JanaJal: Bringing in Water Revolution

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ABSTRACT

For 33 years, Dr. Parag Agarwal has travelled a long way from being a commercial entrepreneur to becoming a social entrepreneur. Based out of Pune, and executing big water management projects, he soon realized that these projects needed a long time to mature, something he was not comfortable with. Having a pulse of the sector, he found a long insufficiently addressed opportunity: access to affordable drinking water for the disadvantaged. What bottling industry charged for a bottle of filtered water, was worth not more than a fourth of it, in terms of the cost of water itself. It made him problematize the very intent of water delivery. With the dream of sowing the seeds of 'Janajal' in the national capital, he embarked upon a challenging entrepreneurial journey to fight against all odds to bring around the concept of AAA: Accessibility, Affordability and Availability of safe drinking water.

Dilemma/Questions: *The challenge was how to gain the trust and support of all stakeholders in the process of social enterprise(venture) creation and eventual scaling up to realize the vision and mission of Janajal, delivering safe drinking water to all?*

Theory: *This illustrative case study on the social entrepreneurship process in Janajal intends to contribute to theoretical understandings from the literature on Stakeholder theory.*

Basis of the Case: *Phenomenon*

Type of the case: *Applied Problem Solving*

Protagonist: *Present*

Findings: *The findings showed that the protagonist worked on the problem that he was facing (as mentioned above) by patiently building trust, support and validation from all stakeholders. With a clear roadmap and way forward, he continued tenaciously because he understood that without this, the path ahead will not open up. . Coupled with good People Skills, Jajanal has been recognized by the government of India as part of the Swachh Bharat Abhiyan. Its technology agnostic approach includes creating opportunities with SMART (Sustainable, Measurable, Agnostic, Resilient and Timely) technology. They have now become India's 1st safe water-sharing economy social enterprise.*

Discussion: *As shared above, the protagonist soon realized that it was important to gain support and trust of all stakeholders to fulfil his aim of AAA of safe drinking water. Starting with a philanthropic intent in ethos, he also persevered in painstakingly building an organizational culture that was secular, allowed the flexibility of decision*

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making across all levels, fostered an inclusive and participative approach, and appreciated a flat hierarchical structure. Dr. Parag Aggarwal, the social entrepreneur, also ensured that each and every team member embodied the same values, culture and ethos to work for the true intent of making every Indian happy by delivering safe drinking water.
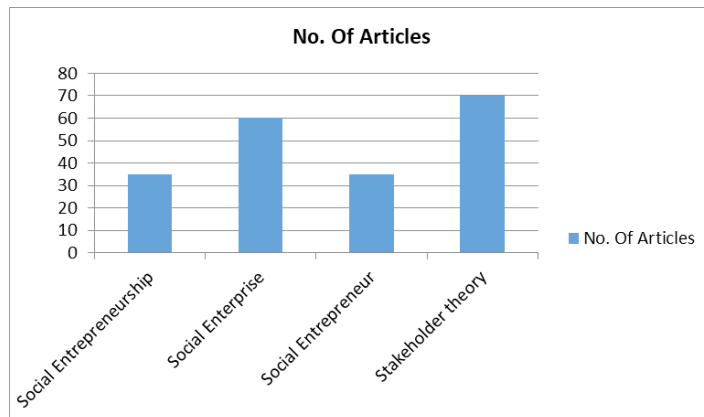
Keywords: *Social entrepreneurship, social entrepreneur, stakeholders, stakeholder theory*

INTRODUCTION

Born and brought up in Pune, Dr. Parag Aggarwal had entrepreneurship proverbially running in his genes from a very early age. Having been an entrepreneur for more than 33 years, he says "It seems this is how I have always been". He joined his family business at an early age of 15. After completing his formal education, he moved on to become a successful commercial entrepreneur taking up large turnkey projects in water management including the one for Pune Municipal Corporation's24/7 water supply project. At one point in time, his venture was working collaboratively with clients in 22 countries in the world. This exposure revealed his biggest strength of being an executioner with an innate ability to understand the dynamics, the demographics and the geo-socio-political aspects of India. This gave him a cutting edge over other competitors. With over 11 years of experience and a pulse of the sector, he realized that a big gap between demand and supply of pure drinking water existed and that the minimum Rs. 20 for one litre of drinking water was exorbitant. He considered that this was an opportunity; he could make a difference in the social space. Pursing the opportunity, he decided to shift his base to Delhi about 7 years ago with the main objective of establishing 'JanaJal.'

