

**give**

**PALLIUM INDIA**



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# Due Diligence Report

## Pallium India Trust

# The need for nonprofit due diligence

Our mission at Give is to make giving bigger and better. To that end, we strongly believe with verified and transparent information about NGOs, we can not only increase trust in the sector but also help increase giving, leading to a larger impact. The goal is to inspire the absolute trust that donors need to fund impactful social development projects with the highest level of confidence.

Our Guaranteed Trust seals – Gold, Silver, and Bronze – are only awarded to bonafide NGOs listed on Give Discover, a platform that provides a database of transparent and verified nonprofits in India. The three standards of verification that nonprofits have to fulfill draw on the deep knowledge we have gathered over 23 years in the sector and analysis of the giving ecosystem in consultation with donors and industry experts. Moreover, to make sure all the information on Give Discover is current, we have in place a regular renewal cycle for all three seals.

Our model of due diligence gives the bank of 57,000+ nonprofits registered on Give Discover the best-in-class credibility framework to aspire to and helps build a high-trust environment for effective philanthropic giving.





# The 3 phase nonprofit due diligence standard

Give's decade-old verification system has provided donors with meaningful information to make the right giving decisions. However, to keep pace with the evolving legal framework and better address the continued trust deficit between donors and nonprofits, Give has significantly modified its verification standards in consultation with industry experts and stakeholders. The new framework has led to a three-phase due diligence criteria for the nonprofits.

## Gold



- This represents the highest seal of trust that Give extends to its nonprofit partners.
- The nonprofits who receive this seal will have undergone rigorous due diligence of their organisational capability, capacity to deliver impact, governance practices, financial and legal processes, beneficiary interactions, and HR maturity.
- The nonprofits would also have to undergo an extensive site visit from Give's volunteers for verification of the information provided.
- The seal of trust will be renewed on a regular basis with a re-verification of all details, and a site visit by the Give Team.

## Silver



- Silver is the second seal of trust wherein the nonprofit has to undergo due diligence across their financial and legal compliances, governance, and organisational capability to deliver impact.
- This standard does not require a field visit from the Give team. Instead, virtual conversations are conducted with the finance team, the leadership team, and donors but does not require beneficiary interactions

## Bronze



- This is the first level of due diligence any nonprofit has to undergo.
- Give meticulously reviews relevant registration and legal compliance documents to ensure the nonprofit's official registration and adherence to applicable laws.

# Nonprofit DD frameworks

| Parameter                      | Gold                                                                                         | Silver                                                                                       | Bronze                            |
|--------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------|
| Financial and legal compliance | Compliance documents                                                                         | Compliance documents                                                                         | Compliance documents              |
|                                | Bank details                                                                                 | Bank details                                                                                 | Bank details                      |
|                                | Audited Financials- Previous 3 Financial years                                               | Audited Financials- Previous 3 Financial years                                               | -                                 |
|                                | ITR Filing Acknowledgment - Previous 3 Financial years                                       | ITR Filing Acknowledgment - Previous 3 Financial years                                       | -                                 |
|                                | FCRA Return - Previous 3 Financial years                                                     | FCRA Return - Previous 3 Financial years                                                     | -                                 |
| Demographics                   | Subject/ Cause Area/ program Type                                                            | Subject/ Cause Area/ program Type                                                            | Subject/ Cause Area/ program Type |
|                                | Target Geography                                                                             | Target Geography                                                                             | Target Geography                  |
|                                | Population Demographic                                                                       | Population Demographic                                                                       | Population Demographic            |
|                                | Years of Operation                                                                           | Years of Operation                                                                           | -                                 |
|                                | Website & social media                                                                       | Website & social media                                                                       | Website & social media            |
| Financial Health               | Total Budget, program and Non-program Expense Split - Previous 3 Years, Upcoming Year Budget | Total Budget, program and Non-program Expense Split - Previous 3 Years, Upcoming Year Budget | -                                 |
|                                | Donor History & Mix                                                                          | Donor History & Mix                                                                          | -                                 |
|                                | Processes/ Systems for financial management                                                  | Processes/ Systems for financial management                                                  | -                                 |
| Governance                     | Board Structure/ Composition/Minutes                                                         | Board Structure/ Composition/Minutes                                                         | -                                 |
|                                | Board member conversations on Governance, mission, vision and future of the organisation     | -                                                                                            | -                                 |



