



SAFE WATER PROJECT

Closure Report 2018

SCALING UP PROVISION OF SAFE WATER SOLUTIONS TO THE BASE OF
THE PYRAMID THROUGH AQUA+

Submitted by:

Technology and Action for Rural
Advancement



Submitted to:

Antenna Technologies



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1. EXECUTIVE SUMMARY

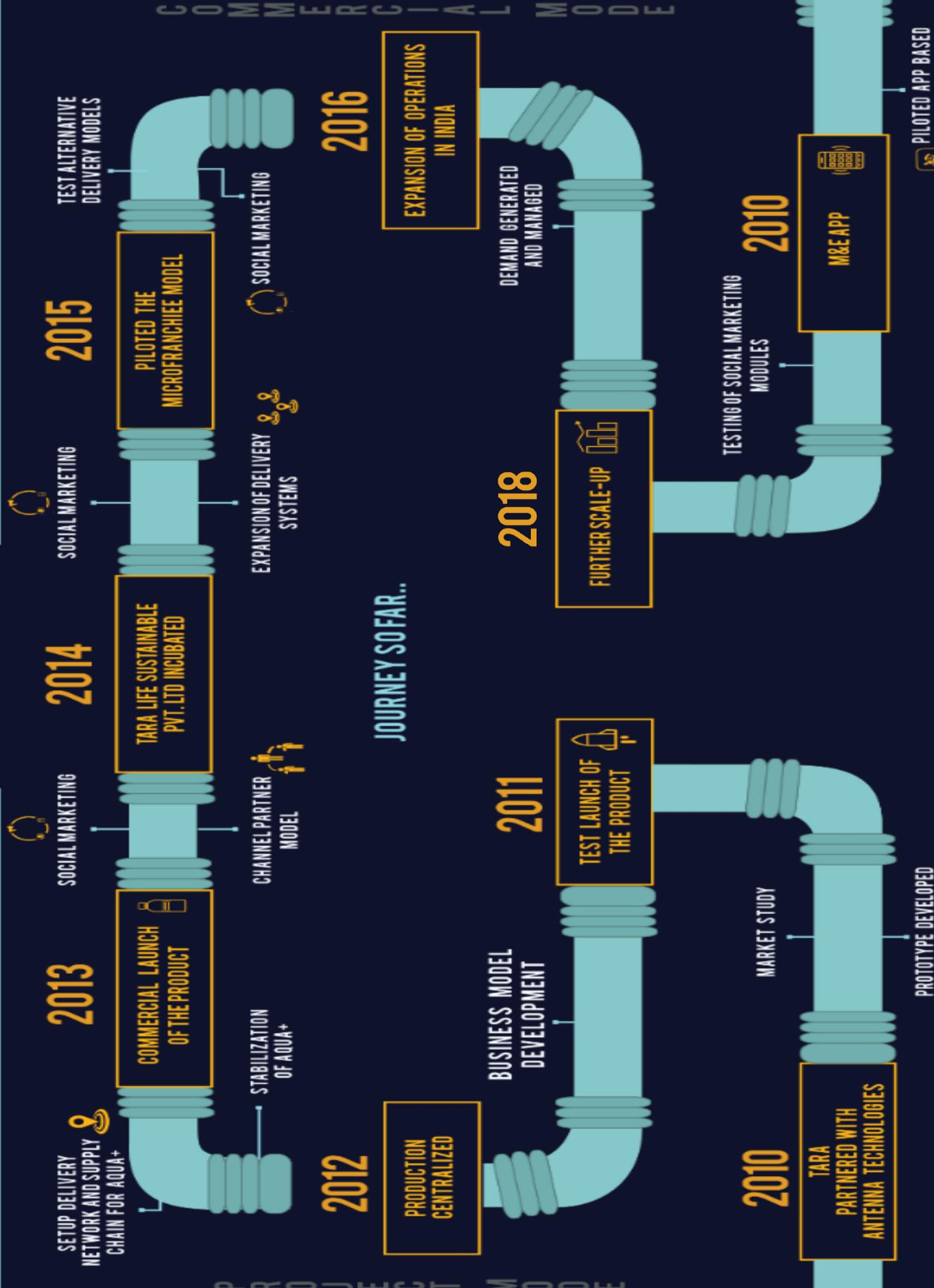
The Human Right to Water and Sanitation (HRWS) entitles everyone to sufficient, safe, accessible, culturally acceptable and affordable water and sanitation services for personal and domestic uses, that are delivered in a participatory, accountable and non-discriminatory manner. Ensuring universal access to safe and affordable drinking water for all by 2030 requires we invest in adequate infrastructure, provide sanitation facilities and encourage hygiene at every level and international cooperation is needed to encourage water efficiency and support treatment technologies in developing countries.