LITERATURE REVIEW

The study involved getting deeper into developing an understanding of Social Entrepreneurship, Social Enterprise and Social Entrepreneur. The primary purpose of the study was to gain an understanding of how a strong foundation of JanaJal was built by gaining the trust of all the stakeholders. This led us to the Stakeholder theory. We started with around 200 abstracts around the phenomena, filtered them to 100 abstracts and then finally did an in-depth study of 50 papers to be able to draw out the link between the theory and phenomena dealt with in the study. We covered several databases including ABDC listed journals, Ebsco and Proquest.

SOCIAL ENTREPRENEURSHIP

Social Entrepreneurship is a nascent and evolving phenomenon and has been a subject of serious research for only as recently as the past two decades. Since it is a recent area of research, there has not been much clarity in forming a clear and thorough understanding of the phenomenon. Though Thake and Zadek(1997) defined social entrepreneurs as individuals who are fueled by a desire for social justice with an aim to produce sustainable solutions to improve the quality life for people they worked with and served, it was the pioneering work by Dees(1998) that laid a solid foundation but again he also emphasized on the role of social entrepreneurs and not Social entrepreneurship. Scholars have been making strenuous efforts in order to unravel the underlying causes that lend more meaning to the phenomenon and define Social Entrepreneurship. It was in 2002, that Amin et al, stated that there could be no one definition of social entrepreneurship due to geographical differences and hence contextual interpretations. This was reaffirmed by the fact that social enterprises had a different interpretation and form in the UK than in Europe, and in other developing countries where it is still trying to find its ground and that geographical considerations were important while defining Social Entrepreneurship (Wolk, 2007). Due to this interrelated attributes and overlap of dimensions, Mort et al,(2003), defined social entrepreneurship as a multidimensional construct involving "entrepreneurially virtuous behaviour to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognize social value-creating opportunities and key decision-making characteristics of innovativeness, proactiveness and risk-taking". Sengupta, Sahay and Croce (2018), came up with a social entrepreneurship framework with five dimensions; (a) Social Welfare, (b) Social Capital, (c) Social Entrepreneur, (d) Economic Value Creation, and (e) Collective Endurance. These conceptual perspectives are country specific.

SOCIAL ENTERPRISE

Austin et al. (2006, p. 2) advanced the understanding of SE as "innovative, social value creating activity that can occur within or across the non-profit, business, and public sectors". It was clear that SE was no more defined by merely its legal form. While initial literature and work focussed on trying to understand how similar or dissimilar was a social enterprise from other forms of an organization operating in the same sector, it also started taking account the processes and activities extending to encompass cross-sectoral collaborations, partnerships (Marshall, 2011), the involvement of stakeholders and various positive and negative externalities (Santos, 2012) associated with it. Gradually, it began to evolve and revolve around processes and activities (Lumpkin et al, 2013). Mair and Martı(2006) defined SE as a social value creation process in which resources were combined in new ways to meet social needs, stimulate social change, or create new organizations. So while 2009 had Short et al. talking about social innovation of social enterprises causing disruptive innovation in the commercial sector questioning the status quo, Tapsell & Woods(2010) gave an indigenous context to Social Entrepreneurship. From studies on what is the strategy of social enterprise to go in for Resource acquisition or allocation or the tension between the two and its effect on the sustainability of the enterprise (Moizer and Tracey, 2010), researchers began to explore resource generation and mobilization (crowdfunding) and processes employed

to generate and manage those resources. It also helped them establish linkages between concepts like social capital and crowdfunding (Vincenzo et al, 2017), stakeholder networks and ecosystems perspectives (Hazenberg et al., 2016). More recently, in a research work by Banerjee and Sahay (2019), the authors have come up with an integrative definition of a social enterprise in which they state that a social enterprise has 9 attributes, proposing that "Social Enterprise is an organization having an indigenous form with a purpose to meet existent societal needs, create equitable solutions on the basis of its agile approach towards innovative products/services/processes, and deliver them through various means; thereby generating social and economic value".