# Nonprofit DD frameworks

| Parameter                        | Gold                                             | Silver                                           | Bronze |
|----------------------------------|--------------------------------------------------|--------------------------------------------------|--------|
| Program details                  | program Name, Description and Years of Operation | program Name, Description and Years of Operation | –      |
|                                  | Geo Served                                       | Geo Served                                       | –      |
|                                  | Target Population Demographic/ Beneficiaries     | Target Population Demographic/ Beneficiaries     | –      |
|                                  | Metrics Tracked                                  | Metrics Tracked                                  | –      |
|                                  | Resources Deployed (No of People, Budgets)       | Resources Deployed (No of People, Budgets)       | –      |
|                                  | Metric Trajectory                                | Metric Trajectory                                | –      |
| Due diligence visit/conversation | Finance team                                     | Finance team - virtual meeting                   | –      |
|                                  | HR team                                          | –                                                | –      |
|                                  | program team                                     | –                                                | –      |
|                                  | Beneficiaries                                    | –                                                | –      |
|                                  | Senior leadership                                | –                                                | –      |
|                                  | Board                                            | –                                                | –      |
|                                  | Past donors - virtual meeting                    | Past donors data collection                      | –      |



# Methodology

The due diligence methodology has been designed to collect and represent comprehensive information about the nonprofit, its capacity, capabilities and impact delivered

1



## Identification of the nonprofit

Based on cause area, program type, impact metrics, geography served, and relevance to donors.

2



## Compliance documentation

Registration certificates, IT exemption certificates, CSR Form 1, FCRA, etc.

3



## Financial information

Three years of audited financials, tax returns, FCRA returns, income and expenses

4



## Governance information

Information about the Board composition, its functioning, Board meetings, quorum, and overview of the management team.

5



## HR Maturity

Information on the key management personnel, organisation structure and policies

6



## Financial systems

Understanding the book-keeping, audit process, vendor management

7



## Legal information

Past litigations, revoking of certificates, political and religious affiliations

8



## Understanding the impact

program details, impact metrics, beneficiary identification methods, external impact assessments

9



## Evaluation and certification

Structured scoring and evaluation across all the parameters and award the relevant certification.



# Description of parameters

The evaluation of nonprofits is done on the basis of their character, capability, and impact delivered. These are further divided into objective criteria which are then measured against predefined values and best practices for evaluation. The final outcome is a red, amber, or green rating across individual parameters which then leads to a final rating for the nonprofit.

|               |     |       |       |
|---------------|-----|-------|-------|
| DD<br>grading | Red | Amber | Green |
|---------------|-----|-------|-------|



# Description of parameters

| DD grading             | Red                                                                                                                                                                                                           | Amber                                                                                                                                          | Green                                                                                                                                                        |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Registration Documents | Non availability/ expiry of document                                                                                                                                                                          | Validity of documents expiring in the near future                                                                                              | Documents available and valid                                                                                                                                |
| Annual Filings         | Non availability of Document<br>Filings not done<br>Serious notes by auditor<br>Mandatory Disclosures not available in filings                                                                                | Delayed filing of documents<br>Higher income over expenditure                                                                                  | Annual filings are available and done on time<br>Documents do not have any adverse remarks/observations from auditors                                        |
| Governance             | Independent Board not constituted- one person running the show, other Board Members just signatories<br>Board meetings not conducted<br>MoM not recorded/maintained<br>Support for Political/Religious causes | Board meetings frequency not defined<br>Family members forming more than 50% of Board<br>More than 50% of Board members receiving remuneration | Independent Board -level of involvement of Board members is high<br>Board meetings conducted regularly<br>Minutes recorded and signed for all Board meetings |
| HR Maturity            | No clear organisation structure<br>Reporting/escalation matrix not defined<br>Non availability of policies                                                                                                    | Key management information is not available                                                                                                    | organisation structure clearly defined.<br>All major policies available<br>Information about key management available                                        |





