



**mithranjali<sup>®</sup> foundation**  
*Common Prosperity by Shared Wealth Creation*

# PROJECT REPORT

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# Motivation

Promote Inclusive Progress through a Virtuous Local Economic Cycle that Benefits All.

We, the founders, each have our own occupations, pensions, or social security, as well as other sources of income to sustain our lives, and will in no way be dependent on any remuneration from the Foundation. We have no conflicts of interest and are dedicated to offering volunteer support for friction-free, rules-based digital platforms for communities. These platforms aim to facilitate wealth creation and sharing through collaboration and institutionalization. Moral rectitude will forever be the defining characteristic of the Foundation.

# Problem

"Winner-Take-All" Market built on exploitative conduct, with limited room for others.

The current economic models in vogue are not leading to a trickle-down effect, as evidenced by the simultaneous increase in unemployment and costs.

The majority of the population does not have financial independence or social security and is in the unorganized sector.

Economic Inequality is growing by the day.

# Solution

Community-owned digital platforms eliminate the potential for exploitation, enabling everyone to participate in decentralized transactions within a cross-holding ecosystem. These platforms feature transparent pricing components and facilitate free connections within the ecosystem. This means no subscription fee is charged to Goods and Services Vendors. This inclusive approach considers even the most marginalized stakeholders, thus eliminating entry barriers for establishing businesses.

Within the ecosystem, clients will receive shares as credit based on their ongoing consumption. This arrangement not only guarantees their financial independence but also provides a level of social security by promoting capital formation and organization.

The ecosystem design integrates 100% redistribution, effectively mitigating economic inequality. The foundation and its ecosystem aim to comprehensively address livelihood promotion through market linkages and provide social security to every participating individual, ensuring coverage for the last person and the farthest mile, rather than relying on piecemeal initiatives.

## Services (Platform)

[Android Mobile App at Google PlayStore](#)

[Development at GitHub](#)

## Features & Benefits

All services will be available through a single mobile app or web link that can be accessed using any browser. The app or link can also be saved as an icon on the mobile handset, eliminating the need to install the app itself.

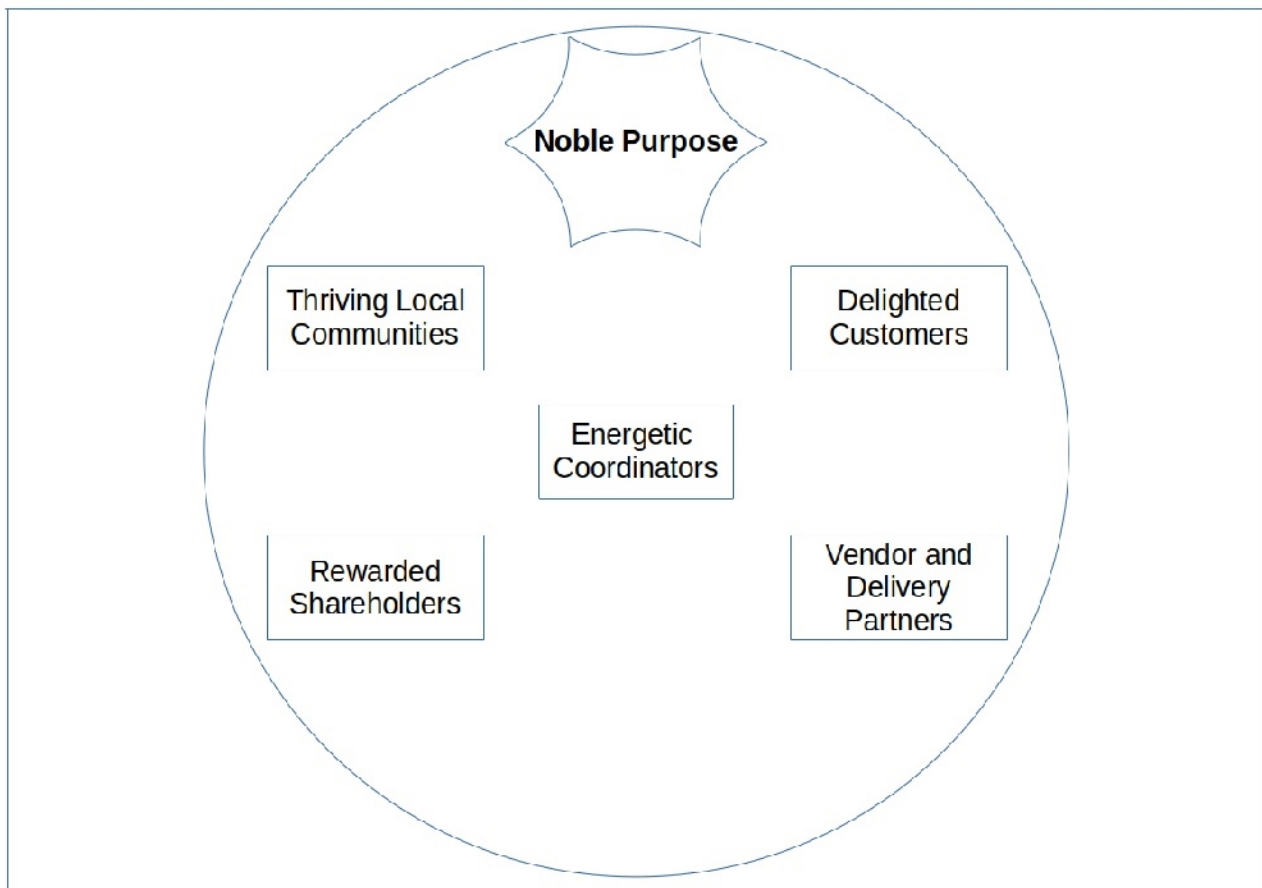
The technology platform is modular and hyper-scalable, with the ability to add or adjust features and service capacity as needed to meet the demands of communities, both vertically and horizontally.





