plants have been installed at rural locations across multiple states by the respective state governments. However, due to various issues, 50-60% of these installations are barely functioning. Sarvajal aims to promote their solutions to the government and bid winners for improved monitoring of their existing decentralised drinking water initiatives

Hub and spoke model: beyond the pipe

Urban slums

In urban India, a third of the communities do not have access to tap water. Piramal Sarvajal has pioneered the Hub & Spoke business model that comprises a network of water ATM units (spokes) installed at multiple locations attached to a localised purification unit (hub). The purified water is transferred from the purification unit to these ATMs through a custom designed water carrying vehicle. The whole set-up is cloud-connected with real-time communication across devices. This model can be deployed through the support of the government across beyond-the-pipe communities in urban areas.

35,563

People served daily

16
Hub Units

4
States

Purification, chilling, dispensing (PCD) units

Public spaces

These all-in-one units are installed at public places that witness large crowds, especially commuters and travellers.

40,657

People served daily

58
Locations

10
States



Serving her community by being a waterpreneur



Water from Piramal Sarvajal Water ATM is tasty... just like that from my mom's village. After drinking salty water for the last 18 years, this water plant has brought us good water and good health.

Vennilla of Kattur

Vennila resides in Kattur, Thiruvallur district, Tamil Nadu since-18 years. While she got used to its salty water, she never could forget the sweet waters of her native village, Irukkam, in Andhra Pradesh. 'You have to take a boat to reach our place...', she says.

Her husband runs a tea shop in Kattur. They have a son in the third year of college, and a daughter in class 11. The family also has some land, where they cultivate a few crops. However, their life has been a constant financial struggle.

Vennila studied till Class 8 and has only worked on a few odd jobs to supplement the family income. The last one was as a temporary cashier at the local Electricity Board, which opened up due to a leave vacancy. As soon as the former employee returned, she found herself out of a job.

Kattur being a remote area hardly offers satisfactory options for livelihood other than the 100 days' work scheme, for which the entire village competes. Last October, she heard that a water ATM was being set up in her village. A member of the village water committee recommended her for the job of an operator at the water ATM as she had the experience of handling cash.

However, she had never handled technology. The Piramal Sarvajal team gave Vennila the confidence to take this up and she decided to give it a go.

The team deputed Naren, a Junior Field Engineer (JFE) to train Vennila in operating the machine and to recharge cards. "I don't know English, but Narenji taught me the process with great care. Initially, I found it very difficult to remember the sequence, but he pushed me to learn. He continued to help and support me for a week after my training."

"As a water ATM operator, I start my day by filling the tank before people arrive at 7:30 am. I work until 11:30 am, after which I go into the village to enrol more people as members and educate them about the benefits of drinking safe, purified water.

After lunch, I return to the ATM at 3:00 pm and stay until 7:30 pm. It's great for me because I have the freedom to work flexible hours. If anyone needs help, they give me a call and I can reach the water ATM within minutes. On the other hand, when I need help, I call Narenji".


I consider myself lucky because this opportunity has finally given me the three things I needed the most - a workplace near my house, the ability to help and serve others by providing safe drinking water and a chance to know and understand my community.

"I make friends easily and our customers now trust me. They listen to me when I tell them about the benefits of drinking purified water from the ATM. I believe I am making a difference to their lives by helping to improve the health of their families. They readily pay the money for safe drinking water.

Last but not the least, it is now possible to make ends meet. I am able to secure a steady income for my family and my children can continue to pursue their education," says Vennila.

आओ बदलें

गिर



Aspirational Districts Transformation Program (ADTP)

31 districts 10 states 1 nation

The National Institution for Transforming India (NITI) Aayog adopted 25 of the 117 aspirational districts. Piramal Foundation partners the national body in each of these districts and signed a four-year Statements of Intent on March, 2018 towards assisting and supporting the District Collectors and key officers to improve health & nutrition and education indicators.

These districts are home to nearly 4.1 Crore people, 5.2% (54 Lakh) of whom are tribal, and ~4.5% are children under the age of 5. In all, they make up 3.4% of the national population.

India continues to be one of the world's fastest growing major economies.

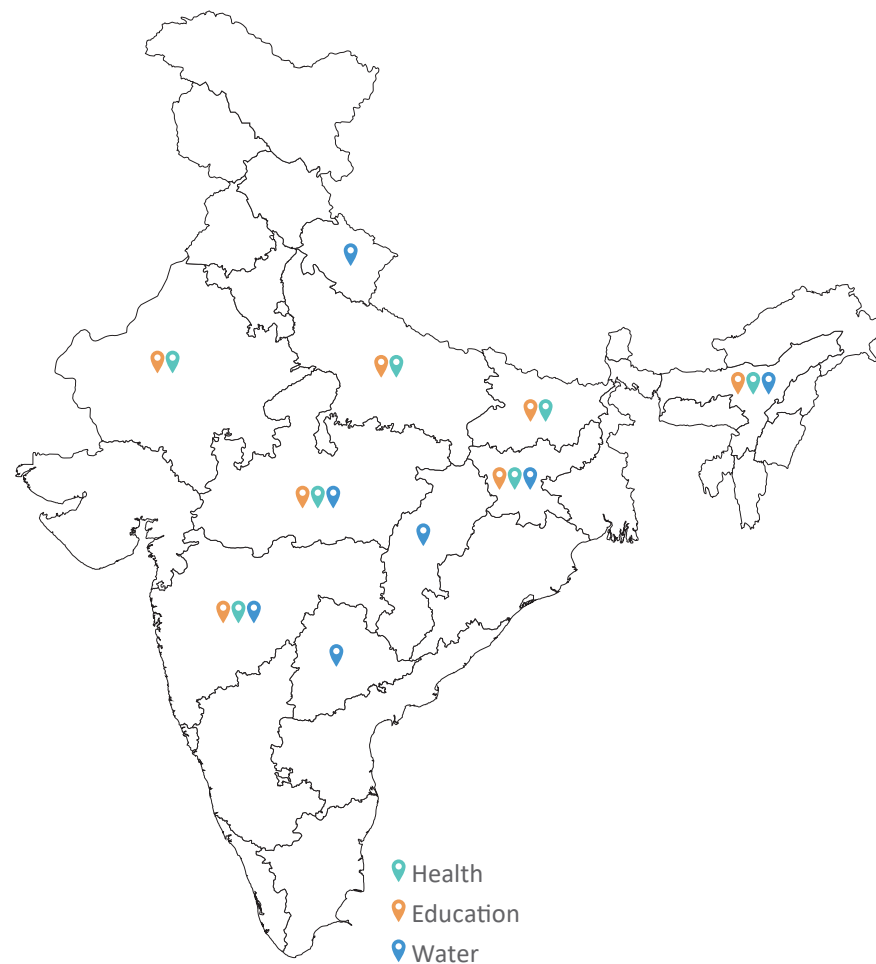
However, the rate of growth is marked by wide regional disparities, leading to many towns and villages falling behind the more developed cities with regard to the quality of life.

Thus, to expeditiously and transparently improve living standards, the government launched the Aspirational Districts Transformation Program (ADTP) in January, 2018, in 117 of the most backward districts across 28 states of India.

Health and nutrition, education, agriculture and water resources, financial inclusion and skill development and basic infrastructure development are the key focus areas of this transformation, which is to be driven by the respective states and partner organisations. Their performance will be mapped across 49 distinct parameters on health, nutrition and education.

Piramal Foundation's goals are in close synergy with the objectives of ADTP. It is partnering with the NITI Aayog by actively contributing as a platform for support in the areas of education, health and nutrition and safe drinking water.

Results from the Second Delta ranking of Aspirational Districts released by the NITI Aayog on December 27, 2018, showed that 4 of the 5 best performing districts for Health and Nutrition are supported by Piramal Foundation.



Education

Piramal Foundation is working to improve student learning outcomes by rebuilding the community's trust in the systems, developing the middle management's capabilities and strengthening governance systems.

4.01 Lakh new students enrolled and 70,841 Out-of-School Children (OoSC) re-enrolled in government schools in 25 districts

20.7 Lakh

People participated in multiple community events

4,667

Middle Managers participated in capacity building workshops to support teachers and Head Masters in school

5,023 demo schools selected to create two model schools per cluster to set examples in public schooling

Built capacity of 2,176 Cluster Resource Center Coordinators (CRCC) to establish learning environment in schools

CRCCs supported and monitored to build 14,563 library and 4,090 BaLA-enabled schools

20.7 Lakh people participated in multiple community events

Rajasthan

Assessments carried by Educational Initiatives (EI) has shown that we have recorded improved learning outcomes by 22.14% (Grade 3) and 5.96% (Grade 5) in Baran and 8.6% (Grade 3) and 5.27% (Grade 5) in Jaisalmer.

Developed shared vision with multiple departments and stakeholders for district transformation

Effective governance-led inter-, and intra-department convergence to improve school infrastructure indicators

4,667 middle managers were capacitated to support teachers and headmasters in school

Assam

Gunotsav is an accountability framework for quality of primary education, which includes learning outcomes of children as well as co-scholastic activities, use of resources and community participation. We have seen consistent improvement in student learning outcomes across Dhubri, Baksa, Goalpara and Darrang.

- 18% rise in enrolment numbers in Dhubri, the highest of the past three years
- Improved transition rate of students from one class to a higher class from 80.9 to 97.3 with mean improvement of 17% in 2 districts
- 1,067 community rallies organised in all 5 districts
- 10,120 SMC meetings organised across all 5 districts

Madhya Pradesh

- 4.01% improvement in student attendance
- Attendance rate improved 8.41% in Singrauli
- Organised 153 *bal melas* with participation of 32,000 students; 213 *ratri chaupal*, a night education

forum for education officials, conducted in 5 districts, to discuss roadmap and strategies to increase enrolment and student learning outcomes

- 120 Community *Bal Sabhas* organised with participation of 1.2 Lakh people

Way Forward





Piramal Foundation is deploying additional staff with the support of the NITI Aayog, MHRD and state governments, which will significantly improve Student Learning Outcomes. In this context, we are working with:

NITI Aayog

Finance

₹3 Crore per district for development of ~200 demonstration schools

State

Human Resource and Finance

Fill vacancies of teachers, District Institution of Educational Training staff (DIET), Block Transformation Officers (BEOs), Cluster Resource Centre Coordinators (CRCCs)

Invest to develop middle management and school infrastructure

MHRD

Mandate and Alignment

Mandate to ensure 'Aadhar-based attendance tracking'

Prioritise National Council of Educational Research and Training led 'integrated teacher training' in aspirational districts

Piramal Foundation

Human Resource and Expertise

Deploying additional staff in 25 aspirational districts

Each of the 193 blocks will be supported by team of two experts

Initiatives

The three broad strategic pillars that the education interventions rest on are constructive community action, capacity building through middle manager development and strengthening governance by ensuring school and district readiness.