# Description of parameters

| DD grading                        | Red                                                                                                                                                                                                                                                                                                                                                                                               | Amber                                                                                                                                                                                                                                                                                                                                                    | Green                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial Processes and Practices | <ul style="list-style-type: none"> <li>No internal record of books of account</li> <li>No process of fund tracking</li> <li>Expenses paid in cash more than 50% of total expenses</li> <li>Daily cash withdrawal from FCRA account more than ₹20,000</li> <li>Transfer from FCRA utilization account to domestic bank account</li> <li>organisation not maintaining bills and vouchers</li> </ul> | <p>No system of tracking budgeted vs actuals</p> <p>Financial approval matrix not available</p> <p>Internal Audit not done</p> <p>No procurement process defined</p> <p>High cash withdrawal. Expenses paid in cash between 10% and 50%</p> <p>High cash donations (10-50%)</p> <p>Daily cash withdrawal from FCRA account between ₹2,000 to ₹20,000</p> | <p>Has in house accounts team</p> <p>Finance management software available</p> <p>Finance approval matrix well defined</p> <p>Internal Audit at regular intervals</p> <p>Tracks actuals vs budgeted at regular intervals</p> <p>Has well defined finance and procurement policy</p> <p>Expenses paid in cash less than 10%</p> <p>Daily Cash withdrawal from FCRA is ₹2,000 or less</p> <p>Bills and vouchers are maintained</p> |
| program Evaluation                | <p>M&amp;E of projects not done</p> <p>Impact metrics not defined and tracked</p> <p>No clear budget and program design</p> <p>No program/project reporting</p>                                                                                                                                                                                                                                   | <p>Inadequate M&amp;E infrastructure and capability</p> <p>Delayed reporting</p> <p>Admin expenses more than 20%</p>                                                                                                                                                                                                                                     | <p>Has a dedicated M&amp;E team</p> <p>Impact metrics well defined and tracked</p> <p>Have proper program budget and program design</p> <p>Reports available</p>                                                                                                                                                                                                                                                                 |







## organisation Overview

# Pallium India Trust

## Healthcare

Pallium India is a national non-profit organisation dedicated to alleviating serious health-related suffering and expanding access to quality palliative care across India. Established in 2003 by Dr. M. R. Rajagopal, Pallium India is headquartered in Thiruvananthapuram, Kerala, and works towards integrating palliative care into the mainstream healthcare system. Its objective is to address the needs of millions of people living with serious, life-limiting or life-threatening illnesses who experience pain and other forms of physical, psychological and social suffering.

The organisation's work combines direct palliative care delivery, capacity building, education, advocacy and systems strengthening. Its flagship Trivandrum Institute of Palliative Sciences (TIPS) provides clinical palliative care services in and around Thiruvananthapuram while also serving as a training, research and demonstration centre. Pallium India's broader national work focuses on collaborating with healthcare institutions, governments, NGOs and communities to establish and strengthen palliative care services and build the capacity of healthcare professionals. TIPS has also been designated a WHO Collaborating Centre for Training and Policy on Access to Pain Relief.

Pallium India serves patients with serious illnesses, including cancer and non-cancer conditions, particularly those experiencing significant health-related suffering and limited access to appropriate palliative care. Its work also extends to families and caregivers, while its training and capacity-building programs indirectly benefit healthcare professionals and community-based care providers. The organisation's national approach enables it to reach beneficiaries beyond its direct clinical operations in Kerala through partner and facilitated palliative care centres across India.

Over more than two decades, Pallium India has contributed to the development of palliative care capacity across the country and has played a significant role in shaping the broader policy environment for palliative care and access to pain relief in India. Its work has included contributions to the National Palliative Care Strategy, advocacy around opioid availability and pain relief, professional education, and development of community-centred palliative care models





## organisation Overview

### Pallium India Trust

Healthcare



#### Overall DD Grading

Green

#### Contact details

Pallium India  
Aisha Memorial Hospital Building,  
Manacaud P.O., Paruthikkuzhy,  
Thiruvananthapuram – 695009  
Kerala, India.

#### Public mail ID:

[info@palliumindia.org](mailto:info@palliumindia.org)

#### Phone Number:

+91 97467 45497



#### Registration date

15/12/2003



#### Chairman & CEO

Binod Hariharan



#### Demography served

Adults and elderly persons with serious or life-limiting illnesses, Children with palliative care requirements.



#### Vision

Stop needless health-related suffering to enable people to wake up to life, love and hope.



#### Mission

Integrate quality palliative care into healthcare by collaborating with, and empowering care seekers, care providers and communities

# PALLIUM<sup>®</sup> INDIA

# Due Diligence Report Summary

Below is the summary of the due diligence conducted on the NGO, including its rating and values for each individual parameter. Using this information, we have determined a final rating, which grants the nonprofit a seal of trust.