India has more people in rural areas, 63.4 million living without access to clean water than any other country, according to State of the World's Water 2017, a new report by WaterAid, a global advocacy group on water and sanitation.

With the aim to bridge gaps in the access and quality of drinking water for rural population, TARA, the incubation engine of the Development Alternatives Group developed a solution in collaboration with Antenna Foundation, Switzerland to produce a point of-use water disinfectant called Aqua+. While the Foundation supported by providing a low cost, innovative and decentralized technology solution (WATA), TARA took the model to scale through testing and validating different distribution models.

After multiple rounds of testing, the production and distribution for Aqua+ is now managed by TARAlife Sustainability Solutions, the social business currently being incubated by TARA. TARAlife with support from TARA has since 2014 has employed different business models and carried out social marketing across different sites to enhance the market for the product.

This report presents the efforts undertaken by TARA and TARAlife, under different aspects of setting-up production units, product enhancement, testing and validation of delivery models and social marketing for commercialization of Aqua+.



2013

2014

2015

2012

2016

2011

2018

2010

2010

SETUP DELIVERY NETWORK AND SUPPLY CHAIN FOR AQUA+

COMMERCIAL LAUNCH OF THE PRODUCT

TARA LIFE SUSTAINABLE PVT. LTD INCUBATED

PILOTED THE MICROFRANCHISEE MODEL

PRODUCTION CENTRALIZED

EXPANSION OF OPERATIONS IN INDIA

BUSINESS MODEL DEVELOPMENT

DEMAND GENERATED AND MANAGED

TEST LAUNCH OF THE PRODUCT

FURTHER SCALE-UP

TARA PARTNERED WITH ANTENNA TECHNOLOGIES

M&E APP

PROTOTYPE DEVELOPED

PILOTED APP BASED DELIVERY MODEL

STABILIZATION OF AQUA+

CHANNEL PARTNER MODEL

EXPANSION OF DELIVERY SYSTEMS

SOCIAL MARKETING

TEST ALTERNATIVE DELIVERY MODELS

JOURNEY SO FAR..