**4.01
Lakh**

New enrolments in
Government Schools

70,841 dropped out
students re-enrolled

18%

Enrolment in government schools

Highest in the last three years,
through 'Amar Vidyalyaya,
Amar Abhiman' campaign

📍 Dhubri, Assam

28%

Transition rate

From 67% to 95% in primary to
upper primary schools in minority and
tribal populated district

📍 Baksa, Assam

**20.7
Lakh**

Community members
participated in *Jan Andolan*
to rebuild trust and faith in
Government Schools

460

Sarpanch led *Gram Sabha*

Across 1,227 villages to discuss
attendance and enrolment
improvement in government schools

📍 Damoh, Madhya Pradesh

2.17 Lakh

Parents

Participated in Parent Teacher
Meeting across 2,025 schools

📍 Barpeta, Assam

5,000

Government Schools
(2 schools/cluster) being
developed as 'Demonstration
Schools (Model Schools)' to
regain community's trust

200

Schools

Nearly 49 clusters have been
completely revamped with new
classrooms, furniture, toilets,
playground, boundary wall

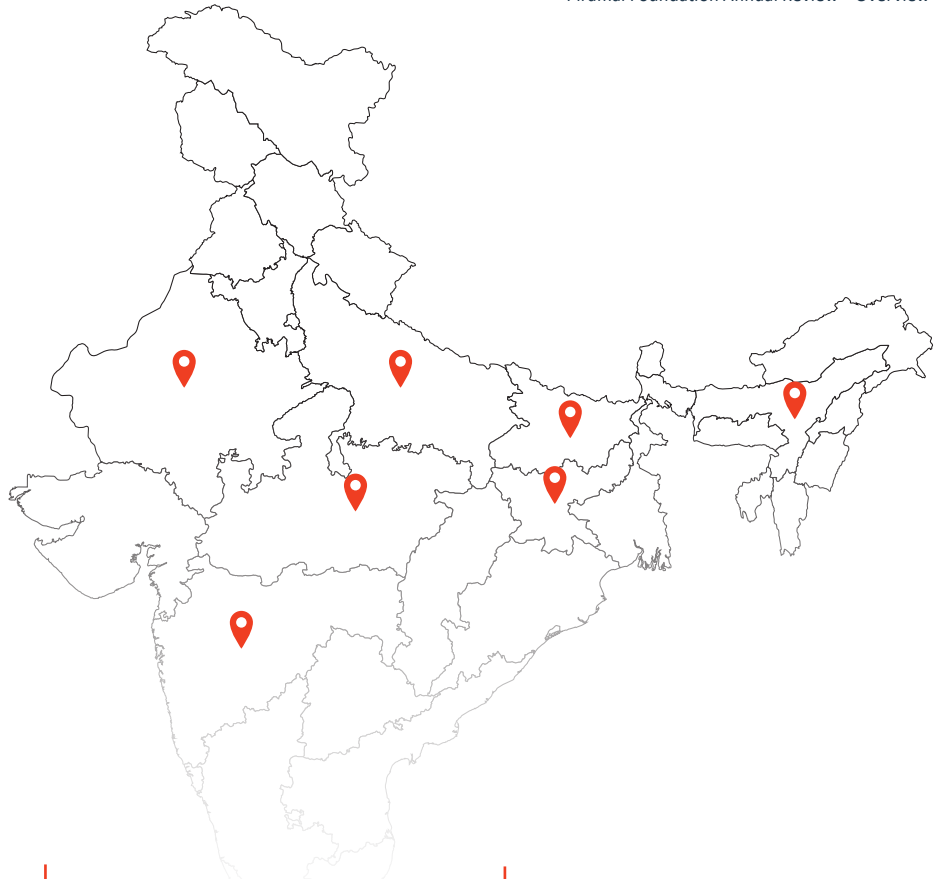
📍 Chitrakoot, Uttar Pradesh

5

Districts

Have prioritised and deployed
4,933 teachers in 1,011 demonstration
schools to improve pupil teacher ratio

📍 Uttar Pradesh



4,667

District Officials have been upskilled to set up robust governance systems, which led to enhanced convergence and accountability

14,563

Schools have set-up child-friendly libraries and 4,090 schools have Building with Learning Aid (BaLA)

>500

People deployed across 25 districts to support district administration improve educational outcomes

2,079+

Schools

Have been adopted by Panchayati Raj Institution (PRI) members and other department officials, ₹16.08 Crore has been provided by Panchayati Raj to build basic facilities in schools

2,176

Cluster Officials

Have been upskilled to effectively monitor school processes and provide academic support

1,026

Schools

Have reopened and set up new libraries to enhance reading levels

📍 Damoh, Madhya Pradesh

200

School Buildings

Transformed into learning aids

📍 Sonbhadra, Uttar Pradesh

193

Blocks

Have two committed and passionate young Gandhi Fellows working at the grassroots supporting block and cluster officials across 7 states

Health

Piramal Foundation is collaborating with the NITI Aayog to provide support towards improving key health and nutrition indicators.

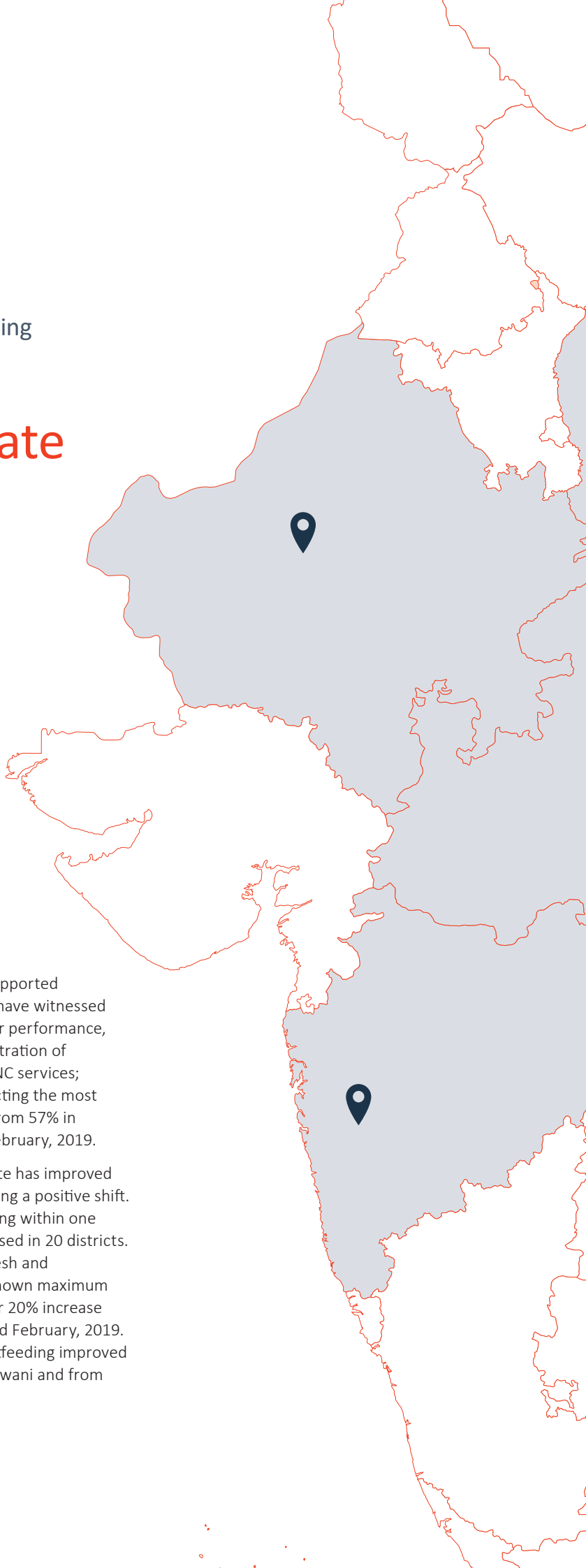
Our objective is to create high-impact solutions towards providing the vulnerable groups with reliable access to quality and affordable healthcare.

Our interventions:

- Capacity building of supervisors, frontline workers, middle management at the district and sub-district level
- Community engagement (Jan Andolan) through transformation of Village Health Sanitation and Nutrition Day (VHSND) into comprehensive services
- Facility-based interventions such as strengthening district hospitals, first referral units, training of nurses to help improve quality of healthcare delivery services
- Effective scheme implementation that comprises assessment and review of existing schemes

As many as 24 of the 25 Aspirational Districts supported by Piramal Foundation have witnessed an improvement in their performance, with regard to the registration of pregnant women for ANC services; with Araria, Bihar, depicting the most significant movement from 57% in May, 2018, to 84% in February, 2019.

Institutional delivery rate has improved with 17 districts recording a positive shift. Initiation of breastfeeding within one hour of birth has increased in 20 districts. Barwani, Madhya Pradesh and Darrang, Assam have shown maximum improvement, with over 20% increase between May, 2018, and February, 2019. Early initiation of breastfeeding improved from 27% to 49% in Barwani and from 35% to 55% in Darrang.

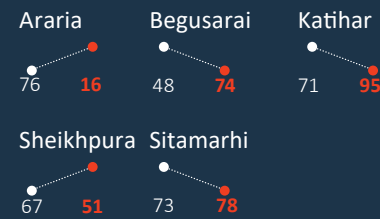


Overall Achievements

● 2nd Delta ranking ● Baseline ranking

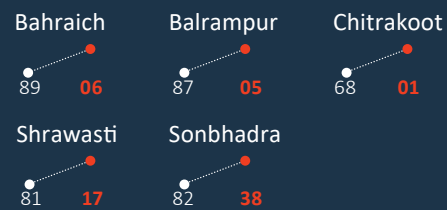
Bihar

In Bihar, Araria has improved its ranking from 76 to 16, along with Sheikhpura, which has also shown improvement.



Uttar Pradesh

All districts of Uttar Pradesh have shown remarkable improvements in the second Delta ranking.