**Financial & Legal Compliance:** We diligently scrutinize and authenticate the financial and compliance documents of the nonprofit, ensuring strict adherence to the regulatory requirements set by the government.

| Sr. No. | Parameter                                                                                         | Document                 | Comments                                                | DD Grading |
|---------|---------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------|------------|
| 1       | Financial and Legal Compliance                                                                    |                          |                                                         | Green      |
| 1.1     | Basic Registration Document:- Availability and validity of the documents are checked and verified | 12A                      | Available and valid till 31/03/2031                     | Green      |
|         |                                                                                                   | 80G                      | Available and valid till 31/03/2031                     | Green      |
|         |                                                                                                   | PAN                      | Available and Verified                                  | Green      |
|         |                                                                                                   | Registration Certificate | Available and Verified                                  | Green      |
|         |                                                                                                   | FCRA certificate         | Available and valid till 31/03/2029                     | Green      |
|         |                                                                                                   | CSR Form 1               | Available and Verified                                  | Green      |
| 1.2     | Audited Financials: Availability and validity of the documents are checked and verified           | FY 2024-25               | Available and Verified                                  | Green      |
|         |                                                                                                   | FY 2023-24               |                                                         | Green      |
|         |                                                                                                   | FY 2022-23               |                                                         | Green      |
| 1.3     | IT Returns: Availability and validity of the documents are checked and verified                   | FY 2024-25               | Available and Verified                                  | Green      |
|         |                                                                                                   | FY 2023-24               |                                                         | Green      |
|         |                                                                                                   | FY 2022-23               |                                                         | Green      |
| 1.4     | FCRA Return: Availability and validity of the documents are checked and verified                  | FY 2024-25               | Available and Verified                                  | Green      |
|         |                                                                                                   | FY 2023-24               |                                                         | Green      |
|         |                                                                                                   | FY 2022-23               |                                                         | Green      |
| 1.5     | Litigation History                                                                                |                          | Not involved in any ongoing or past litigations         | Green      |
| 1.6     | Political/ Religious causes                                                                       |                          | Does not work towards any political or religious causes | Green      |



# Note on Financial Practices

## Income Sources

- In FY 2024-25, Pallium India's donor mix comprised approximately 70% Institutional & Corporate contributions and the rest from other sources including individual contributors, FCRA income, interest income and Training/Advocacy fees.
- The NGO is registered under FCRA and has received around 17% of its income from foreign contributions in FY 2024-25.

## Accounting Practices

- Adopts a historical cost concept and accrual basis for the preparation of its accounts.
- Pallium India Trust uses Tally integrated with Care software, ensuring transparent, traceable, and auditable financial transactions supported by established internal financial controls.
- Accounts prepared in accordance with section 12A(b) of the Income-tax Act, 1961.

## Audit and Compliances

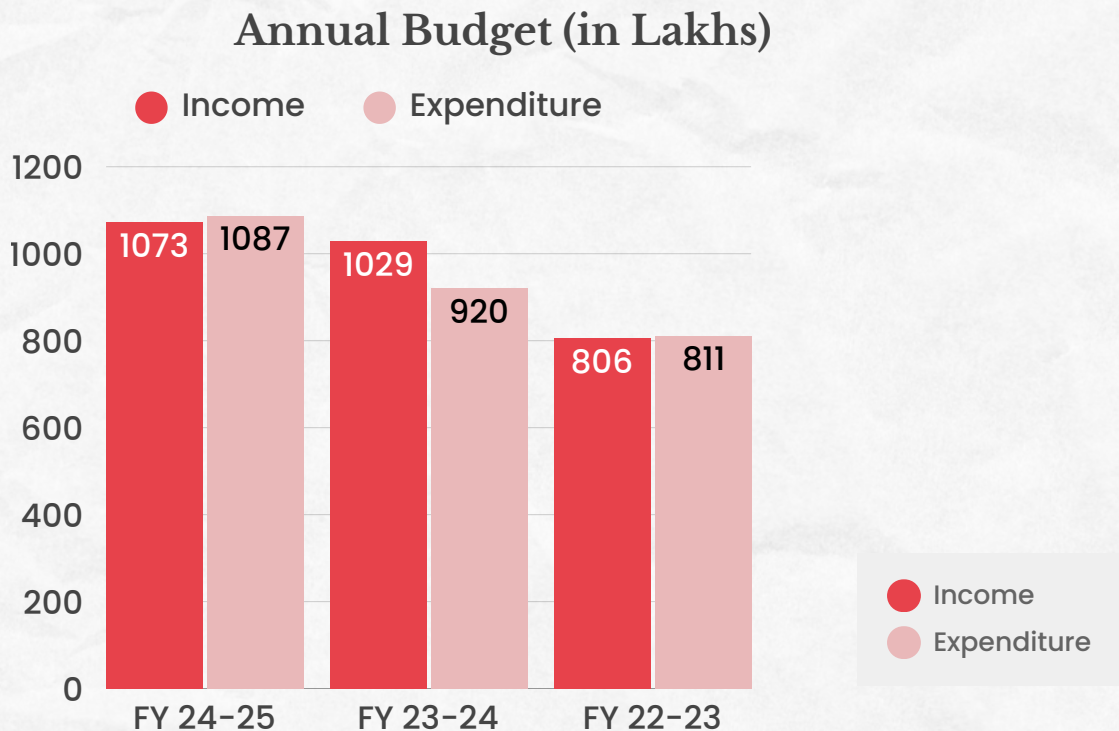
- Auditor: RGN Price and Company, for year ending 31 March 2025.
- ITR and FC-4 of the organisation has been filed within the prescribed timelines.