SOCIAL ENTREPRENEUR

One of the most commonly used definitions was provided by Dees (1998) wherein he says that "Social entrepreneurs play the role of change agents in the social sector, by

● Adopting a mission to create and sustain social value (not just private value),

● Recognizing and relentlessly pursuing new opportunities to serve that mission,

● Engaging in a process of continuous innovation, adaptation, and learning,

● Acting boldly without being limited by resources currently in hand, and

● Exhibiting heightened accountability to the constituencies served and for the outcomes created".

So, while researchers tried to understand the phenomenon of what was it that defined Social Entrepreneurship, they borrowed the identity of a social entrepreneur, in this case being a change agent to bring about social value by engaging in opportunity recognition, with an openness and flexibility, not shying away from a shortage of resources and taking responsibility and accountability of the created value. Numerous studies have been carried out to identify the DNA of a social entrepreneur, his characteristics, his predispositions, his abilities and unique talent, philanthropic bent of mind, and pro-social behaviour and motivations (Leadbeater 1997; Thompson et al. 2000). A related assumption also made was that social entrepreneurs are largely altruistic in their activities (Roberts and Woods,2005).

STAKEHOLDER THEORY

Various definitions have emerged from different perspectives and approaches to understand the stakeholder and the stakeholder theory serving different purposes specific to the context (Freeman, 2010). Freeman (1984) defined a stakeholder as any "group or individual who can affect, or is affected by, the achievement of an organization's purpose, objectives and performance". Stakeholders may be in the form of allies, beneficiaries, benefit receivers, value chain members, risk bearers or risk providers. Stakeholder theory promotes a pragmatic and effective way to manage organizations in an extremely dynamic and volatile environment (Harrison and Wicks, 2007). Stakeholder theory suggests looking after the interests and welfare of these stakeholders (Harrison et al, 2010). Stakeholder theory stresses upon fair treatment to all stakeholders. As Harrison et al (2010) state, "A firm that also looks after the benefit of stakeholders allocates more resources towards fulfilling the needs of its legitimate stakeholders more than required to facilitate willing participation in

productive activities of the firm." In matters of conflict, the organization must find a way to work around the problem so that needs of stakeholders are addressed (Harrison et al, 2010).

TRUST AND STAKEHOLDERS

In organizations, trust is at disturbingly lower levels (Pirson et al, 2017). Lower levels of trust can negate or understate the stakeholder and business relationships and have a negative influence over an organization's legitimacy and access to resources. Whereas interpersonal trust is an individual choice (Mayer et al, 1995), stakeholder trust is the willful act of a stakeholder to be gullible to a business (Pirson & Malhotra, 2011).

One way to manage the complexity of relationships is to prioritize stakeholders and assess the legitimacy of their demands (Eesley and Lenox, 2006). Through this study, It will be useful to view the interconnectedness of stakeholders and explore how this interconnectedness among stakeholders can significantly increase trust across the entire stakeholder ecosystem. As stakeholder trust is essentially embedded in social relationships, contexts, and networks (Berman, and Jones, 1999), scholars need to work on understanding how these relationships work at the organizational level and how it connects them within a system (De Colle, 2010). Freeman (2010) emphasizes that no stakeholder can indulge in the process of value creation.

WATER MANAGEMENT: THE CONTEXT

Human rights are exercised by the international community by protecting the inherent dignity of every human being and giving him access to safe drinking water. This was recognized as a human right by the UN General Assembly and the Human Rights Council in 2010. Grönwall and Danert (2020) in their recent work state that in some areas, resources and its understanding is limited, particularly related to the quantity, and how groundwater is again replenished. A lack of data means that information on groundwater is still not revealed and understood for its worth. Research is still exploring questions related to the behaviour and the prediction of pollutants present in groundwater. It still remains unexplored too to study the interaction between land categories and groundwater quality (Grönwall, 2020). Newer concerns keep emerging around contamination in drinking water. Such aggravated is the deterioration in the quality of water that in some cases, groundwater is fir for only domestic use and not for drinking. The reason is that the water quality is sub-standard and incorrect methods to treat water are applied. Lack of clean water to meet the drinking water and hygiene needs hampers health and productivity and affects economic development and cleaner environment and ecosystem (Cosgrove et al, 2015).