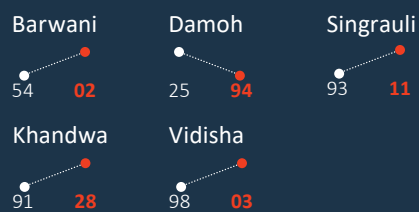
Assam

All districts in Assam, apart from Dhubri, have improved their ranking from the baseline to the second Delta ranking.



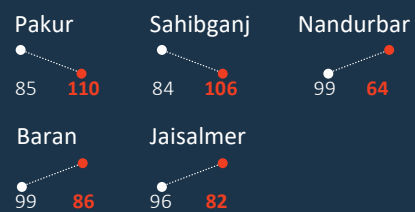
Madhya Pradesh

Rankings of Barwani and Vidisha in Madhya Pradesh have recorded a major jump. The tribal district of Barwani, Madhya Pradesh, has shown the most improvement, going up from 52% in May, 2018, to 71% in February, 2019.



Jharkhand, Maharashtra and Rajasthan

Nandurbar in Maharashtra, Baran and Jaisalmer in Rajasthan have improved their rankings.



Way Forward





The team commenced intervention with 506 model Village Health Sanitation and Nutrition Day (VHSND). In a span of 1 year, the state governments of Assam, Bihar, Jharkhand, Madhya Pradesh, Maharashtra, Rajasthan and Uttar Pradesh scaled up the intervention to 2,412 sites (162, 314, 75, 162, 18, 41 and 1,640 respectively).

The Mission Director, Uttar Pradesh, organised a VHSND mentorship workshop on October 27, 2018, for all the Aspirational Districts of the state. It oriented the district officials towards achieving the goal of the program.

The aim is to scale the revamped VHSND model to 25% of the sites i.e. 10,000 sites.



Initiatives

Curbing the maternal mortality rate – LaQshya

An initiative of the National Health Mission, LaQshya stands for Labour Room Quality Improvement Initiative, launched by the Ministry of Health and Family Welfare. It intends to provide quality care in labour rooms and maternity Operation Theatres (OTs) in government-run healthcare facilities. It will ensure Respectful Maternity Care (RMC) to all pregnant women.

It lays down a set of guidelines towards achieving these and all states have been urged to follow it.

Challenges

- Scarcity of specialists (Obstetrics/Gynaecology (OBGYN), Paediatrician and Anaesthetist), medical officers and paramedical staff at First Referral Units (FRU)
- Irregularity in training programs such as Skilled Birth Attendant (SBA), *Navjaat Shishu Suraksha Karyakram* (NSSK), Integrated Management of Neonatal and Childhood Illness (IMNCI), Life Saving Anaesthesia Skills (LSAS), Comprehensive Emergency Obstetric Care (CEmOC), Basic Emergency Obstetric Care (BEmOC) and others
- Inadequate infrastructure
- Poor supply chain management and maintenance of equipment
- Unavailable/Non-Functional New-Born Stabilisation Unit (NBSU) at referral hospitals
- Non-availability of Blood Storage Units (BSU) at referral hospitals
- Only selective laboratory and pathology services provided to beneficiaries
- Poor infection control practices and biomedical waste management



Key Activities

Facility assessment

An extensive assessment of more than 70 FRUs was undertaken, covering aspects such as infrastructure, human resources, training, availability of services, including blood transfusion and quality of care.

Devising action plan and implementation

The team developed a facility-specific time-bound action plan with the facility leadership Chief Medical Superintendent/ Deputy Superintendent (Only in Bihar)/ Medical Officer Incharge (CMS/ DS/ MOIC), which was further shared with the District Magistrate (DM) and other officials. Efforts were made to ensure availability of specialists (Obstetricians, Paediatricians and Anaesthetists) through deputation or rationalisation.

Capacity building

The team conducted capacity building sessions for the health staff on infection control practices, including autoclaving, sterilisation and such.

Collaborative interventions

The team worked together with the district administration and the hospital staff to improve the quality of services.

Patient Satisfaction Survey (PSS)

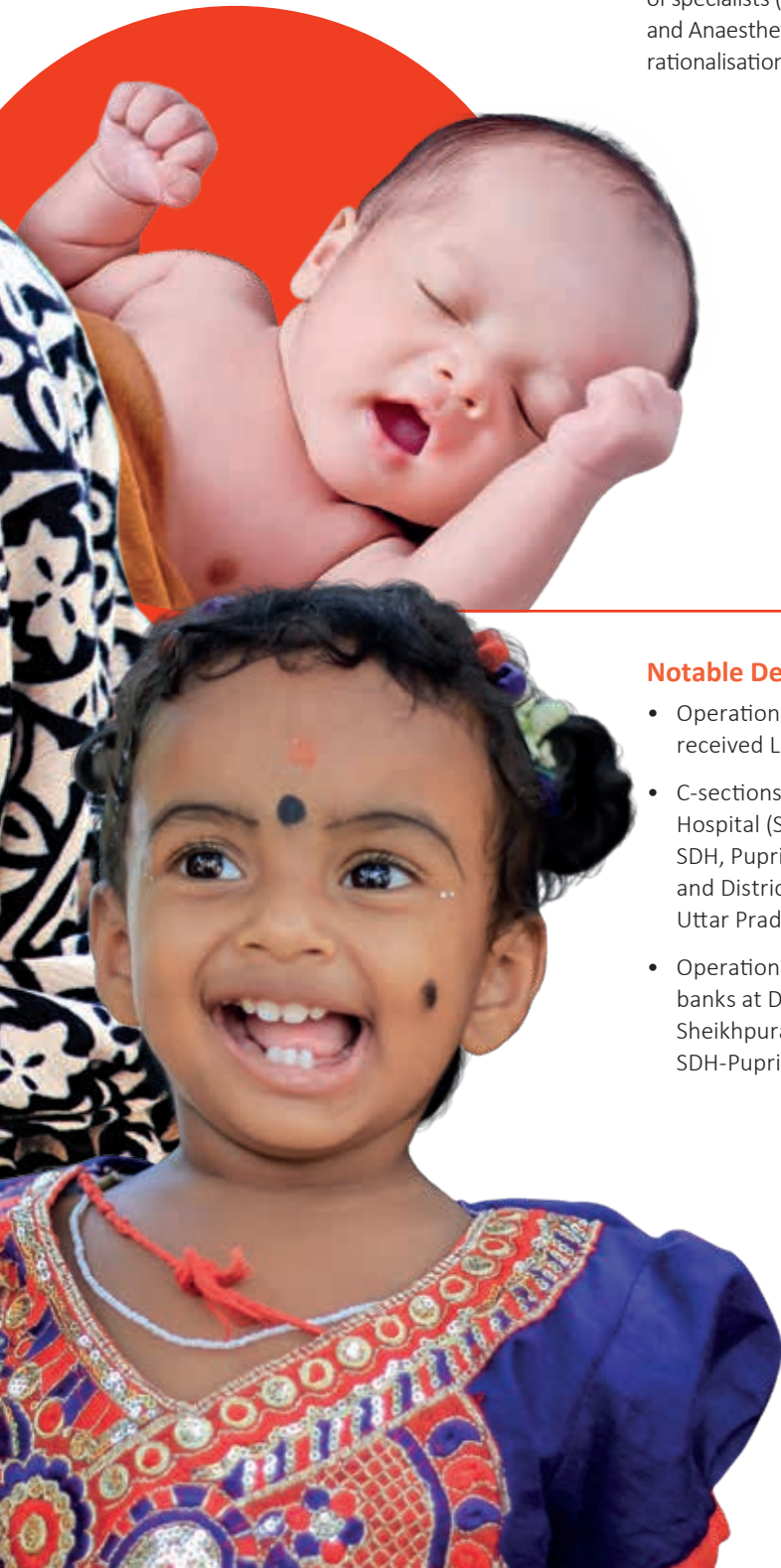
Patient's feedback survey conducted in December, 2018 and March, 2019 helped to assess the status of the service delivery, supply chain, support services and overall hospital experience.

Digital innovations

The ADT dashboard provides a comprehensive snapshot of relevant metrics and performance serves as a foundation for assessing in real time the various needs of all the FRUs across 25 aspirational districts.

Notable Developments

- Operationalised 24 FRUs, 2 of which received LaQshya Accreditation
- C-sections started at Sub-Divisional Hospital (SDH), Balliya (Begusarai), SDH, Pupri (Sitamarhi), in Bihar, and District Hospital, Shravasti in Uttar Pradesh
- Operationalisation of blood banks at Divisional Hospital (DH), Sheikhpura and blood storage units, SDH-Pupri (Sitamarhi)
- Transformation of Labour rooms and maternity OTs at Referral Hospital, Manjhaul, Cluster Health Centre Sirsia, Shravasti, CHC Myorepur, Sonbhadra, Referral Hospital, Majorganj, Sitamarhi
- Rationalisation and deputation of specialists Obstetrics/Gynaecology (OBGYN), Paediatrician and Anaesthetists) at Shravasti, Begusarai and Balrampur
- Recruitment of paramedical staff (nurses and technicians) in Uttar Pradesh and Bihar
- Establishment of Kangaroo mother care units at the CHC, Sirsia, Shravasti and District Hospital, Sitamarhi



Initiatives

Collaborating with faith-based leaders

Piramal Foundation's Block Transformation Officers, while working to improve healthcare services and delivery in their designated communities, came across certain beliefs held by the beneficiary communities which act as barriers to the officers' ability to provide quality healthcare services.

These beliefs led to lower immunisation coverage, discouraged breastfeeding, (especially in the early months of a baby's birth when this is crucial) and made the timely registration of pregnancies difficult. It also resulted in high rate of early marriages and consequently, teenage pregnancies as well as low rates of institutional deliveries.

Engaging faith-based leaders is crucial in promoting a community-wide behaviour change by helping to tackle myths and misconceptions attached to such services.



Plans for the future



Master trainers to be identified from state-level orientations

A cascade model of orientation will be followed to take relevant messaging to the village level



Partnering with UNICEF

We have partnered with UNICEF to conduct trainings for sensitisation of religious influencers in the 25 Aspirational Districts in Bihar, Assam, and Uttar Pradesh. Our state and district teams identified the people across such organisations, and discussed the major religious beliefs and practices that influence the community's perceptions and attitudes towards certain practices.