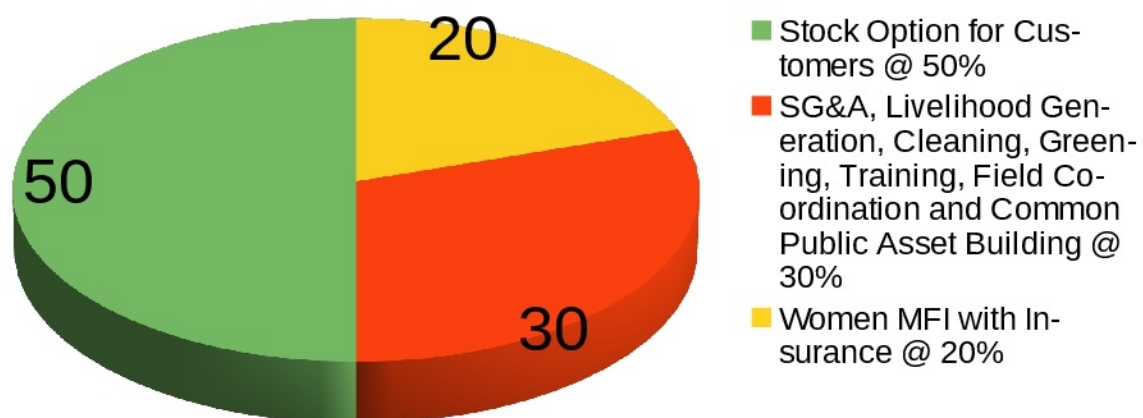
# The Organisational Ecosystems

## A Noble Purpose



# Business Model

**Chart of Consideration Allocation**



## Field Trials Milestones and Go Live

The University has completed the development of the overall Platform Framework, featuring a minimalist version of ApnaFood. The next steps involve the development and integration of other services, including Bank Integration, Digital Wallet, Payment Gateways, and ERPNext backend integration. This phase is projected to take an additional six months once the initial funding is secured. During this period, the existing single app server and single MongoDB server will be transformed into multiple micro-services, each equipped with its independent MongoDB database. Additionally, essential measures such as load balancing and fault tolerance mechanisms will be incorporated to ensure production readiness prior to pilot/field trials. Please find the attached Project Plan for further details.

## Market Size

India has a Population of [1,431,608,942](#) and counting. Kerala has a population of around 35 million people, with 48.70% residing in urban regions and 52.30% residing in semi urban areas.

Moreover, Generation Z, Millennials, and Generation X make for more than 90% of the population of Kerala under the age of 60.

**Total Addressable Market** is from @INR 410.97 Bn in 2021 with a CAGR of 30% expected to reach INR 1,845.76 Bn by 2027 as per a Market Research based study appended at the end of this Document. The report attributes this trend to the rapid digitalization and internet penetration in Tier II and III townships, as well as a sizeable population of young and tech-savvy individuals who prefer these types of services. **Serviceable Available Market** is [Kerala](#). **Serviceable Obtainable Market** is also [Kerala](#), to start with before expanding out to outside of Kerala.