TESTING OF SOCIAL MARKETING MODULES

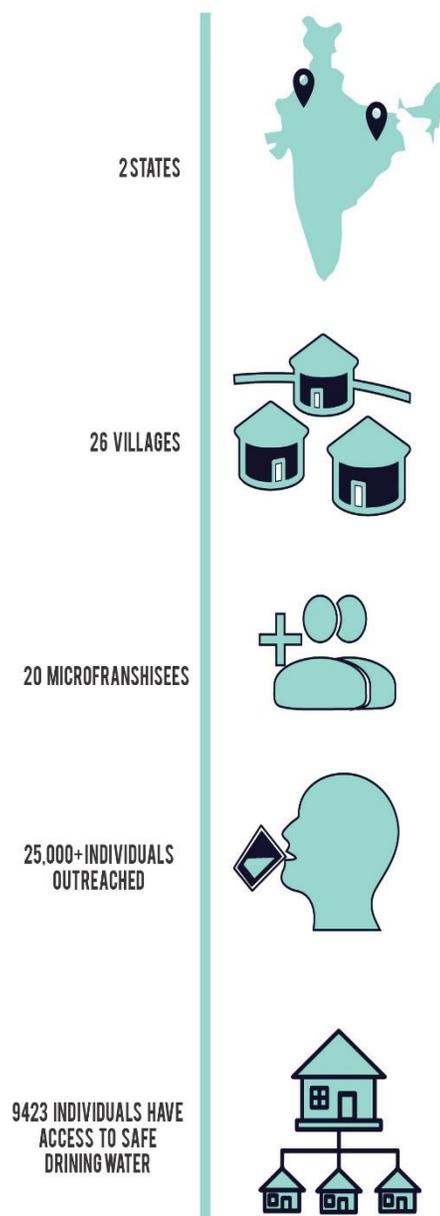
MARKET STUDY



2. INTRODUCTION - PROVIDING SAFE DRINKING WATER TO THE BOP

2.1 THE DRINKING WATER PROBLEM IN INDIA

India has more people in rural areas—63.4 million—living without access to clean water than any other country, according to a new report by Water Aid, a global advocacy group on water and sanitation. A good part of this population constitutes the productive workforce. About 73 million working days are lost due to water borne diseases each year and 1.5 million children are estimated to die of diarrhea alone. Although drinking water investments constitute 3% of the total budget, with 85% of the urban and 75% of the rural population having access to public water supplies, the problem of unavailability of affordable solutions and lack of awareness still prevents a large percentage at the Base of the Pyramid (BoP) from gaining access to safe drinking water. Traditionally, the *point of use* market has been dominated by ultraviolet purifiers and filters. However, these solutions are unaffordable to a majority of the population at the BoP. There is also a percentage of this population who are completely oblivious to the need for safe drinking water.



2.2. ABOUT ANTENNA TECHNOLOGIES

Antenna Technologies is a Swiss foundation committed to the scientific research of technological, health and economic solutions in partnership with universities, non-profit organizations and private companies to meet the basic needs of marginalized populations in developing countries. Antenna Technologies believes that health, safe drinking water, agriculture and nutrition are all parts of the same whole. The most serious mistake of the last 50 years has been ignoring the ways in which these essential elements of human life are connected and depend on one another. Work has been carried out on each area individually, as if that work could succeed independently of the other issues.

2.3 ABOUT TECHNOLOGY AND ACTION FOR RURAL ADVANCEMENT (TARA)

Technology and Action for Rural Advancement (TARA) is a 'social enterprise', part of the Development Alternatives (DA) Group, set up in 1985 at New Delhi. Its vision is the creation of sustainable livelihoods on a large scale, in pursuit of which, TARA develops and promotes “scalable solutions for people and the planet”. As an 'incubation engine', TARA's organizational objectives have been defined around impact in the areas of Employability, Entrepreneurship, Clean Technology, Basic Needs, Natural Resource Management and Institutional Strengthening. A mix of projects and revenue based activities deliver a range of replicable enterprise based business models, community development packages and capacity building solutions in five sectors- one of them being Water, Sanitation and Hygiene (WASH). The organization very early on during its inception realized that the lack of access to clean drinking water, sanitation and hygiene is a huge problem in India and works towards providing clean and sustainable solutions for it.

2.4 THE PARTNERSHIP

In 2010, TARA partnered with Antenna Technologies, Switzerland, to supply safe drinking water through an enterprise mode. The partnership kicked off with a workshop in Dhaka, Bangladesh organized by Antenna Technologies, wherein they had invited partners from

various countries to talk about their individual experiences on the project. Shortly after this workshop, Antenna Technologies provided TARA with the WATA technology to produce liquid chlorine. From this point forward, TARA took a step by step approach to understand the technology in order to set-up a production facility and come up with a marketable product. While the team put in a lot of effort to develop a marketable product, work was also done to design a last mile delivery network.

Over the years, with continuous support and feedback from Antenna, TARA has continuously improved the delivery models or the “channels of commercialization”. Antenna has also provided TARA the opportunity to learn from work done by other partners by facilitating regular interactions through workshops and sessions.

2.5 AQUA+ “THE MAGIC OF 2 DROPS”

HOW TO USE IT?



Figure 1. Instructions for purifying water treated with Aqua+

What is Aqua+?	50 ml bottle, priced at Rs.42 Point of use water purification solution i.e. Aqua+ (sodium hypochlorite solution) that is affordable and reliable
Who is the product for?	Rural consumers with average monthly income on INR 3200-3500
How is it delivered?	Network of channel partners and micro franchisees, supported through social marketing efforts to ensure demand creation
How is it different?	<ul style="list-style-type: none"> ▪ Easy to use, reliable and low cost solution with no side effects ▪ National Test house certified product meets the requirements of IS: 10500:2012 for drinking water. ▪ NABL accredited production facility