METHODOLOGY

The case is illustrative and instrumental in nature. Such cases inform us better on a phenomenon being studied (Harling, 2012). Here, it is being used to explain the phenomenon of social entrepreneurship, and the analysis involves a mix of storytelling and constant comparison between literature and case facts for illustration of theory. The case facts were collected through primary data by conducting a series of interviews with the social entrepreneur and his team members, and also through secondary data in the form of reports, videos and social media coverage.

PROBLEM IDENTIFICATION

He was quite clear about the core issue, and the differentiator JanaJal could become. He observed that single water treatment technology was being applied mindlessly to all water, irrespective of the fact that water changed its composition every 10km. So, something that was working as a benefit at some places, in fact, harmed at other places. The same treatment of water everywhere caused deterioration in the quality of water at some places. He maintains "how could one solution be applied to every area-specific water problem". Therefore, he decided to set up a water treatment plant with his own technology. The motive behind this was to provide clean, drinkable and affordable water to all. This was how the conceptualized AAA concept (Accessibility, Affordability and Availability) was getting converted into action.

FROM HURDLES TO SOLUTIONS: DECISION MAKING/ ACTIONS TAKEN

Early on, it was clear to him that achieving this would not be an ordinary job. There were various challenges, including a mindset that shrieked aloud and proclaimed that water should be offered free. Water is considered sacred in India and selling it would be a crime. He took it upon himself as a mission to conduct the operations consistently everyday by treating all consumers with equal empathy. The following actions were taken to open up new vistas to reach out to people.

Resource Pooling

He found that this kind of an endeavour would not be possible without a collaborative approach; an approach that brings together multiple stakeholders and pools in their unique capabilities. The purpose behind these collaborations was to connect the right partners with the right expertise and resources. They started building networks and relationships. With strenuous efforts over a period of time, he formed '*Blue Sky,*' a unique consortium of Italian and Indian companies supported by Government of Veneto region. The consortium had big and small organizations like Montana, Coco cola, REGIONE de VENETO, Essar, Gianesin Canepari, Ladurner, Sintesi, Thetis, Vedanta, Indian Railways, IRCTC, NDMC, GMC, GDA, Rotary Mewer, UIT, UPICO, Hindustan Zinc, The HANS FOUNDATION, HARDICON, NDR, My Home India and Ideas on India. As a result of the partnership with local administrative departments, State Governments and public, semi-public and private sector, following mega projects were implemented:

- In partnership with **IRCTC**, JanaJal installed and is presently operating 101 water ATMs across various railway stations in Mumbai and across Maharashtra, which caters to 7.5 million commuters daily.

- In collaboration with **Konkan Railways**, JanaJal installed 61 water ATMs extending from Maharashtra up to Goa and Karnataka. This cluster serves over 7 million commuters daily.

- JanaJal installed and is operating 50 water ATMs in **NDMC** region, New Delhi under its Smart City initiative. Phase II will see this number increase to 110 water ATMs.

- 06 Water ATMs have been installed in Hazira near Surat in Gujarat within the premises of the **Essar Group** of companies. This cluster caters to 2500 truck drivers, workers and staff members of various companies of the Essar Group every day.

- JanaJal has installed 100 water ATMs at various Police Stations in Mumbai city in collaboration with Minaxi Mehta Foundation which are not only serving the police personnel but also its traffic department and visitors.

Gaining legitimacy

In order to be able to contribute more effectively to society, the enterprise should be able to have legitimate support of government authorities and other institutional bodies. Towards that, JanaJal contacted various regulatory bodies and made consistent efforts to make its voice heard. It identified and trained its manpower to develop communication and people skills. Mr. Parag observes, "It was important to send the right people for the right job. It would also be important as a leader to identify the right man for the right job". In due course of time, the social enterprise was able to gain support from Indian Railways, IRCTC, NDMC, GMC, GDA etc. As an example, in collaboration with Lucknow Metro Rail Corporation, JanaJal installed water ATMs at all metro stations in the capital of Uttar Pradesh, Lucknow.