## Unique Advantages

1. A holding company is set to be formed and officially registered as a Public Limited Company, which will be a publicly traded entity. The specific name of this holding company will be determined based on availability and subsequent approval by the Ministry of Corporate Affairs. An example of such a name could be "MITHRANJALI KERALA HOLDING COMPANY LIMITED." This newly established holding company will be under the direct management of the foundation, drawing upon eminent and senior financial experts from Kerala as directors responsible for overseeing the shares subscribed by customers through Goods and Services Sales proceeds, and for subscribing to the existing MSEs and Startup MSEs. The overarching goal is to eventually list these shares at [GIFT City](#) owned and overseen by Ministry of Finance of Central Government of India on the [IFSC Exchange](#) and Domestic Exchanges i.e. [NSE](#) and [BSE](#). This initiative aims to provide Customers, both those domiciled in Kerala and those visiting from the rest of India and internationally with avenues for long-term saving, enhanced liquidity, and value realization.

2. As 50% of the Consideration is shared with customers to allocate shares in the MITHRANJALI KERALA HOLDING COMPANY LIMITED, this holding company can invest in the existing local businesses and newer MSE companies for local production and consumption. This provides MSEs with easy access to the market, and the long-term value of the shares held by customers can increase over time. This value proposition will be appealing to customers and could encourage them to make additional purchases within the ecosystem. When a person registers and purchases any goods or services, they automatically become a member with voting rights in the foundation. Based on their purchases, they also become shareholders of the above holding company, using the reserved Consideration of 50%. This system operates on a "sales pull" model, driven by consumers, rather than a



conventional sales push approach. A lucky draw on digital invoices at different intervals is also planned to boost sales alongside the same. Senior Citizens will have the option to choose among 100% Redeemable Credit, 50% Shares and 50% Redeemable Credit, and Full Shares. If no action is taken in the App, 100% Redeemable Credit will be the default mode for Senior Citizens. For the rest of the Customers, the options will be Full Shares and 50% Shares and 50% Redeemable Credit, with Full Shares being the default mode if no action is taken in the App. The above share allocations will be implemented on the last day of every financial quarter, and redeemable credit in the digital wallet will continue if opted for, wherever applicable.

*Note: Both of the aforementioned public limited companies will have a minority shareholding held by the foundation, and they will also engage in cross-holding of shares for the purposes of resilience, reporting, compliance, and governance-related reporting to the communities through the Foundation's Dashboard and Social Auditing.*

3. Unlike startup funding, whether it's seed, phase A, B, or C, which often relies on mere assumptions to gauge **Product Market Fit**—resulting in 90% or more failing to sustain—the Foundation's ecosystem will involve both offline and online surveys of customers. This approach aims to identify their needs, assess their willingness to purchase new goods or services, and determine acceptable price points before providing funding to local startups. This process will help mitigate risks when investing in local MSEs equities. Additionally, it ensures that each funded venture complies with **DEIR** (for maximum participation by all local communities), **ESG** (for Environmental Care, Preservation, and Rejuvenation), and **GRC** (for Governance and Risks) standards, etc. in addition to obtaining shareholder approval. This will safeguard the value of shares held by customers in their holding company under all circumstances.

4. Shares will also be allocated to migrant consumers and those who are travelling away from their normal place of residence, indicating their place of origin. This is particularly relevant in Kerala, where there are approximately 20 million **Tourists** (both domestic and foreign) who visit each year. The consumers who receive allocated shares will have discretion over their future use. For example, one can open a demat account with any Depository partners in India, including for **Unlisted Public Limited Companies**.

5. To expedite a swift and efficient market entry while ensuring proportional representation from diverse communities based on their population and geographical distribution, the MITHRANJALI FOUNDATION Ecosystem intends to establish a State Franchisee. This Franchisee will be registered as a Public Limited Company, with MITHRANJALI FOUNDATION holding a minority share stake, dedicated to driving sales across the state of Kerala and executing projects in the field. The specific name of this State Franchisee company will be determined based on name availability and subsequent

approval by the Ministry of Corporate Affairs. An example of such a name could be "MITHRANJALI KERALA COMMUNITY SERVICES LIMITED." All Staff of MITHRANJALI FOUNDATION will be made shareholders of this company for belonging.

6. Customers will not be limited to online purchases, but they will also have access to the Phygital feature, which allows for digitally transacted purchases to be made in person. This feature expands the addressable and obtainable market through digital (online) and Phygital (physical + digital) channels. Consumers are more likely to buy goods and services from providers that are part of the ecosystem, where 50% of the Consideration earned is accrued as shares in the holding company.