216 leaders

from faith-based organisations sensitised

Inter-faith trainings were held in Patna (Bihar), Guwahati (Assam) and Lucknow (Uttar Pradesh).

Piramal Foundation will work closely with faith-based leaders at State, District and Block Level to ensure that the action plans are followed.

The program will also focus on tribal areas in these aspirational districts and tribal influencers will be sensitised in Barwani, Singrauli, Vidisha in MP, Baran, Jaisalmer in Rajasthan, Nandurbar in Maharashtra and Pakur and Sahibganj in Jharkhand.



Water

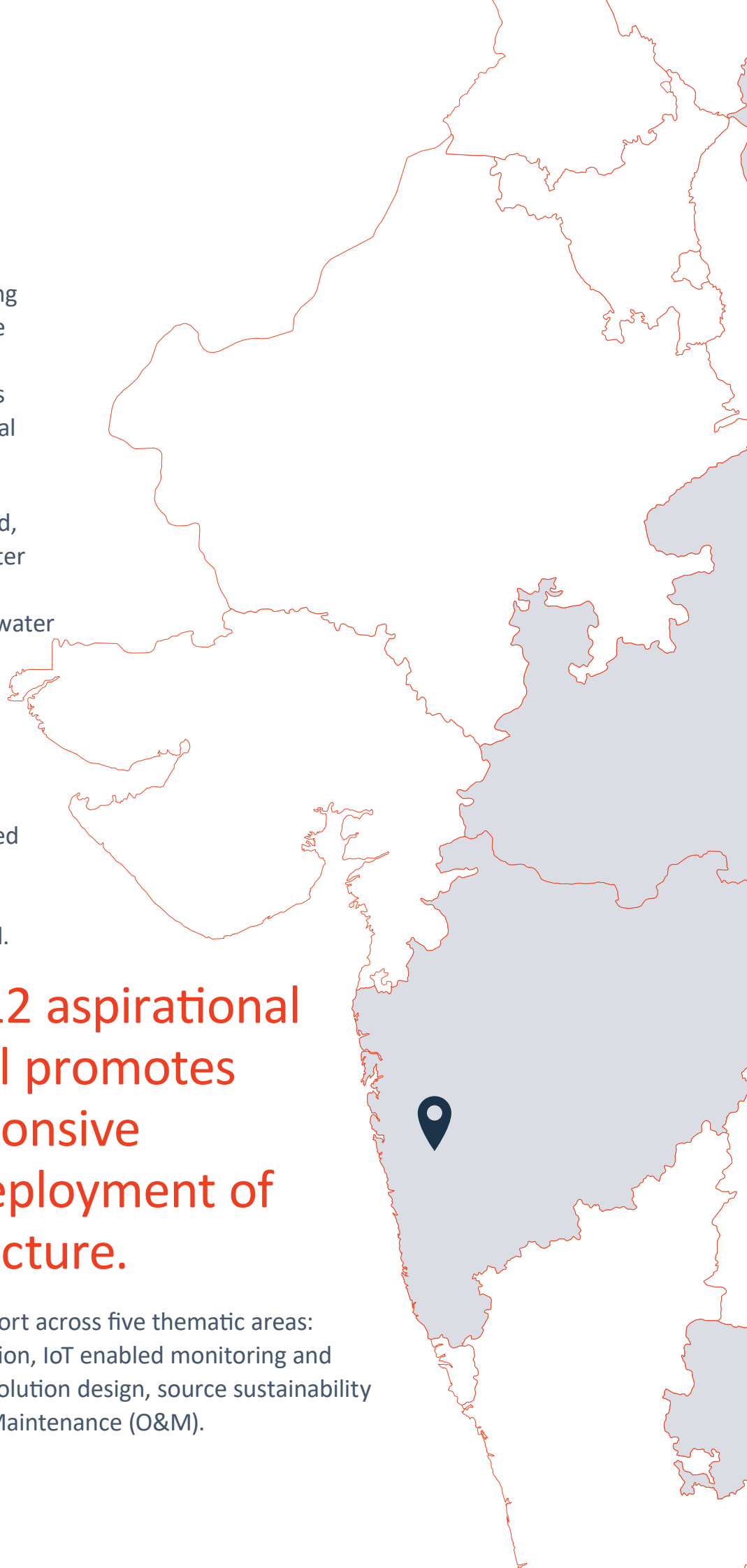
Piramal Foundation is partnering with NITI Aayog to facilitate the implementation of Ministry of Drinking Water and Sanitation's Swajal scheme in 16 Aspirational Districts across 7 states.

Swajal is a community-managed, demand-driven, mini piped water supply schemes that envisages provision of sustainable piped water supply in rural habitations.

Piramal Foundation works closely with community members and government authorities across the four tiered administrative framework comprising – gram panchayat, district, state and national level.

Launched in 112 aspirational districts, Swajal promotes a demand responsive approach to deployment of water infrastructure.

We deliver programmatic support across five thematic areas: Behaviour change communication, IoT enabled monitoring and evaluation, water quality and solution design, source sustainability and effective Operations and Maintenance (O&M).



Contribution made by Piramal Foundation:

1 Obtained 180 Gram Panchayat resolutions, through participatory planning process, and trained 350+ community members on the use of Field Testing Kits for assessing quality of local water sources

2 Facilitated the drafting of 150 Detailed Project Reports (DPRs) for piped water supply schemes by verifying its congruence to Swajal guidelines

3 Mobilised 2,500+ people by organising special sensitisation drives – including painting competition, *nukkad natak*s (street play), *mehndi* competition etc. – on Republic Day and World Water Day

4 Translated the Swajal guidelines into Hindi for better comprehension and conducted 38 workshops on Swajal principles for 500+ government officials and elected representatives of PRIs

Achievements

National Level

Strategic planning

Reconnaissance visits were conducted across the 16 districts to identify critical gaps in scheme execution and to develop a customised strategic plan for scheme rollout.

1



Monitoring & Evaluation

Strengthened the monitoring framework for Swajal schemes by delineating the programmatic success indicators (for periodic tracking) and designing an IoT-solution for water consumption tracking at the last mile.

2



Effective Scheme Implementation

Liaised with Secretaries of Rural Water Supply Department to expedite scheme implementation by identifying bottlenecks, sharing process innovations from other states and promoting convergence with other schemes.

3



State, district and gram panchayat level

4

Community mobilisation

Community engagement and participatory decision-making are key to the demand responsive approach envisaged in Swajal Guidelines. Piramal Foundation conducted Participatory Rural Appraisal (PRA) activities in 180 habitations and obtained Gram Sabha resolutions for implementation of the scheme.



5

Village Water and Sanitation Committees (VWSCs)

Effective devolution of scheme management to the community relies on creation and strengthening of user collectives. Piramal Foundation played a key role in activating 100+ VWSCs and conducted a day-long orientation session on Swajal principles.



6

District action plan and monthly progress report

Quarterly district-level actions plans are drafted and approved by the Collector's office and monthly progress reports comprising programmatic updates best practices are shared with all the key stakeholders.

Two major objectives of this partnership

- 1** To facilitate successful implementation of Swajal scheme
- 2** To build organisation capacity for rapid scale-up of the scheme.

Way Forward





Create *Swajal* ready habitations

Ensure that at least 160 habitations are Swajal ready: the Detailed Project Reports (DPRs) have been created and community contribution for O&M has been mobilised

Demonstration of IoT enabled PWMS

Design and deploy low-cost, IoT enabled Piped Water Monitoring Solution (PWMS) that captures and displays vital functionality indicators on a real-time basis on a web-based dashboard

Behaviour Change Campaigns

Design an IEC (Information, Education and Communication) toolkit – comprising animated videos, banner, notice boards,

flip charts, hand fans – to facilitate the participatory planning process and sensitise the community towards safe water handling practices

Capacity Building

Prepare customised training modules and conduct state- and district-level workshops for VWSC members on techno-financial management of single village piped water supply schemes

Knowledge Sharing

Organise colloquia and policy meetups for various stakeholders in the WASH sector with an objective to disseminate best practices and lessons learnt through our programmatic intervention

Our people are the backbone of our efforts and our success.



We are a team of highly motivated people, deeply passionate about our work.

The belief that we need to develop ourselves in order to develop the nation is deeply ingrained within.

Our field staff are working tirelessly to provide us with the strength we require. We encourage them to be deeply involved with their respective communities to influence a sustainable change. Our leaders at the local and regional level extend their help and support to our field staff through a number of well set processes.

We believe the greatest measure of our success is the sheer resilience and persistence our teams show, both on field and while working alongside officials and policymakers.

They safeguard our organisational values as well as those of the respective programs, in service of their missions through an approach that is empathetic, inclusive and collaborative.

Our focus on leadership development

It is our strong belief that focus on self-development is key to all efforts towards enriching our learning. This ability to learn is central to all collaborative processes. As an organisation, we continue our unwavering focus on leadership development within, with self-reflection as a top priority. We take our people through several processes to facilitate this periodically, including *Vipassana* and more.

Our leaders across various programs are provided access to coaches and mentors for personalised guidance. We bring our executive teams together for reflection, bonding and team building at least 5-6 times a year.

Working with the best and the brightest

We cultivate excellence across levels by engaging with the best minds in the world. Our program structures ensure that we are in constant touch with the ground realities, which enables us to create great value in all our partnerships. We are stepping up our involvement in research knowledge building by authoring and presenting relevant papers at international forums. We believe this is key towards improved decision-making globally.

Working with Piramal Foundation

Piramal Foundation is proud of the diversity in its workforce, across Gandhi Fellowship and other programs. We hire across sectors like the forces, academia, corporate sector, apart from the development sector. We welcome people with proven technical expertise, be it in program or support roles.

Fundamental to us is the desire to make a difference through *seva bhav*, resilience and emotional intelligence.

The systemic change that we are working to achieve requires a great deal of grit and determination in the face of challenges. Individually and collectively, it requires us all to be rooted in our purpose and values.

Recognition

Golden Peacock Awards for Corporate Social Responsibility 2018

Piramal Foundation won the 'Golden Peacock Award for Corporate Social Responsibility' for ASARA Tribal Health Program, Araku Valley, Andhra Pradesh, and School Leadership Development Program, in Surat, Gujarat.