Developing Trust

Having worked in the sector for a good many years, he knew that it was important to obtain the trust of people. The common man and the society should be able to identify and support his philosophy. Mr. Agarwal says, "It was essential to take along people to be able to do good to and for people". He also adopted a secular approach to establish equitable behaviour and incorporated an inclusive approach towards employment. All consumers were treated with equal empathy. In collaboration with the Hans Foundation, JanaJal water ATMs were installed in Khora Colony in Ghaziabad that is "Asia's largest labour colony'. Khora now bears a unique distinction of housing over 1 million people within a radius of 5 kms within Delhi NCR.

The Technology Agnostic Approach

"Destroying water to deliver water was never an option for us," Mr. Parag Agarwal says. The technology agnostic approach was adopted primarily due to comprehensive understanding of the ground realities of the water situation in India. In addition, it was supported by the conscious role of the social enterprise that he had created. The SMART (Sustainable, Measurable, Agnostic, Resilient and Timely) technology of Janajal included the following features:

SUSTAINABLE

The JanaJal hybrid water ATMs maximizes efficiency by utilizing solar energy and regular electricity thereby minimizing downtime due to power outages. Consumers are encouraged to carry their own bottles and containers to collect water thereby reducing the use of hazardous plastic.

MEASURABLE

JanaJal adopts various implantation models with real-time monitoring and supervision of water ATMs. Every such water ATM is monitored through a central control centre for daily surveillance

and revenue collection through cloud-based IT system. The systems are manned by a trained operator and onsite support.

AGNOSTIC

JanaJal believes in adapting water treatment technology to treat different water-related issues. As Mr. Agarwal says, "the eastern parts of the country have more of arsenic in water, Rajasthan's water has fluoride, and northeastern India has more of Iron. So, while for some RO could be the solution, for others it could be UV, UF, Carbon filters or a combination."Every ATM is custom built to suit the environment it is in.

RESILIENT

JanaJal built water ATMs that have 10yearslong lifespan. The dispensing capacity is up to 15,000litres per day per system and can be upgraded as per requirement. JanaJal WOW, a unique mobile water ATM is custom-built deep tech-enabled battery operated vehicle. It delivers water at people's doorstep.

TIMELY

JanaJal makes the best use of technology and offers JanaJal prepaid water ATM cards, or even coins/cash at the touch screen enabled water ATMs.

Employee training and development

Mr. Parag focused on honing the skills of his employees to be able to achieve the desired goal of providing safe drinking water to all at an affordable cost. Regular workshops were being held for employees to develop their communication skills, personality characteristics, handling documentation etc.

It is noteworthy to mention that this social enterprise made a special effort to bring ease to the underprivileged during COVID19.

COVID19 - JANAJAL WOW MAKING "HARGHARJAL" A REALITY

As a social enterprise extending itself humanly to serve people during COVID-19 lockdown, JanaJal undertook many initiatives. JanaJal 'WOW' was deployed by the Delhi State Government, IRCTC and Indian Railways through the DM's office in Saket to dispense safe drinking water to communities.

It had the following features;

- Custom-built Electric Vehicle (EV) to build India's first 'Potable Water on Demand' service.
- "Safer Safe Water" through "No-Touch."
- All JanaJal WOWs monitored in real-time through GPS, quality monitoring sensors, IoT devices connected to the cloud through GPRS/Wi-Fi.
- Only cashless transacting with 24/7 support on execution and maintenance.

- Capacity ~500 litres with mobility range of 45-80*kms every single charge. Up to 4 turnarounds per day possible.
- Provision for building battery recharging infra.

'Har Ghar Jal' believes that their unique technology agnostic approach shall bring around a constellation of benefits, from job creation to women empowerment to health and wellbeing. It also contributes to the SDG goals #6 and #11.