The following scenarios are available:

- a) Buy online and get it delivered to your home.
- b) Buy online from anywhere and pick it up in-store.
- c) Buy online in-store and pick it up in-store.

7. The ecosystem, with the aforementioned features, transforms into a resilient market for local production, distribution and consumption, catering to both existing and future MSEs. This, in turn, encourages more individuals towards entrepreneurship, particularly the younger generation who may face high entry barriers in conventional markets. The platform's established customer base incentivize entrepreneurs to enter the market and increases their chances of success.

8. By avoiding CAPEX and asset acquisition, other than what is necessary for the common public good, the directors of the foundation incur no expenses such as rent, vehicle, furniture, office equipment, electricity, stationery, internet, or salary at the foundation level by operating as a virtual office. This helps the foundation remain lean and asset-free forever, leaving ample resources available for local livelihood generation and building public assets that are decentralized at the grass-roots level by the citizens of local communities and ecosystems. What is Bring Your Own Device (BYOD) Policy will be followed for ease.

9. A minimalist utility office space for rent will be shared by the Sales Company, Foundation, and the Holding Company at the Commercial Capital of Kerala, Ernakulam to start with. This setup will facilitate a physical presence, aiding in State-level coordination for all aspects of service delivery, as well as the handling of escalations, initially. At a later stage, based on revenue surplus, we may consider adopting such minimalist utilities to avoid tying up funds in each of the Districts and, in turn, Sub-districts. These spaces will serve various purposes, including functioning as a Community Center accessible to every member of the communities.



10. All financial transactions for purchasing goods and services by the communities will be conducted using a digital wallet sponsored by the bank. This eliminates the need for any payment gateway that would incur a transaction fee, saving customers money. However, for the convenience of the clients, options will be available to choose other payment gateways. Additionally, at the end of each month, any balance in the wallet that has not been accrued as redeemable credit will be credited back to the customer's bank account.

11. Interests earned from the 20% principal contributed by the Foundation to the MFI, along with the earnings derived from the difference between lending and savings interests, will be provided as redeemable credits in the digital wallets of [Senior Citizens of Kerala](#) from the BPL (Below Poverty Line) segment, making their lives easier and more pleasant, especially considering they have fewer tomorrows. These credits are intended for use within the platform's ecosystem. The distribution will commence with individuals aged 100 and above, followed by those aged 95-99, 90-94, and so forth, as the ecosystem matures. Microfinance lending will be based on a geographically representative, credit-rated queuing system.

## **Present Core Team**

**Sri KJ Roy**, a Kerala University rank holder, joined Bharat Heavy Electricals Limited ( **BHEL** ) in Hyderabad in the Finance department in the year 1981 and went on to head the Finance department before superannuation. During his tenure at BHEL, he was responsible for managing the Finances of thousands of employees, suppliers, customers, and ensuring statutory compliance and also made pioneering efforts in system development. After retirement, he became a practising Chartered Accountant and dedicates his time to serving the BHEL Employees Cooperative Credit Society's financial digital systems and overseeing the financial activities of the Foundation as a Director, as a part of giving back to humanity.

**PP Prajeev** joined the Indian Navy in 1983 as a sailor in the electrical and wireless communication department. He retired as a JCO in 1998 after completing 15 years of service. Throughout his career, he focused on customer-facing functions, both during his time in the Navy and in his current endeavours, such as customer support operations and handling the highest level of customer escalations. Throughout his 40 years of service, when not working in customer-facing roles, he either underwent training or conducted training. Since his retirement, he has been an enthusiastic practitioner and promoter of open-source software.

Sri KJ Roy and PP Prajeev have known each other for more than 19 years in their respective professional capacities.

# Financials

The current financial documents, including bank statements, balance sheet, P&L statement, trial balance, and projected financial model, are available in spreadsheet format and are attached.

## Fund Raising (The Ask)

The **Pre-Seed Phase** is nearly complete. The Overall Platform Framework, featuring a minimalist version of ApnaFood with essential and must-have features, is ready. These features are currently undergoing dry trials, where they are being tested with various use cases in preparation for field trials. Additionally, the required Trademark Registrations of Services are in place.