## Admin Expenses

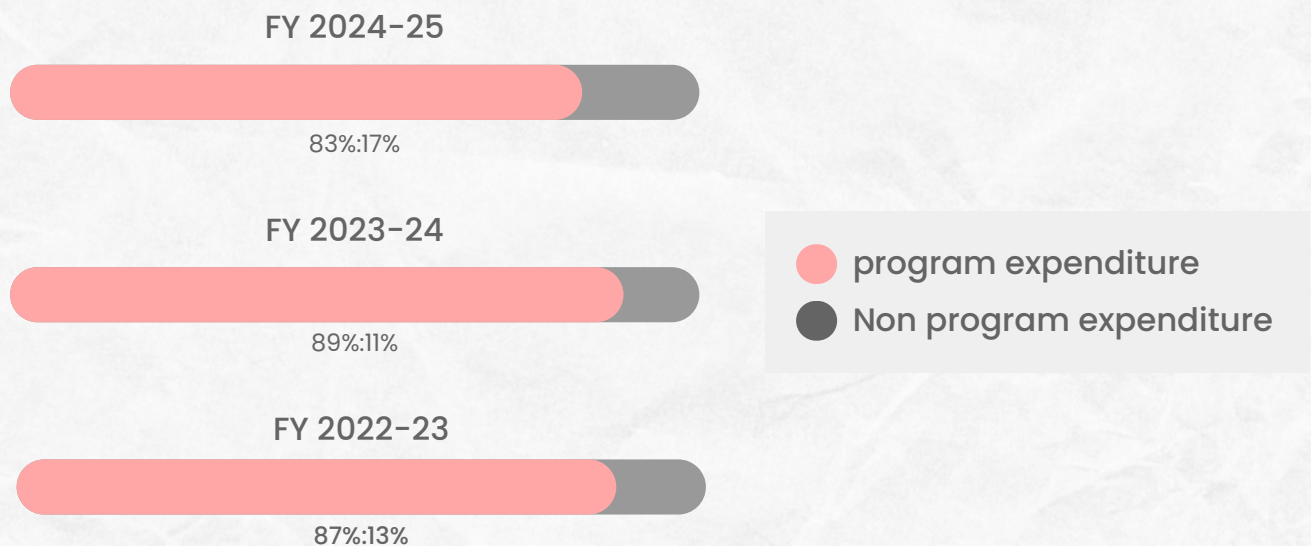
- Pallium India Trust spends just 17.3% of its budget on administrative costs as per the audited accounts of FY 2024-25.
- Pallium India follows a low-cash operating model, with overall cash expenditure less than 5% of its annual expenditure.



# Additional Information



## program Vs Non program expenditure





# Due Diligence Report Summary

**HR & Governance:** HR and Governance practices of an organisation ascertain their decision-making capabilities and growth mindset.