The Economic Times 2 Good 4 Good rating scheme

We achieved the highest rating of 4 Good in the 2nd edition of the ET 2 Good 4 Good CSR ratings, conducted by The Economic Times and KPMG for the ASARA Tribal Health Program, Araku Valley, Andhra Pradesh, Arogya Seva, Digwal, Telangana and Virtual Field Support, Jhunjhunu, Rajasthan and Bardoli, Gujarat.

Business Standard Socially Aware Corporates

Piramal Enterprises Limited won the Business Standard Socially Aware Corporate of the Year, under the Business Standard CSR Awards. This too was for our submission on the ASARA Tribal Health Program.

Our Board of Directors

We are led by a visionary Board that is comprised of industry leaders who have demonstrated strong individual commitment to causes important to the society and the community at large. Their ability to guide us continues to be a major source of inspiration to us.



Ajay G. Piramal

Mr. Ajay Piramal is Chairman of the Piramal Group one of India's leading industrialists and philanthropists.

He is the Chairman of Pratham Education Foundation and is on the Harvard Business School's Board of Dean's Advisors, co-chairs the UK-India CEO Forum and is the Non-Executive Director of Tata Sons Ltd. He is also the President and Chairman of Anant National University.

He holds an Honours degree in Science from Mumbai University and a Master's degree in Management Studies from the Jamnalal Bajaj Institute of Management Studies. He has completed an Advanced Management Programme from the Harvard Business School.



Adil Zainulbhai

Mr. Adil Zainulbhai is the Chairman of the Quality Council of India (QCI), Network 18 and TV18.

He is currently on the Boards of Reliance Industries Ltd., Larsen & Toubro Ltd. and Cipla Ltd. He is a member on the Board of Trustees at Saifee Burhani Upliftment Trust and Piramal Swasthya.

He graduated in Mechanical Engineering from the Indian Institute of Technology - Bombay; he did his MBA at Harvard Business School.



Debasish Mitter

Mr. Debasish Mitter is the Ex Country Director India, Michael & Susan Dell Foundation.

He has had extensive experience with American Express as well as Dowell Schlumberger.

He is a Chartered Accountant and a member of the ICAI. He holds a Bachelor's degree from the Xavier's College, Kolkata.



Jalaj Dani

Mr. Jalaj Dani is currently the Director & Head - Reliance Foundation. He is also co-promoter of Asian Paints.

He serves as Independent Director on the Boards of HDFC Ltd., Havells India, and is on the Board of the National Skill Development Agency. He is also the Chairman of the Board of Governors for Indian Institute of Management (Tiruchirapalli).

Mr. Jalaj Dani pursued Chemical Engineering at the University of Wisconsin-Madison, USA and did his Advanced Management Program at INSEAD, Fontainebleau, Paris.



Madhav Chavan

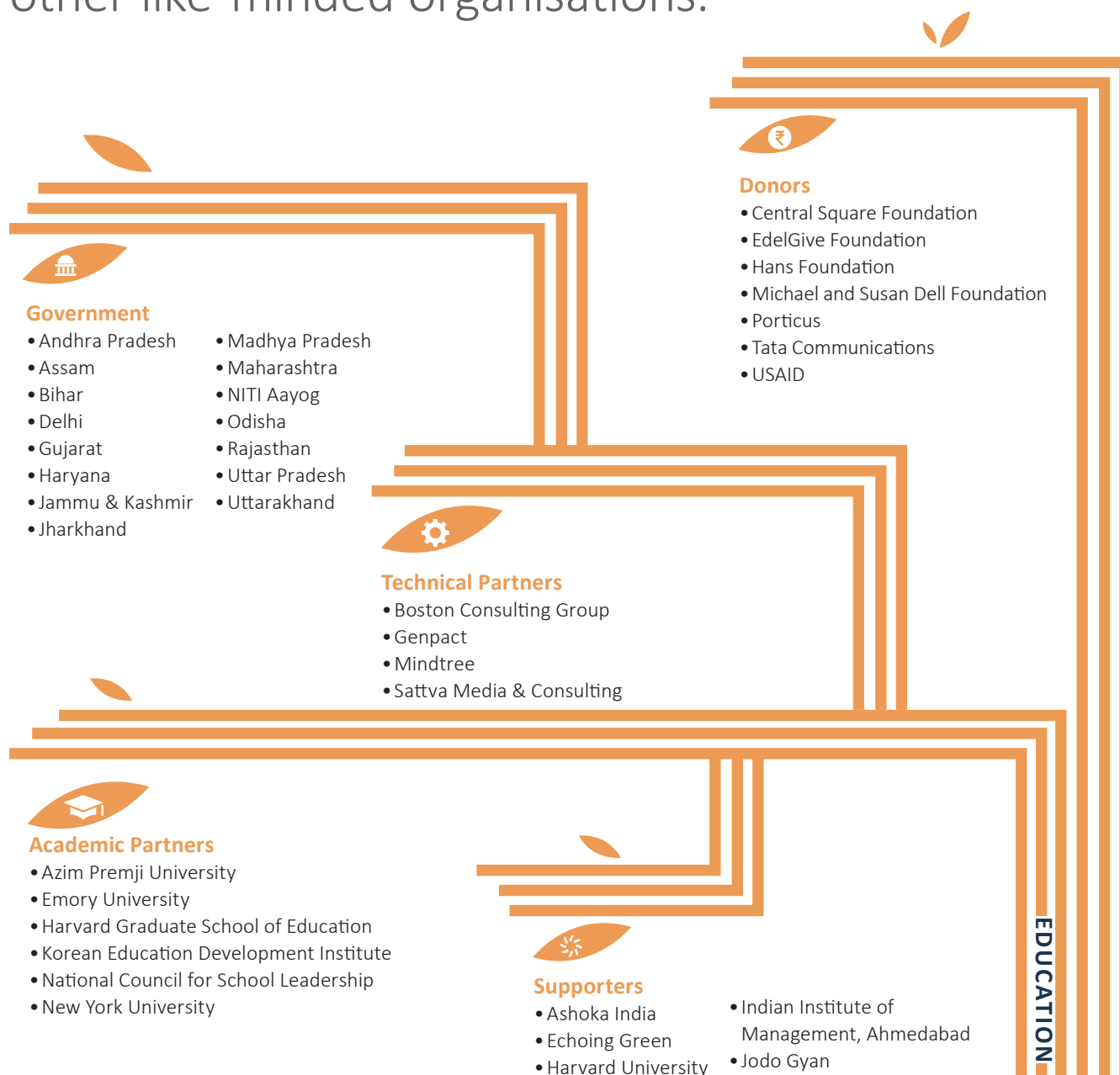
Mr. Madhav Chavan is a leading educationist, co-founded Pratham, which was followed by the launch of the Read India campaign to teach basic reading, writing and arithmetic skills to underprivileged children across India. Pratham has won the Kravis Prize for its exemplary work.

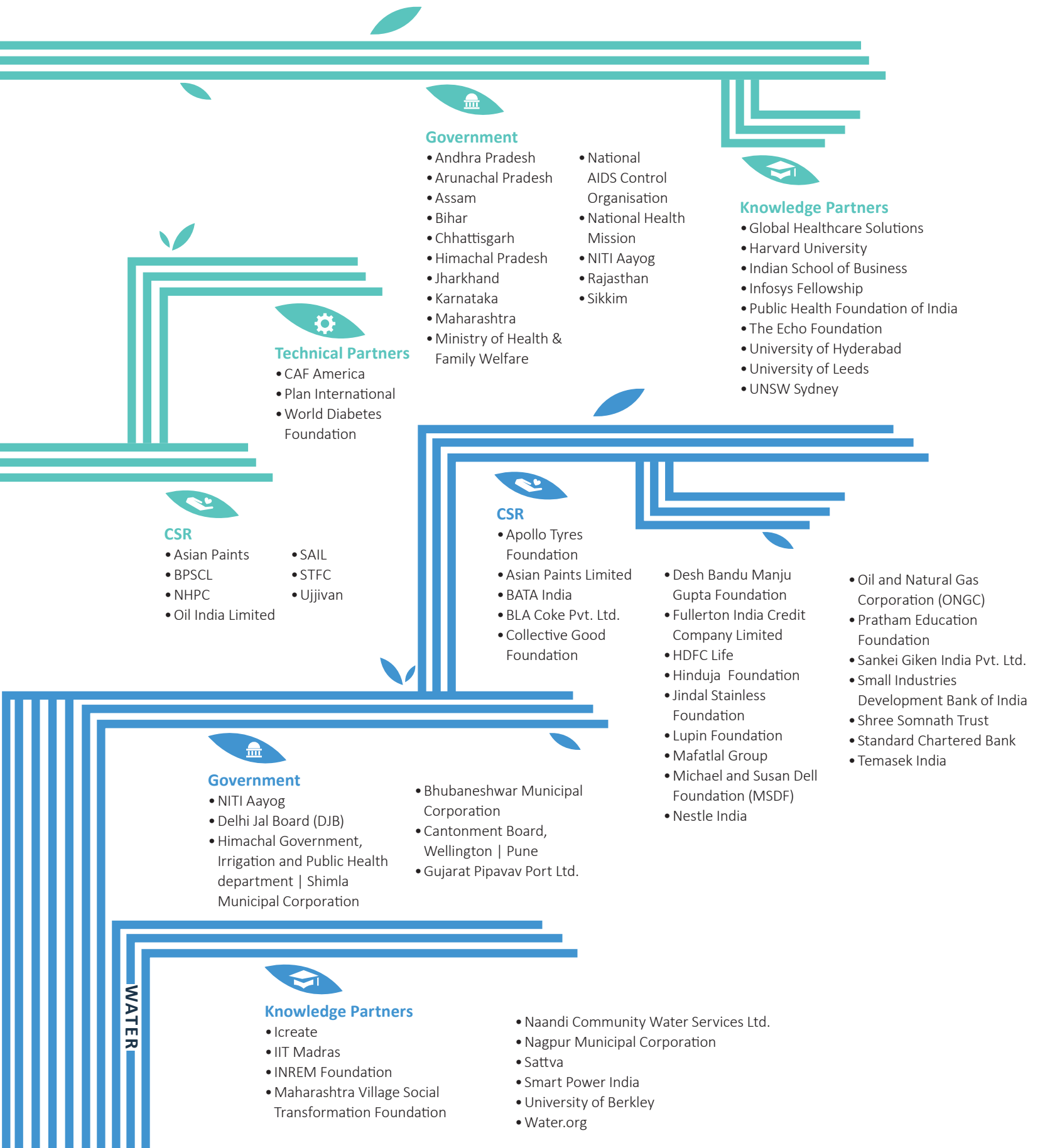
Mr. Chavan won the Skoll Award for Social Entrepreneurship in 2011, the WISE Prize for Education in 2012, and the Leading-Social-Contributor-Award.