LOOKING AT JANAJAL WITH THE LENS OF STAKEHOLDER THEORY

One of the most important contributions in organization science is the "Stakeholder theory" of R. Edward Freeman in his book – "Strategic Management: A Stakeholder Approach (1984)". Commonly, the Stakeholder theory is based on the relationships between an organization and its internal and external environment. A stakeholder is any person or group that can affect or is affected by a business organization. Typically, it emphasizes the interconnections between business and those who have their stakes in it, namely customers, employees, suppliers, investors and the community. It also looks into the influence that the relationship has on conducting its entrepreneurial activities. The central thought of the theory is that an organization that manages its stakeholders effectively sustains longer and performs better than those organizations that compromise their relationships with stakeholders. As Freeman suggests, the organization has responsibilities towards these stakeholders and should, therefore, develop certain stakeholder competencies. An organization can realize its fullest potential only when it takes the welfare of the stakeholders into account and focuses on how all the different parties involved; the businesses, employees, customers, investors and all other stakeholders interact with each other and come into one being.

MAPPING FREEMAN PRINCIPLES OF STAKEHOLDER THEORY TO THE PRACTICAL IMPLEMENTATION AT JANAJAL

Freeman outlined six principles that govern the relationship between the stakeholders and the enterprise or organization.

The principle of entry and exit: This principle spells out clear rules that encourage transparency, especially in terms of recruitment. Mr. Parag Agarwal says, "The ground rules of the social sector begin and end with philanthropy. We actually had to "de-alienate" our rule book from the traditional rules by adopting a "for-profit" approach. That itself cast the die for an entirely different methodology towards implementation.

The principle of governance: This principle concerns with shaping the rules of governance to suit the relationship between the stakeholders by unanimous consent. Mr. Parag opines that marrying demand and supply with the right price creates a unanimous environment. That still remains the greatest challenge to the world but for us, it turned out to be the biggest opportunity. Comprehensive understanding of ground realities backed by the experience of having worked with stakeholders at every level previously is what helped maintain unanimity at all times. When

stake-holders are made to look good, the rules of governance are then defined such that they only look better as time passes.

The principle of externalities: This suggests that anyone who has to bear the costs of other stakeholders has the right to become a stakeholder as well. When a certain group does not benefit from the actions of the organization, it has to suffer certain difficulties because of the actions of the organization. The owner of JanaJal states that for any inclusive project; especially in the social sector, a win-all situation is non-negotiable. Devising a business and operating model which does not compromise the interests of any organization in the value chain (including communities) is what we consider as our biggest achievement that led to JanaJal gaining from strength to strength. Infusion of capital does not create a winning social enterprise. The "conscience" of the organization has to remain truly social in nature at all times which leads to success.

The principle of contract costs: Each party in a contract should either bear equal amounts or cost proportional to the advantage they have in the firm, though, at times, it becomes difficult to quantify all costs. Mr. Agarwal muses that the principle of contract costs is a dated principle, not relevant any more. The world graduated beyond equal sharing of costs the day we pivoted to the BOO (Build, Own, Operate), BOOT (Build, Own, Operate, Transfer) and diluted PPP (Public Private Partnership) models of project implementation. In today's world, all costs and consequences are to the account of the "project developer".

Agency principle: This principle states that the manager of a firm is an agent of the firm and therefore, has responsibilities to the stakeholders as well as the shareholders. Mr. Parag asserts that this is directly influenced by corporate culture. The spirit imbibed at the management team level is what percolates to the bottom. Every team member at JanaJal conducts himself as an "agent of change" and once this basic position is understood, member's actions will never be aimed at compromising either stake-holders or share-holders. The company recently underwent a significant change wherein all team members have adopted the designation of "Impact Catalysts" and not Manager (Finance), Project Manager, etc. This was a giant step in the psychological evolution of the company and the results are already there to see.

The principle of limited immortality: This principle deals with the longevity of a firm. To ensure the success of the organization and its owners alike, it is necessary for the organization to exist on a sustainable basis. The social entrepreneur confides that this is a 40,000 ft. principle and not rocket science. Previously profits would decide how long an organization would last. Today it is the Inclusivity principle that rules the roost. The Planet, Purpose, People and Profit come to play. This has to be complemented with agility, which is a must. The days of having a 3year business plan are gone. Innovation and Disruption are intrinsic to survival and only organizations that can live with "one eye in the sky" and "one ear to the ground" simultaneously stand the chance of becoming immortal. He says "Sustainability begins where philanthropy ends. Safe drinking water has to be valued as a resource and hence priced."