| Sr. No. | Parameter                               | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | DD Grading |
|---------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 2       | Governance                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green      |
| 2.1     | Board Composition                       | <div>1. Mr Binod Hariharan – Chairman</div> <div>2. Ms Poonam Bagai – Vice-chairman</div> <div>3. Dr M R Rajagopal – Trustee</div> <div>4. Dr Soumya Swaminathan – Trustee</div> <div>5. Dr C Mohanan – Trustee</div> <div>6. Dr K Vijayakumar – Trustee</div> <div>7. Mr S M Vijayanand – Trustee</div> <div>8. Dr Tumkur Guruprasad – Trustee</div> <div>9. Ms Ashla Rani – Trustee</div> <div>10. Dr Vandana Gopikumar – Trustee</div> <div>11. Dr Rajam Iyer – Trustee</div> <div>12. Mr C Padmakumar – Trustee</div> <div><ul style="list-style-type: none"><li>No Board members are related to each other</li></ul></div> | Green      |
| 2.2     | Board Meetings                          | Quarterly                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Green      |
| 2.3     | Board Quorum                            | At least 2/3rd members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Green      |
| 2.4     | Minutes of Board Meetings               | Recorded in hard copy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Green      |
| 2.5     | Date of Last Board Meeting              | 15/05/2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green      |
| 2.6     | Politically or Religiously Affiliated   | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Green      |
| 3       | HR Maturity                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green      |
| 3.1     | Information on Key Management Personnel | Brief Biography /LinkedIn profiles available                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Green      |
| 3.2     | organisation Structure                  | Clearly defined organisation structure exists                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Green      |

# Due Diligence Report Summary

**Finance & program:** Assessing the financial practices and understanding of programs are done both through documentation as well as during field visits.

| Sr. No. | Parameter                         | Comments                                                                                                               | DD Grading |
|---------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------|------------|
| 4       | Financial Processes and Practices |                                                                                                                        | Green      |
| 4.1     | Mode of Book keeping              | Tally is used to oversee financial management.                                                                         | Green      |
| 4.2     | Cash Payments:Bank Payments       | Pallium India follows a low-cash operating model, with overall cash expenditure less than 5%of its annual expenditure. | Green      |
| 4.3     | Procurement Process               | Available                                                                                                              | Green      |
| 4.4     | Approval Matrix                   | Available                                                                                                              | Green      |
| 4.5     | Internal Audit                    | Available                                                                                                              | Green      |
| 4.6     | Expenses categorization           | programmatic: 82.7%<br>Non-programmatic: 17.3%                                                                         | Green      |
| 5       | program Evaluation                |                                                                                                                        | Green      |
| 5.1     | program Details                   | Available                                                                                                              | Green      |
| 5.2     | Monitoring and Evaluation         | Available                                                                                                              | Green      |
| 5.3     | Impact Metrics                    | Available                                                                                                              | Green      |



# DD Interactions

## Board Interaction



**Binod Hariharan**  
Chairman & CEO



**Dr K Vijayakumar**  
Trustee



**Ashla Rani**  
Trustee

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## Senior Leadership Team



**Binod Hariharan**  
CEO



**Rajiv Bhagat**  
Chief – Resource Mobilisation



**Cyriac Jacob**  
CFO



**Geetha Viswakumar**  
Manager-HR

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## Donor Interaction



**Dr Ushas George**  
program Officer ,HCLTech Grant  
HCL Foundation



**Dhanshri S Pradhan**  
Head- Project Operations  
(Palliative Care)  
Cipla Foundation

# Observations from Due Diligence Site Visit

**Visit Conducted by:** Sandesh Ramachandran

**Date:** 24/07/2026

**Location of Visit:** Pallium India  
Aisha Memorial Hospital Building,  
Manacaud P.O., Paruthikkuzhy,  
Thiruvananthapuram – 695009

## Observation during visit:

The team visited Pallium India to understand the organisation's palliative care program, patient and family support systems, home-based care model, institutional capacity, capacity-building interventions, financial management processes, resource mobilisation and future expansion plans. During the visit, discussions were held with the senior management team, clinical and program personnel, members of the home-care team, trustees and board members, the CFO and accounts team, social workers and counselling team and the Resource Mobilisation team

Pallium India's core program focuses on providing palliative care to individuals living with serious, life-limiting and life-threatening illnesses, including cancer and non-cancer conditions. The organisation's approach extends beyond clinical care to address the physical, psychological, social and emotional needs of patients and their families. Pallium India combines direct patient-care services with home-based care, capacity building, training, advocacy and partnerships with healthcare institutions and other organisations to strengthen access to palliative care.

During the interaction with the clinical and home-care teams, the team gained an understanding of the processes followed for delivering palliative care to patients in their homes. The team accompanied a doctor, nurse and driver on home visits and visited three patients, interacting with the patients, their relatives and caregivers. The home-care teams provide support on an ongoing basis, with patients generally receiving visits at least twice a month and additional visits undertaken when required, including in emergency situations. The services provided include medication support, dressing and general wellbeing checks, while caregivers are also provided counselling and support where required to help them cope with the challenges associated with caring for patients with serious illnesses. Pallium has multiple home-care teams operating on a similar model, enabling it to provide continued support to patients who may face difficulties accessing facility-based care.