Mr. Madhav Chauhan has a Ph.D in Chemistry from the Ohio State University and a Masters from Jai Hind College, Mumbai.

Our Collaborations

Piramal Foundation's philosophy always has been to create large-scale impact through strategic partnerships with the Government, Corporates, Knowledge Partners, Technology Partners, Donors, Multi-Lateral Agencies and other like-minded organisations.





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Board's Report

Dear Members,

Your directors have pleasure in presenting their 08th Annual Report together with the Audited Financial Statements for the financial year ended March 31, 2019.

PERFORMANCE HIGHLIGHTS:

(Amount in ₹ Lakhs)		
Particulars	FY 2018-19	FY 2017-18
Total Income	4,651.17	0.21
Less: Total Expense	4,471.79	9.37
Surplus/(Deficit) before Tax	179.38	(9.16)
Less: Prior Period Adjustment	-	--
Less: Provision for Tax	-	-
Less: Deferred Tax Provision	-	-
Surplus/(Deficit) after Tax	179.38	(9.16)

OPERATIONS REVIEW / STATE OF COMPANYS AFFAIRS: Background

The Government of India launched the “Transformation of Aspirational Districts” initiative with NITI Aayog as the anchor. On August 9, 2017, Hon’ble Prime Minister stated that “when the socio-economic conditions improve in the 100 most backward districts, it would give a big boost to overall development of the country”. With that philosophy, a total of 117 districts in the country have been identified as “Aspirational Districts” using a composite index of indicators including health, nutrition, education and basic infrastructure.

NITI Aayog is mentoring 25 of the 117 Aspirational Districts, spread across 7 states. In these 25 districts, Piramal Foundation partnered with NITI Aayog to provide support and bring about the envisioned transformation in Health & Nutrition and Education indicators through its Aspirational Districts Transformation (ADT) Program.

Piramal Foundation signed a Statement of Intent on March 21, 2018 to support the district administration of 25 aspirational districts across seven states in improving Education and Health & Nutrition parameters. These 25 districts are home to about 4.1 Crore people i.e. 3.4% of India’s population. Approximately 4.5% (73 Lakhs) of the nation’s under-five children and 5.2% (54 Lakhs) of the tribal population reside in these districts.

PROGRESS DURING THE YEAR Education

In the last year, **Piramal Foundation’s Education team** worked on rebuilding community trust, developing Middle Management capabilities and strengthening governance system to improve Student Learning Outcomes (SLO) and ensure sustainability of interventions. We worked across 200 blocks in these 25 districts

and close to 200 fellows and 250 employees were deployed to achieve the tasks from June 2018.

Some of the key takeaways of the above interventions are:

1. Constructive community action which helped increase community trust and reduce the gap between community and government schools. Over 21.50 Lakh community members were engaged through multiple Jan Andolan activities/events across 3,000+ clusters.
2. Middle Management development which helped build capacity and capability of Cluster Resource Coordinators (CRCs) in the area of academic coaching and also helped support teachers to transform school learning environment. 2,395 subject-based professional learning community meetings and 59,035 school visits to hand hold CRCs on academic coaching were performed during the year.
3. Strengthened Governance helped develop shared vision with multiple department and multiple stakeholders for district transformation. 59 Blocks created Block Transformation Roadmap to identify resource gaps and 31,544 Schools co-created School Transformation Roadmap along with over 1.09 Lakh Community members.
4. Developed Demonstration Schools to create best examples of public schooling and create learning hub in the district. 789 demonstration schools have been completely renovated with upgraded physical & digital infrastructure.

Your Company is pleased to inform that the efforts of the team in the last ten months through effective community engagement, capacity building and governance has helped in improvements in learning outcomes, enrolment, attendance and delta ranking in the Government schools in these districts. Some examples of progress are shared below:

- Improved learning outcome by 22.14% (Class 3) & 5.96% (Class 5) (basis Education Initiative, an independent assessee) in Baran and improved learning outcome by 8.6% (Class 3) & 5.27% (Class 5) in Jaisalmer.
- 4.01 Lakh new students enrolled & 70,841 Out of School children re enrolled in Government schools in these 25 districts.
- 1,429 Gramsabhas were organised which saw a participation of over 24,000 people.
- Improved Transition rate from 80.9 to 97.3 with mean improvement of 17% in Baksa and Barpeta, two districts of Assam.

- Inducted CRCs who supported & monitored to build 14,563 library & 4,090 Building as a Learning Aid (BaLA) enabled schools.

Plans for FY 2019-20

1. To improve student learning outcomes by improving student attendance, developing Demo schools, capacitating Middle Managers and Learning enhancement program.
2. Improve foundational skills which would lead to enhanced grade level competencies and improved learning outcomes.
3. Improve student attendance and regularity which would exponentially improve student learning outcomes.
4. Develop demonstration schools which would set best examples of government schools in the district and enhance trust and faith of the community.
5. Help develop capabilities of 76,000 elementary teachers.

Health & Nutrition

The **Piramal Foundation – Health team** has been primarily focused on the following areas of intervention:

- **Community engagement (Jan Andolan)** via transforming **Village Health Sanitation & Nutrition Day (VHSND)** into comprehensive services day by converging other line departments for delivering services.
- **Facility based interventions** such as strengthening 1 District Hospital + 3 First Referral Units, improving quality of services and training of staff nurses among others.
- **Effective scheme implementation** including assessment of existing scheme, improvement to implement scheme/s effectively and revising the scheme guidelines.
- **Capacity building** of supervisors, frontline workers middle management at the district and sub district level.

The Overall Achievements during the year were:

- The second delta ranking of the aspirational districts, released on December 27, 2018, where four out of five best performing districts (Chitrakoot, Barwani, Vidisha and Balrampur) under health and nutrition, are supported by Piramal Foundation.
- Out of the five districts in Assam, apart from Dhubri, the remaining districts have increased their ranking from the baseline to the second delta ranking.
- In Bihar, Araria has increased its ranking from 76 to 16 along with Sheikhpura which has also shown improvement.
- Nandurbar in Maharashtra, Pakur and Sahibganj in Jharkhand have also improved their ranking.

- All districts of Uttar Pradesh have shown a remarkable increase in the second delta ranking. Barwani and Vidisha in Madhya Pradesh have also depicted a major jump in their ranking.

- 24 of the 25 aspirational districts supported by Piramal Foundation have witnessed an improvement in **registration of pregnant women for ANC services**, with Araria, Bihar depicting most significant movement from 57% in May 2018 to 84% in February 2019.
- **Institutional delivery rate** has observed an overall improvement with 17 districts recording a positive shift. The tribal district of Barwani, Madhya Pradesh has shown the most significant movement increasing from 52% in May 2018 to 71% in February 2019.
- **Initiation of breastfeeding** within one hour of birth has increased in 20 districts. Barwani, Madhya Pradesh and Darrang, Assam have shown maximum improvement, recording over 20% increase between May 2018 and February 2019. Early initiation of breastfeeding improved from 27% to 49% in Barwani and from 35% to 55% in Darrang.

One of the Key Interventions by the health team in FY 18-19 was the “re-energising” of the Village Health Sanitation and Nutrition Day (VHSND).

Village Health Sanitation and Nutrition Day (VHSND) is one event which independently caters to 20 out of 31 Indicators for health and nutrition interventions in the aspirational districts. VHSND was conceived under National Rural Health Mission (NRHM) to improve access to maternal and child health and nutrition services at the village level.

As the primary intervention, Piramal Foundation revamped and re-invigorated this platform. During this, the team was required to broaden the focus from the then emphasis on routine immunisation activities to services essential for maternal - child health and nutrition and gradually towards comprehensive primary care. Six services - including antenatal care, immunisation, growth monitoring, counselling, supplementary nutrition and referral - were primarily focused upon.

The pilot began with conducting 506 VHSNDs per month to currently conducting 1,800 VHSNDs per month. The first phase of piloting these model VHSNDs was rolled out in 192 blocks of 25 districts in 7 states. These model VHSNDs have showcased a bolstered system of convergence for resource management, strengthened service providers, increased community mobilisation, supportive supervision, capacity building, data reporting and analysis.

Plans for FY 2019-20

The team commenced intervention with 506 model VHSNDs in 5 states. In a span of one year the state governments of UP, Bihar and Jharkhand scaled up the intervention to 3,410 sites (1,640, 1,545 and 225 sites respectively). In order to implement the scale up, Mission Director, UP organised a VHSND mentorship workshop on October 27, 2018 for all aspirational districts of the state. The objective of this workshop was to orient district officials on scaling up of model VHSND. Currently, there are 40,000 VHSND sites in the 25 Aspirational Districts, the aim is to scale the revamped VHSND model to 25% of the sites i.e. 10,000 sites by the end of next year 2020.

Safe Drinking Water

During the year, your Company also signed a 12-month Statement of Intent (Sol) on November 20, 2018 with NITI Aayog, to catalyse rapid improvement in key indices pertaining to rural drinking water supply. Specifically, the partnership entails facilitating the planning and implementation of Ministry of Drinking Water & Sanitation's (MDWS) Swajal scheme in 16 aspirational districts across 7 states.

Swajal is a demand-driven, solar powered mini water supply scheme that envisages provision of sustainable piped water supply in rural habitations by emphasising community ownership. It was launched in 112 aspirational districts.

The major objectives of this partnership are:

- (i) to facilitate successful implementation of Swajal scheme and
- (ii) to build organisation capacity for rapid scale-up of the scheme.

To fulfil the above objective, Piramal Foundation is focusing on four areas of co-operation.

- Firstly, the Foundation is piloting IoT based remote monitoring solution for piped water supply scheme.
- Secondly, the Foundation is working closely with state departments for rural water supply to identify effective water quality and solution design interventions.
- Thirdly, the Foundation is developing Behavioural Change Communication (BCC) based Information, Education and Communication (IEC) toolkit to foster greater awareness on safe water practices and water-health linkages.
- Lastly, the Foundation is enabling operational sustainability of the water supply schemes by capacity building intervention at village and district level.

Piramal Foundation carried out Participatory Rural Appraisal (PRA) at selected habitations; thereby obtaining community's buy-in for the scheme.