Funding for the **Go-to-Market Phase**, as described in the following section, will be required after the pilot in the form of sponsorship. This is essential to launch the service into the market with sufficient capacity for scaling the service offering and to maintain the platform for a period of eighteen months. During this time, we anticipate that the overall ecosystem will stabilize and sustain itself. The projected expenses to cover this 24-month phase are INR 95 Crores. This offering will broadly include the following:

- a. The platform will be hosted on a micro-services based architecture on Bare Metal Servers that offers 100% uptime, [Tier IV features](#), or both using [OpenStack](#) private cloud, which will be managed by [Canonical](#), the creator and maintainer of [Ubuntu](#). Any Latency will be taken care by CDN (Content Delivery Network) such as [Fastly](#).
- b. An ERPNext system will be rolled out for overall operations and reporting back to the community. The dashboard of the foundation website will display the relevant information.
- c. An email service will be integrated with ERPNext's Ticketing system and Hosted Telephony as customer touchpoints, along with document management and video collaboration among the back-end players, namely the foundation and coordinators using Nextcloud.
- d. We are emphasizing digital outreach via social media to raise awareness throughout all 14 districts, 78 sub-districts, and 5065 pin codes of Kerala, as opposed to relying on the traditional continuous advertising model, which necessitates substantial cash expenditure but is not applicable in our case.
- e. The university has agreed in principle to develop/customize "apnafood" "apnaride," "apnaservices," "apnacart," and "apnacredit" platforms, as well as collaborate with FOSS forums to contribute to their development,

customization, code review, and testing of various releases that culminate in production releases. To avoid duplication of efforts or field visits to localities during waves of field promotions, it's recommended to develop minimalist versions of other platform services with essential features using resources from the Seed Fund before commencing the accelerated Digital Outreach and field Marketing, whether it's for enrolling vendors or creating awareness for households.

*Note: The principle of 95% volunteering and 5% honorarium for development, aimed at Generation Z, has helped the foundation prevent cost escalation with the generous support and guidance from the University. Without their generous support, the costs that would have been incurred in the usual course of events would eventually have been borne by someone, but it's anyone's guess who that would have been. Also till date the Web Server, Email Server, Document Server etc. are being hired and maintained through the voluntary efforts by the Foundation. We strongly believe that the principle of doing "MORE with LESS" always promotes resilience and sustainability.*

## Total Projected Cost For 24 Months

FINANCIAL PERIOD	TOTAL
<b>H2-FY-23-24</b>	₹1,18,63,302.40
<b>01/04/24</b>	₹5,11,06,263.00
<b>01/05/24</b>	₹5,11,06,263.00
<b>01/06/24</b>	₹5,11,06,263.00
<b>01/07/24</b>	₹5,11,06,263.00
<b>01/08/24</b>	₹5,11,06,263.00
<b>01/09/24</b>	₹5,11,06,263.00
<b>01/10/24</b>	₹5,11,06,263.00
<b>01/11/24</b>	₹5,11,06,263.00
<b>01/12/24</b>	₹5,11,06,263.00
<b>01/01/25</b>	₹5,11,06,263.00
<b>01/02/25</b>	₹5,11,06,263.00
<b>01/03/25</b>	₹5,11,06,263.00
<b>01/04/25</b>	₹5,11,06,263.00
<b>01/05/25</b>	₹5,11,06,263.00
<b>01/06/25</b>	₹5,11,06,263.00
<b>01/07/25</b>	₹5,11,06,263.00
<b>01/08/25</b>	₹5,11,06,263.00
<b>01/09/25</b>	₹5,11,06,263.00
<b>TOTAL</b>	<b>₹93,17,76,036.40</b>

## Go to Market Milestones

There are 14 Districts, 78 Sub-Districts, and 5065 Pin-codes in Kerala. We have the following job roles planned for the entire operation:

1. Back Office Coordinators at the Sub-Districts, Districts, and State Levels
2. Vendor Development Sales Coordinators at the Sub-District Level.
3. Field Sales Coordinators at the Pin-code Level.



4. Part-time volunteers with paid honorariums are assigned for household-level sales promotion in locations where sales volumes are not on par with others.

5. Part-time voluntary services of students and young volunteers will be enlisted to boost sales volumes in areas with weak sales, as well as for other voluntary activities benefiting society, such as cleaning and greening. They will receive an honorarium in cash, which will be deposited into their wallets for use within the ecosystem. Additionally, they will have the option to receive shares in the public limited holding company upon completion of the aforementioned transactions.