The team also toured the Pallium India facility and visited the inpatient department, paediatric palliative care section, palliative dental services, telehealth facility and pharmacy. The facility provides an integrated environment for addressing different aspects of palliative care and caters to patients with varied clinical and supportive-care needs. The presence of dedicated services for children and dental care, along with telehealth capabilities and an in-house pharmacy, indicated the organisation's broader approach towards addressing the multiple needs associated with serious illness.



During the facility visit, the team observed that the existing infrastructure is well equipped but has become constrained as a result of the organisation's growth and increasing program requirements. Pallium India has therefore initiated plans for a new facility and has acquired land, obtained the necessary permissions and accumulated funds towards the proposed development. The planned expansion is intended to provide additional infrastructure and enable the organisation to strengthen and scale its palliative care services in the future.

The team also gained an understanding of Pallium India's broader capacity-building and partnership model. In addition to its direct clinical services, the organisation works towards strengthening the availability of palliative care through training, technical support and engagement with healthcare professionals, institutions and other stakeholders. This approach enables Pallium to extend its impact beyond patients directly served through its own facilities and home-care teams by contributing to the development of palliative care capacity more broadly.

The team interacted with Binod Hariharan (Chairman & CEO), trustees and other members of the senior management team to understand the organisation's governance structure, strategic priorities and future plans. The discussions provided an overview of the organisation's leadership and governance arrangements and its plans for strengthening and expanding its work. The interaction also provided an understanding of the organisation's approach to balancing direct service delivery with its broader objective of building a sustainable palliative care ecosystem.

Discussions with the CFO and accounts team provided an understanding of Pallium India's financial management and accounting processes. The accounts function has a dedicated team and works with program and management teams to oversee financial transactions, accounting and reporting requirements. The interaction provided an indication of the systems and personnel in place to support financial management, monitoring and accountability within the organisation.

The team also interacted with the Resource Mobilisation team to understand the organisation's fundraising approach, donor engagement and plans for supporting its future expansion. Discussions covered the organisation's resource mobilisation strategy and the funding requirements associated with its ongoing programs and planned infrastructure development. The team also discussed data protection and DPDP-related considerations in the context of fundraising and donor engagement, providing an understanding of the organisation's efforts to address data protection requirements as part of its resource mobilisation processes.

The visit also provided an overview of Pallium India's organisational structure and institutional capacity. The organisation has dedicated teams supporting clinical care, home-based services, program implementation, capacity building, finance, administration and resource mobilisation, with senior management and the board providing overall strategic and governance oversight. The presence of specialised teams across these functions supports the implementation of Pallium's multi-dimensional program model.



Overall, the visit provided a positive understanding of Pallium India's institutional capacity and program model. Pallium has developed an integrated approach combining facility-based palliative care, home-based services, specialised support for children and other patient needs, capacity building and broader ecosystem development. The home visits provided direct insight into the organisation's continued engagement with patients and caregivers and indicated that services extend beyond the clinical facility to support patients in their homes. The interactions with the clinical, management, finance and resource mobilisation teams also indicated the presence of dedicated functional teams supporting program delivery, financial management and organisational growth. While the existing facility is increasingly constrained by the organisation's expansion, Pallium has taken steps towards developing a larger facility and strengthening its infrastructure. Overall, the organisation demonstrates an established institutional structure and a comprehensive approach to palliative care, combining direct beneficiary support with capacity building and wider efforts to improve access to palliative care services.







## Flagship program Description

### Home Care

#### program Brief:

Pallium India's home-based palliative care program forms an important component of its direct service-delivery model in Thiruvananthapuram and surrounding areas. The program is intended to reach patients who may not be able to access healthcare facilities because they are bedridden, elderly, living alone, geographically isolated or otherwise unable to travel. Pallium provides home-based support as part of its broader approach to ensuring continuity of care and addressing the physical, psychological and social needs of patients and their families. The organisation's home-care services are provided free of cost, including the provision of medicines and other essential support.