Plans for FY 2019-20

The major deliverables for FY 2019-20 are:

- Swajal implementation: Facilitate construction and commissioning of Swajal schemes across all the 16 districts in accordance to the scheme guidelines.
- IoT Demonstration: The IoT solution shall be deployed at certain Swajal installations to demonstrate its impact on scheme monitoring.
- IEC Toolkit: An IEC toolkit facilitates the community mobilisation process. Foundation shall prepare a toolkit for the Swajal scheme comprising of animated videos, banner, notice boards, flip charts, hand fans, etc.
- VWSC training: Special training modules have been designed for conducting capacity building workshops for VWSCs at state and district level.
- Workshops: At least 5 national, state and district level workshops are planned during the year on themes ranging from source sustainability, IoT and barefoot technician training.

Plans of Piramal Foundation for FY 2019-20

Towards meeting the cost of implementing all the above programs, the Foundation raised funds to the tune of ₹ 3,687.61 Lakhs. Of these, ₹ 3,391.81 Lakhs has been invested in the program and the surplus carried over to the next year for the objectives of the Foundation.

STATUTORY AUDITORS AND AUDITORS REPORT

In Compliance with the provisions of Section 139 and other applicable provisions of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s)/ re-enactment(s)/ amendment(s) thereof, for the time being in force), M/s. Lodha & Co., Chartered Accountants, (having Firm Registration Number 301051E) were appointed as Statutory Auditors at the 7th Annual General Meeting of the Company held on September 25, 2018, to hold office for a term of five (5) consecutive years from the conclusion of the 7th Annual General Meeting until the conclusion of the 12th Annual General Meeting.

The Auditors Report for the financial year ended March 31, 2019, does not contain any qualification, reservation or adverse remark and no frauds have been reported by the Auditors.

The Notes on financial statement referred to in the Auditors' Report are self-explanatory and do not call for any further comments.

ADEQUACY OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE FINANCIAL STATEMENTS

The Company has adequate internal financial controls in place with reference to the preparation of the financial statements.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

Considering the nature of the operations of the Company, there are no disclosures regarding conservation of energy and technology absorption.

There are no foreign exchange earnings and outgo during the financial year 2018-19.

EXTRACT OF THE ANNUAL RETURN

The extract of the Annual return in Form MGT-9 is annexed herewith as Annexure A.

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS

During the year four Board Meetings were held, thereby complying with applicable statutory requirements of holding at least one meeting within every six calendar months.

PARTICULARS OF EMPLOYEES

Statement containing details of Employee Remuneration forms part of this Report. The said statement shall be made available to any member on specific request.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS UNDER SECTION 186

The Company has not provided any Loans or Guarantees or made any investments falling under the purview of Section 186 of the Companies Act, 2013 during the year under review.

RELATED PARTY TRANSACTION

All contracts/ arrangements/ transactions entered by the Company during the financial year with related parties were in ordinary course of business and on arm's length basis. During the year ended March 31, 2019, the Company had not entered into any material contract/ arrangement/ transaction with related parties. Accordingly, the disclosure of Related Party Transactions as required under Section 134(3)(h) of the Companies Act, 2013 in Form AOC 2 is not applicable.

MATERIAL CHANGES AND COMMITMENTS BETWEEN MARCH 31, 2019 AND THE DATE OF THE REPORT

There are no material changes and commitments between March 31, 2019 and the date of signing of this report.

RISK MANAGEMENT

The Company has a robust Risk Management framework to identify, measure and mitigate business risks and opportunities. This framework seeks to create transparency, minimise adverse impact on the business objective and enhance the Company's ability to perform.

CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

The CSR provisions are not applicable to your Company.

CHANGES IN THE NATURE OF ACTIVITIES

There is no change in the nature of activities.

DIRECTORS

During the year under review, there were no changes in the directors of the Company.

In accordance with the provisions of the Companies Act, 2013, Mr. Ajay G. Piramal (DIN: 00028116) and Mr. Madhav Chavan (DIN: 02012989) retire by rotation at the ensuing Annual General Meeting and are eligible for re-appointment which your Board recommends.

REMUNERATION TO DIRECTORS

No remuneration is paid to any directors of the Company.

CHANGES IN SUBSIDIARIES/ JOINT VENTURES/ ASSOCIATE COMPANIES

During the year under review there is no change in the existing subsidiaries.

POLICY OF PREVENTION, PROHIBITION AND REDRESSAL OF SEXUAL HARASSMENT AT WORKPLACE

The Company has always believed in providing a safe and harassment free workplace for every individual working in Company's premises through various interventions and practices. The Company always endeavours to create and provide an environment that is free from discrimination and harassment, including sexual harassment. The Company has

in place a robust policy on prevention of sexual harassment at workplace which is in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. An Internal Complaints Committee ('ICC') has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this Policy. The Policy is gender neutral.

During the year under review, four complaints with allegation of sexual harassment were filed with the ICC. The same after due investigations were closed as per the provisions of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

DIRECTORS' RESPONSIBILITY STATEMENT

Your Directors state that:

- (a) in the preparation of the annual financial statements for the year ended March 31, 2019, the applicable accounting standards have been followed with no material departures;
- (b) the Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2019 and of the loss of the Company for the year ended on that date;
- (c) the Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- (d) the Directors have prepared the annual financial statements on a going concern basis;
- (e) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

OTHERS

Your Directors state that no disclosure or reporting is required in respect of the following items as there were no transactions on these items during the year under review:

1. The details relating to deposits, covered under Chapter V of the Act, since neither has the Company accepted deposits during the year under review nor were there any deposits outstanding during the year.
2. No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and Company's operations in future.

ACKNOWLEDGEMENTS

We take this opportunity to thank the Niti Aayog, all Government authorities, Stakeholders and Company's Bankers for their support to the Company. The employees of the Company are the backbone for working with communities and government authorities in remote locations and the Company is grateful for their support and commitment to the objectives of the Foundation.

By Order of the Board

Ajay Piramal
Director
(DIN: 00028116)

Jalaj Dani
Director
(DIN: 00019080)

Place: Mumbai

Date: September 6, 2019

Balance Sheet

as at March 31, 2019

		₹ in Lakhs	
Particulars	Note No.	As at March 31, 2019	As at March 31, 2018
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2	488.08	-
Intangible asset	2	201.14	-
Capital work-in-progress	2A	-	25.94
Intangible assets under development	2B	30.06	38.15
Total Non-Current Assets		719.28	64.09
Current Assets			
Financial Assets:			
(i) Cash & Cash equivalents	3	125.94	74.18
(ii) Bank balances other than cash and cash equivalents	4	94.42	-
(ii) Other Financial Assets	5	20.29	-
Current Tax Assets (Net) –TDS Receivable		0.31	-
Other Current Assets	6	65.07	3.86
Total Current Assets		306.03	78.04
Total Assets		1,025.31	142.13
EQUITY AND LIABILITIES			
Equity			
Corpus Fund	7A	150.00	150.00
Other Equity	7B	170.25	(9.13)
Total Equity		320.25	140.87
LIABILITIES			
Non-Current Liabilities			
Provisions	8	164.60	-
Total Non-Current Liabilities		164.60	-
Current Liabilities			
Financial Liabilities:			
(i) Trade Payables			
Total outstanding dues of Micro enterprises and small enterprises		-	-
Total outstanding dues of creditors other than Micro enterprises and small enterprises		338.83	1.26
Other Current Liabilities	9	90.63	-
Provisions	10	111.00	-
Total Current Liabilities		540.46	1.26
Total Equity & Liabilities		1,025.31	142.13
The accompanying notes are an integral part of the Financial Statements	1-25		

For **Lodha & Co.**
Chartered Accountants
FRN: 301051E

A. M. Hariharan
Partner

Place: Mumbai
Date: September 6, 2019

For and on behalf of the Board of Directors

Ajay Piramal
Director
(DIN: 00028116)

Jalaj Dani
Director
(DIN: 00019080)

Statement of Income and Expenditure

for the Year ended March 31, 2019

Particulars	Note No.	₹ in Lakhs	
		Year ended March 31, 2019	Year ended March 31, 2018
Income			
Donations		4,648.01	0.20
Other Income (Net)	11	3.16	0.01
Total Income		4,651.17	0.21
Expenses			
Employee benefit expenses	12	2,547.53	-
Depreciation and amortisation expense	13	126.48	-
Other expenses	14	1,797.78	9.37
Total Expenditure		4,471.79	9.37
Surplus/(Deficit) before Tax		179.38	(9.16)
Tax Expense		-	-
Surplus/(Deficit) for the year		179.38	(9.16)
Other comprehensive income		-	-
Total comprehensive surplus/(deficit) for the year		179.38	(9.16)
The accompanying notes are an integral part of the Financial Statements	1-25		

For **Lodha & Co.**
Chartered Accountants
FRN: 301051E

A. M. Hariharan
Partner

Place: Mumbai
Date: September 6, 2019

For and on behalf of the Board of Directors

Ajay Piramal
Director
(DIN: 00028116)

Jalaj Dani
Director
(DIN: 00019080)

Statement of Cash Flows

for the year ended March 31, 2019

Particulars	₹ in Lakhs	
	Year ended March 31, 2019	Year ended March 31, 2018
Net cash from operating activities	830.27	(11.90)
Net cash from investing activities	(778.51)	(64.09)
Net cash from financing activities	-	150.00
Net increase/(decrease) in cash and cash equivalents	51.76	74.01
Cash and cash equivalents at beginning of reporting period	74.18	0.17
Cash and cash equivalents at end of reporting period	125.94	74.18

For **Lodha & Co.**
Chartered Accountants
FRN: 301051E

A. M. Hariharan
Partner

Place: Mumbai
Date: September 6, 2019

For and on behalf of the Board of Directors

Ajay Piramal
Director
(DIN: 00028116)

Jalaj Dani
Director
(DIN: 00019080)