The projected fund requirement of INR 95 Crores, allocated over 24 months, will encompass platform running expenses, digital outreach, and minimal salaries for the initial batch of Vendor Development Coordinators, Back Office Coordinators, as well as stipends for the interns hired as Sales Coordinators at the Pin Code Level. Upon successful completion of their internship, these individuals will be transitioned to full-fledged employees, receiving regular salaries and incentives based on their performance and adherence to established processes.

The deployment of manpower for Vendor Sales and Back Office will be carried out in phases. However, Sales Coordinators at the Pin-code Level will be on-boarded from Day One, as everything else hinges on customer enrolment and transactions through the platforms. The phases of the rollout have been detailed in the attached Excel sheets.

The Foundation will also provide all staff with access to an Online and Field Efforts Calculation App, developed by the University. This tool will allow them to record their efforts, enabling them to earn incentives. Additionally, it will facilitate further analytics on anonymized data sets, which will be made available through [OpenData](#) for universal participation by [Local Communities](#). This data will be used to [analyse](#) and suggest ways to enhance overall processes.

The requirement for Go-to-Market Phase funding, in the form of a sponsorship, has been detailed in an attached spreadsheet for kind perusal and consideration.

# Dashboard on the Foundation Website

01. Consumer Satisfaction by Platform Services and Location (State, District, Sub-District and PIN Code).
02. Community Sales.
03. Number of Customers.
04. Number of SHGs as Vendor Partners.
05. Number of Kudumbasree as Vendor Partners.
06. Number of JLGs as Vendor Partners.
07. Number of FPOs as Vendor Partners.
08. Number of Cooperative Societies as Vendor Partners.
09. Number of Vehicles and Type.
10. Number of Driver Partners by Type.
11. Number of Service Providers by Type.
12. Number of Delivery Partners per Platform.
13. Community Sales by Product Type.
14. Community Sales by Service Type.
15. Community Sales by Vendor Type.
16. Number of Goods Vendor Partners by Type.
17. Number and Type of EVs.
18. Number of Deliveries using Environment Friendly Methods.
19. Local Production and Consumption based on 5 Star preferences.
20. Microfinance Related Data.
21. Number of Senior Citizens Supported.
22. Audit Observations and Reports
23. Statistics of **Open Street Map** Updation for Delivery Efficiency.
24. SGST Collected and Paid.
25. CGST Collected and Paid.
26. Delivery Charges Collected and Paid to Delivery Partners.
27. Financial Parameters of Local Companies and Startups in which the Holding Company has subscribed to and holds shares.
28. Financial Parameters of Sales and Holding Limited Companies etc.

*Note: The Dashboard will utilize [Metabase](#) as the technology.*

## The Offer

Welcome to the board of MITHRANJALI FOUNDATION. We welcome active involvement from a representative of the funding entity. The [DATAROOM](#) will provide everything necessary for continuous due diligence as per the requirements of the Sponsoring Entity. This may include the following:

- a. Login to ERPNext.
- b. Bank Statements till date and New Statements on 15<sup>th</sup> and last date of every Month will be uploaded to the [DATAROOM](#). It is also possible to give a standing instruction to our bank to send the monthly statements directly to the email ID of the Sponsoring Entity.

- c. Copy of all Emails received and sent by [info@mithranjali.org.in](mailto:info@mithranjali.org.in) which is used to communicate officially with all including external agencies.
- d. As far as disclosure as part of governance is concerned, there are only two pieces of data that are classified as highly confidential and which the foundation is obligated to keep. One is the information pertaining to customers, their private details, and what each customer buys. The other is information regarding what a vendor partner sold to which customer, which may infringe on customer preferences. This is part of the privacy policy for both the customers and the vendor partners. Excluding the above two, all information will be available to the public so that curious citizens of the communities can analyse and provide regular feedback for the continuous improvement of the ecosystem's processes.
- e. The foundation is always open to suggestions and willing to make any necessary amendments if it can lead to a qualitative improvement in the lives of the communities around us by modifying our processes.

## References

References on the Servers hosted with their Internet Links, online food e-marketplaces, the future of e-marketplaces, and the problems faced by various stakeholders, including consumers, food sellers, delivery partners, shareholders, and governments appended below:-

[Web Server](#)

[Email Server](#)

[ERPNext Server](#)

[Document Server](#)

[1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) [11](#) [12](#) [13](#) [14](#) [15](#) [16](#) [17](#) [18](#) [19](#) [20](#) [21](#) [22](#) [23](#) [24](#) [25](#)  
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FOR S PANDA & CO  
Chartered Accountants

CA. Deepak Kumar Sahoo  
Partner, FCA  
MNO-306992