The organisation has also strengthened the accessibility of its home-care services by making them operational seven days a week in Thiruvananthapuram district. Pallium introduced Sunday home care in 2024, with a dedicated team comprising a physician, nurse and palliative care assistant available to attend to the needs of registered patients, thereby ensuring continuity of care over weekends. Pallium has also previously operated an evening special home-care service to respond to urgent needs while regular teams were undertaking scheduled visits.

This model allows Pallium to extend palliative care beyond its institutional facilities and provide continued support within the patient's home environment, where family members and caregivers are often central to day-to-day care. The organisation also works with community-based link centres and volunteers, who help identify people requiring palliative care and support last-mile access to services.

#### Annual program Budget:

2.3 Crore in FY 2025-26

#### Mode of Implementation:

Direct Implementation



#### Duration:

program has been running for 23 years



#### Implementation State & city

Thiruvananthapuram, Kerala



#### Details of Target Beneficiaries:

Any person with serious health-related suffering.



# Additional Information

| Sr. No. | Particulars                      | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | DD grading |
|---------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1       | Total Employees                  | Pallium India has 138 employees. The organisation has a diverse workforce, with 65.3% female and 34.7% male employees.                                                                                                                                                                                                                                                                                                                                                                            | Green      |
| 2       | Government Partnerships          | Pallium India has partnerships with government stakeholders as part of its efforts to strengthen palliative care systems. The organisation has recently started its operations in Bengaluru in partnership with the Government of Karnataka. It also works with government and healthcare systems as part of its national facilitation and capacity-building approach.                                                                                                                            | Green      |
| 3       | Reporting Capability             | Pallium India has dedicated program and finance functions supporting program and financial reporting. The organisation uses a Care Platform for capturing and recording program and beneficiary data and also uses Tally, Microsoft Excel and Google Sheets for financial and operational reporting.                                                                                                                                                                                              | Green      |
| 4       | CSR partnership with corporates  | Pallium India has established partnerships with several corporate and institutional donors. The organisation has a valid CSR-1 registration and receives support for its palliative care and capacity-building programs.                                                                                                                                                                                                                                                                          | Green      |
| 5       | Ability to Scale and Collaborate | Pallium India has demonstrated the ability to scale through a combination of direct service delivery, home-based care, professional training, partnerships and national facilitation. Its model enables it to work with healthcare institutions, government stakeholders and other organisations to strengthen palliative care services beyond its direct geographical footprint. The organisation is also planning a new facility to address infrastructure constraints arising from its growth. | Green      |
| 6       | NGO Darpan Status                | Registered with id: KL/2009/0007928                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Green      |



# Conclusion

Pallium India Trust is a well-established, impact-driven organisation focused on reducing serious health-related suffering and improving access to quality palliative care. Its model combines direct clinical services, home-based palliative care, specialised services, capacity building, training of healthcare professionals, and collaboration with government and other stakeholders to strengthen palliative care systems. The organisation has been operating since 2003 and has developed a national approach to expanding access to palliative care while continuing to provide direct services in Thiruvananthapuram.

**Financial & Legal Compliance:** Pallium India Trust demonstrates strong compliance with applicable financial and legal requirements. The organisation maintains audited financial statements, statutory returns and FCRA filings for the relevant years, along with required organisational registrations and documentation.

**Governance:** Pallium India Trust follows robust governance practices through an experienced Board of Trustees, clear oversight structures, ethical policies, and strategic leadership that ensure transparency, accountability, and mission-driven decision-making.

- We carried out checks on the internet with available resources and could not find any negative news or perception w.r.t the organisation.

**HR Maturity:** Pallium India Trust has a strong multidisciplinary workforce of 138 employees, including 65.3% women. The organisation is supported by dedicated clinical, home-care, program, finance, capacity-building, operations, and resource mobilisation teams, along with an experienced senior management team.

**Financial Processes & Practices:** Pallium follows structured financial processes supported by a dedicated accounts team, Tally, Excel and Google Sheets, annual statutory audits, banking-based payments, and financial monitoring systems. The organisation maintains financial reporting and controls to support transparency, regulatory compliance, and responsible utilisation of funds.

**program evaluation:** Pallium India Trust uses a Care Platform to capture and record program and beneficiary data, supported by systems for program and financial reporting. Monitoring covers patient care, home-based services, training and capacity-building activities. The field visit provided direct visibility into its home-care model, including patient visits, follow-up, symptom management and caregiver support.



Pallium India Trust has been a forthcoming nonprofit that has helped us throughout the due diligence process with documents, details, and meetings. Basis the framework used, they have been awarded the Gold Seal of Trust by Give.





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