Notes

to Financial Statements

Note 2: Property, Plant and Equipment and Intangible Asset

Particulars	Computer & Peripherals	Furniture & Fixtures	Vehicles	Office Equipment	Total Tangible Assets	Software	Total Intangible Asset
₹ in Lakhs							
Gross Carrying Value as at April 1, 2018							
Additions	372.71	38.88	138.84	41.63	592.06	223.91	223.91
Deletions	0.32	-	-	-	0.32	-	-
Gross Carrying Value as at March 31, 2019	372.39	38.88	138.84	41.63	591.74	223.91	223.91
Accumulated Depreciation as at April 1, 2018							
Depreciation	78.60	3.41	17.85	3.85	103.71	22.77	22.77
Accumulated depreciation on deletions	0.05	-	-	-	0.05	-	-
Accumulated Depreciation as at March 31, 2019	78.55	3.41	17.85	3.85	103.66	22.77	22.77
Carrying value as at March 31, 2019	293.84	35.47	120.99	37.78	488.08	201.14	201.14
Carrying value as at March 31, 2018	-	-	-	-	-	-	-
Previous Year	-	-	-	-	-	-	-

Note 2A : Capital work-in-progress

Particulars	As at March 31, 2019	As at March 31, 2018
Computer & Peripherals	-	25.94
Total	-	25.94

Note 2B : Intangible assets under development

Particulars	As at March 31, 2019	As at March 31, 2018
Software	30.06	38.15
Total	30.06	38.15

Notes

to Financial Statements

Note 3: Cash and cash equivalents

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Cash in hand	-	-
Balance with bank		
- In current accounts	121.14	74.18
- In bank deposits with original maturity less than 3 months	4.80	-
Total	125.94	74.18

Note 4: Bank Balance other than cash & cash equivalents

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Bank deposits with original maturity more than 3 months and less than 12 months	94.42	-
Total	94.42	-

Note 5: Other Financial Assets

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Rent & insurance deposit	17.95	-
Interest receivable	2.34	-
Total	20.29	-

Note 6: Other Current Assets

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Prepayments	35.14	3.86
Statutory dues recoverable	5.53	-
Advance recoverable in cash or kind	24.40	-
Total	65.07	3.86

Note 7A: Corpus Fund

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Corpus fund*	150.00	150.00
Total	150.00	150.00

*Amount received for Corpus Donation as said by the Donor.

Note 7B: Other Equity

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Balance as at the beginning of the year	(9.13)	0.03
Surplus/(Deficit) for the year	179.38	(9.16)
Total	170.25	(9.13)

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Note 8: Provisions

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Provision for employee benefits		
- Gratuity	69.14	-
Deferred fellow scholarship	95.46	-
Total	164.60	-

Note 9: Other Current Liabilities

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Statutory liabilities	90.63	-
Total	90.63	-

Note 10: Provisions

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Provision for employee benefits		
- Gratuity	20.97	-
- Compensated absences	90.03	-
Total	111.00	-

Note 11: Other Income

₹ in Lakhs		
Particulars	Year ended March 31, 2019	Year ended March 31, 2018
Interest on Fixed Deposit with bank	3.16	-
Other income	-	0.01
Total	3.16	0.01

Note 12: Employee Benefit Expense

₹ in Lakhs		
Particulars	Year ended March 31, 2019	Year ended March 31, 2018
Salaries and wages	2,164.09	-
Contribution to provident and other funds	126.78	-
Gratuity	94.24	-
Compensated absences	93.65	-
Other staff welfare expenses	68.77	-
Total	2,547.53	-

Note 13: Depreciation and Amortisation Expense

₹ in Lakhs		
Particulars	Year ended March 31, 2019	Year ended March 31, 2018
Depreciation on property, plant & equipment	103.71	-
Amortisation of intangible asset	22.77	-
Total	126.48	-

Notes

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Note 14: Other Expenses

₹ in Lakhs		
Particulars	Year ended March 31, 2019	Year ended March 31, 2018
Travelling expenses	587.59	-
Legal and professional charges	321.10	3.54
Fellowship	275.99	-
Rent, rates & taxes	172.25	-
Training expenses	113.88	-
Workshop charges	102.98	-
Office expenses	70.90	-
Communication expenses	36.02	-
Printing and stationery expenses	27.68	-
IT support services	26.60	3.79
Repairs & maintenance expenses	19.59	-
Utility expenses	12.03	-
Stores & consumables	11.62	-
Auditors' remuneration	2.25	0.30
Insurance expenses	4.18	-
Brokerage & commission	4.11	-
Loss on sale of asset	0.17	-
Miscellaneous expenses	8.84	1.74
Total	1,797.78	9.37

Note 15: Contingent Liabilities and Commitments

Contingent Liabilities:

There are numerous interpretative issues relating to the Supreme Court Judgement dated February 28, 2019 on PF (Provident Fund). As a matter of caution, the Company has made a provision on a prospective basis from the date of the order. The Company will update its provision, on receiving further clarity on the subject.

Commitments:

₹ in Lakhs		
Particulars	As at March 31, 2019	As at March 31, 2018
Estimated amount of contracts remaining to be executed on capital account and not provided for*	42.00	-

*Capital Commitment is towards the Development and enhancement of Mobile Application and Dashboard. Refer Note-1 of Financial Statements, "General Information" in relation to Commitment with Niti Aayog.

Notes

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Note 16: Employee Benefits

Defined Benefit Plan:

The Company also provides for gratuity to its employees. Annual actuarial valuations at the end of each year are carried out by independent actuary in compliance with Ind AS 19 on "Employee Benefits".

Gratuity

Data Summary:	As at March 31, 2019	As at March 31, 2018
No. of Employees	597	-
Total Monthly Salary	₹ 13,442,858	-
Average Salary	₹ 22,517.35	-
Average Age	33.60 years	-
Average Past Service	1 year	-
Average Future Service	4 years	-
Valuation Results		
Discontinuance Liability	₹ 11,980,839	-
Amounts recognised in the Balance Sheet:		
Projected Benefit Obligation:	₹ 9,010,606	-
(a) Current Liability	₹ 2,096,804	-
(b) Non-Current Liability	₹ 6,913,802	-
Significant Actuarial Assumptions:		
Discount Rate (per annum)	6.96%	-
Salary escalation rate	10%	-
Retirement Age	58 years	-
Vesting Period	5 years	-

Details of Plan Assets:

The Scheme currently is not funded.

Defined Contribution Plan:

Contribution to Provident Fund

The Company's Defined Contribution plans pertain to the Provident Fund and it has no further obligation beyond making such contributions to the plans. An amount of ₹ 121.29 Lakhs has been charged off to Statement of Profit and Loss.

Included in Contribution to Provident and Other Funds. (Refer Note No. 12)

Compensated Absences

The liability for Compensated Absences as at year end is ₹ 90.03 Lakhs (PY-Nil).

Included in Compensated Absences. (Refer Note No. 12)

Notes

to Financial Statements

Note 17: Related Party Disclosures

In the ordinary course of business, the Company does not enter into any business transactions with its Related Parties. The names of Related parties of the Company and their relationship, as required to be disclosed under Ind AS 24 are as follows:

Names of the Related Parties	Relationship
Mr. Ajay G. Piramal	Director
Mr. Jalaj Dani	Director
Mr. Madhav Chavan	Director
Mr. Adil Zainulbhai	Director
Mr. Debasish Mitter	Director
Piramal Foundation for Education Leadership	Subsidiary by virtue of an Agreement
Piramal Udgam Data Management Solutions	Subsidiary by virtue of an Agreement
Kaivalya Education Foundation	Subsidiary by virtue of an Agreement
Piramal Swasthya and Management Research Institute	Subsidiary by virtue of an Agreement

In the context of Ind AS 24, Two entities are not considered as related parties just because of having common director or other member of key management personnel or because a member of key management personnel of one entity has significant influence over the other entity. In considering each possible related party relationship, attention is directed to the substance of the relationship and not merely the legal form.

By virtue of above provisions, all entities, having common director(s) or director(s) being a member of KMP, are not considered as Related Parties.

There are no transactions with any of the above-mentioned related parties during the year.

Note 18: Auditors' Remuneration

Particulars	₹ in Lakhs	
	Year ended March 31, 2019	Year ended March 31, 2018
Payment to Statutory Auditors:		
For Audit	2.25	0.30
For Other related expenses	-	-
Total	2.25	0.30

Included in Other Expenses. (Refer Note No. 16)

Note 19: Disclosures as required by the Micro, Small and Medium Enterprises Development Act, 2006 ("MSMED Act") are as under

Particulars	₹ in Lakhs	
	As at March 31, 2019	As at March 31, 2018
Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end	-	-
Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	-	-
Principal amounts paid to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
Interest due and payable towards suppliers registered under MSMED Act, for payments already made	-	-
Further interest remaining due and payable for earlier years	-	-

The above information regarding Micro, Small and Medium Enterprises has been determined to the extent such parties have been identified on the basis of information available with the Company.

Notes

to Financial Statements

Note 20: Taxes on Income

Income Tax

The Foundation is registered under Section 12AA of the Income Tax Act, 1961. As per the provisions of Section 11 of the Income Tax Act, 1961 it has applied 85 percent of its Income towards activities mentioned in Section 2(15) of the said Act. Accordingly no current tax liability is required to be recognised.

Note 21: Financial Instruments & Fair Value Disclosure

Categories of Financial Instruments:

Particulars	As at March 31, 2019	As at March 31, 2018
Financial Assets:		
Measured at amortised cost		
(i) Cash & Cash equivalents	125.94	74.18
(ii) Bank balances other than cash and cash equivalents	94.42	-
(iii) Other Financial Assets	20.29	-
Financial Liabilities:		
Measured at amortised cost		
(i) Trade Payables	338.83	1.26

Note 22: Offsetting Financial Assets & Financial Liabilities

All Financial Assets and Financial Liabilities are disclosed individually and No offsetting has been done between Financial Assets and Liabilities.

Note 23: Foreign Currency Transactions

There are no Foreign Currency Transactions being Receipts or Payments during the current year.

Note 24: Statement of Changes in Equity

Foundation is a Company limited by guarantee and it does not have any equity, hence statement of equity is not presented in the set of Financial Statements.

Note 25: Regrouping/Reclassification

Previous year figures have been regrouped/reclassified wherever necessary to conform to the current year classification.

For **Lodha & Co.**
Chartered Accountants
FRN: 301051E

A. M. Hariharan
Partner

Place: Mumbai
Date: September 6, 2019

For and on behalf of the Board of Directors

Ajay Piramal
Director
(DIN: 00028116)

Jalaj Dani
Director
(DIN: 00019080)

Notes

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Piramal Foundation

2nd Floor, Piramal Ananta,
Piramal Agastya Corporate Park,
LBS Marg, Kurla West, Mumbai 400 070

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