DISCUSSION

Applying this theory to an enterprise helps us understand the financial benefits, ethical concerns, societal impact and personal value it creates. It draws the attention of the organization towards:

- Higher productivity through employee satisfaction

- Improved retention

- Increased investment

- Elevating the socio-economic status of the local community

- Contribution towards a healthy competitive ecosystem

Starting with a philanthropic intent in ethos, he also persevered in painstakingly building an organizational culture that was secular, allowed the flexibility of decision making across all levels, fostered an inclusive and participative approach, and appreciated a flat hierarchical structure. Dr. Parag Aggarwal, the social entrepreneur, also ensured that each and every team member embodied the same values, culture and ethos to work for the true intent of making every Indian happy by delivering safe drinking water.

Today, Jajanal proudly stands recognized by the government of India as part of the Swachh Bharat Abhiyan. Its technology agnostic approach includes creating opportunities with SMART (Sustainable, Measurable, Agnostic, Resilient and Timely) technology. They have now become India's 1stsocial enterprise delivering safe water to the society that is economically viable. Dr. ParagAgarwal, Founder & CEO, JanaJal has also received an Honorary Doctorate for Social Work and Impact. As a Technology Evangelist, Mr. Parag's global exposure spans across various industries and sectors included technology-based solutions in Integrated Water and Waste Management, Agri-Logistics & Post Harvest Infrastructure, Homeland Security, Drinking Water and Sanitation. Through Mr. Parag's efforts during the past years, over 15 Million people have benefitted with access to approximately 90 Million litres of safe water, simultaneously eliminating more than 10 Million single-use plastic bottles from polluting the environment. His awards are a testimony to his approach and beliefs. Out of more than 20 awards to his credit in 4years, he recently won the Global Corporate Sustainability Award in 2019 in the Emerging Markets category in Taiwan. He also won the Flourish Prize 2019, at Fowler Center, USA for contribution to SDG6, and as an Agent of World Benefit, 2019.

He has realized his dream of what he fondly calls "Uberization of water" with JanaJal. There are still milestones to achieve but he believes he is on the track.

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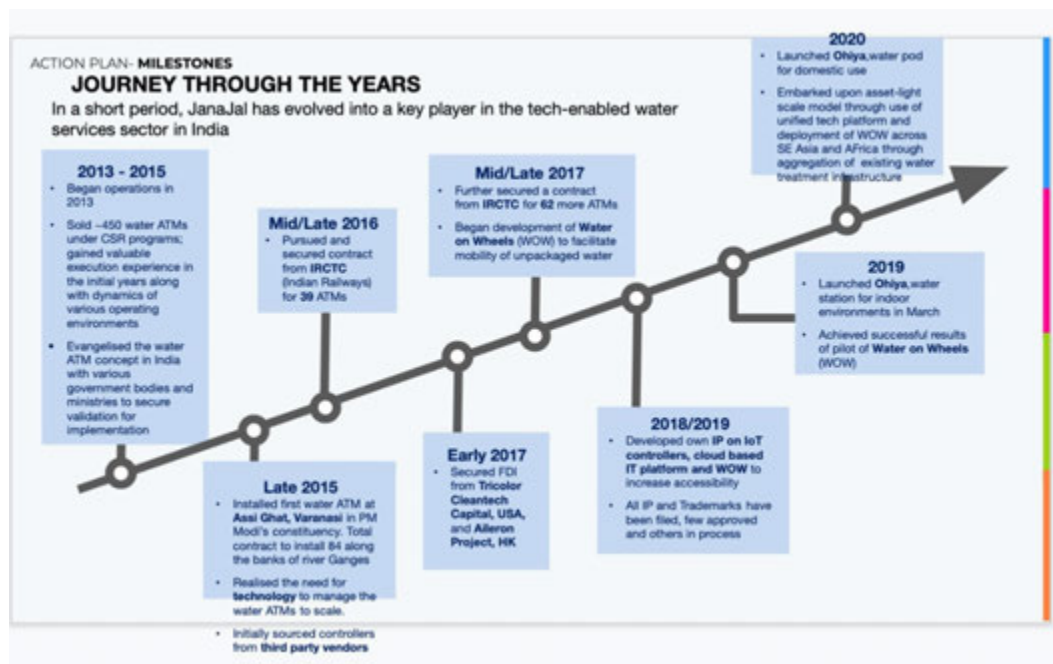https://www.cambridge.org/core/elements/stakeholder-theory/1d970d2659d47c2fb7bcbaa7adb61285

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ANNEXURES

Annexure1: JanaJal Milestones

ACTION PLAN- MILESTONES

JOURNEY THROUGH THE YEARS

In a short period, JanaJal has evolved into a key player in the tech-enabled water services sector in India

2013 - 2015
- Began operations in 2013
- Sold ~450 water ATMs under CSR programs; gained valuable execution experience in the initial years along with dynamics of various operating environments
- Evangelised the water ATM concept in India with various government bodies and ministries to secure validation for implementation

Late 2015
- Installed first water ATM at **Assi Ghat, Varanasi** in PM Modi's constituency. Total contract to install 84 along the banks of river Ganges
- Realised the need for **technology** to manage the water ATMs to scale.
- Initially sourced controllers from **third party vendors**

Mid/Late 2016
- Pursued and secured contract from **IRCTC** (Indian Railways) for **39** ATMs

Early 2017
- Secured FDI from **Tricolor Cleantech Capital, USA,** and **Aileron Project, HK**

Mid/Late 2017
- Further secured a contract from **IRCTC** for **62** more ATMs
- Began development of **Water on Wheels** (WOW) to facilitate mobility of unpackaged water

2018/2019
- Developed own IP on IoT controllers, cloud based IT platform and WOW to increase accessibility
- All IP and Trademarks have been filed, few approved and others in process

2019
- Launched **Ohiya,** water station for indoor environments in March
- Achieved successful results of pilot of **Water on Wheels** (WOW)

2020
- Launched **Ohiya,**water pod for domestic use
- Embarked upon asset-light scale model through use of unified tech platform and deployment of WOW across SE Asia and AFrica through aggregation of existing water treatment infrastructure

Annexure2: Employee Training
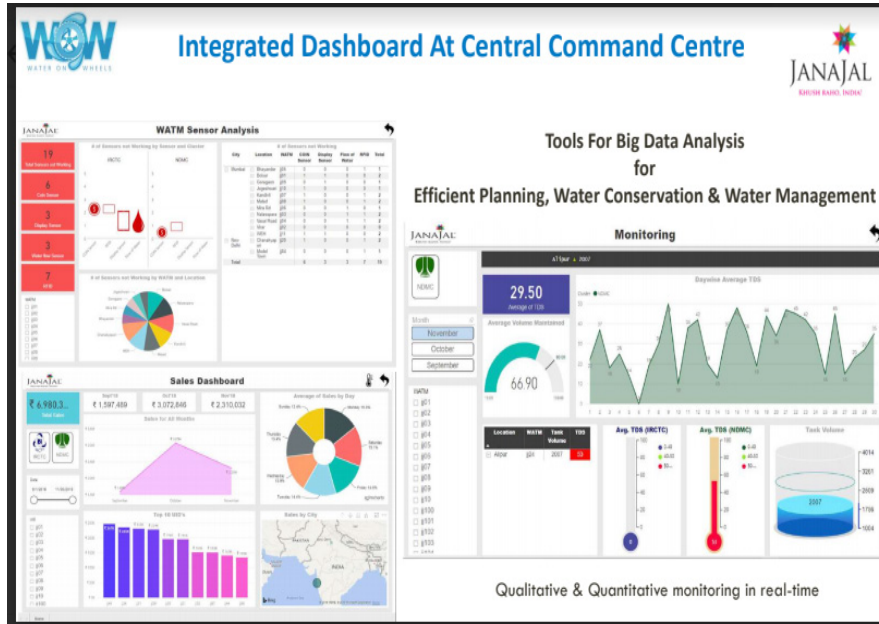
Annexure 3: JanaJal WOW

Annexure 4: Fulfilling SDG Goals

Annexure 5: Technology Agnostic approach

Annexure 6: Technology as the differentiator

Annexure 7: COVID19 Efforts at JanaJal