Figure 2 Features of Aqua+

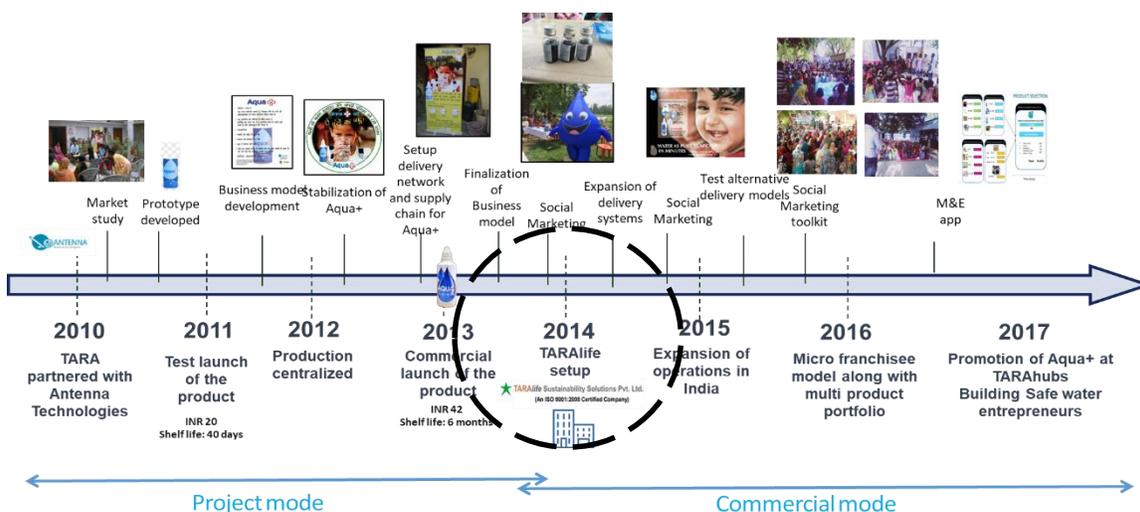
TARA decided to take a step-by step approach to design the model. The objective was to come out with a safe drinking water product that was reliable, accessible and affordable to consumers. The project kicked off with a market study to understand the demand, product design needs, pricing and distribution channels. In this way TARA gained an understanding of the consumer needs for safe drinking water, their behaviors, health spends and willingness to pay. At the end of the market study TARA came out with a prototype product which was a 50 mL bottle of Sodium Hypochlorite Solution (Liquid Chlorine) and branded it Aqua+. One bottle of Aqua+ has the ability to purify 500 liters of water, thus bringing down the cost of purification to INR 0.08 per liter a month. One bottle of Aqua+ is enough to meet the needs of a family of five members for a month. Aqua+ provides its users with a unique value proposition offered by none other in the existing market. It is affordable, unlike the water filters that have not been able to penetrate the base of the pyramid. It is easy to use (Add 2 drops of Aqua+ per liter of water, wait for 30minutes and the water is safe drink) and easily and readily available to the consumers, unlike the chlorine tablets distributed sporadically by the government. Initially, one bottle was priced at INR 20 (USD 0.33) and had a shelf life of 40 days. Since then, continuous efforts have been made to improve the product through dedicated market evaluation and laboratory testing. in the distribution channel.

2.6 COMMERCIALISATION OF THE PRODUCT THROUGH TARALIFE

Based on the success of the pilot distribution, TARA in 2014 setup a new for-profit company called TARAlife Sustainability Solutions Pvt. Ltd. This company leverages the social capital of civil society partners to set up last mile distribution networks and uses social marketing to influence users and build demand to take Aqua+ to scale. TARAlife since 2014 has sold 45,500 bottles of Aqua+ through different delivery models across 5 states of India, namely- Uttar Pradesh, Bihar, Madhya Pradesh, Kerala and Himachal Pradesh. While TARAlife’s engagement with the distribution partners was from a sales perspective, whereas TARA provided demand management and creation services.

O1

After successful pilots in 2010 -11, within which the team received positive feedback for the product, it was decided to be taken up for commercialization and distribution in other states.



3 THE JOURNEY SO FAR

3.1 NAVIGATING THE PRODUCTION PROCESS

As the incubation engine of the DA group, TARA has a decade long history in development of new technologies and production of a wide range of environmentally conscious goods such as solar grids and waste water treatment technologies. Complementing the technical expertise is also the experience we have had in developing and disseminating a broad range of water testing kits across South Asia. This allowed the team at TARA to quickly appropriate the WATA technology and master the accompanying stabilization and quality control procedures.

Initially TARA produced the sodium hypochlorite at a small unit in the R&D facility located at Ghitorni Campus in New Delhi. Using the WATA-Standard, the TARA technical team developed experience in sodium hypochlorite production and stabilization and began adapting the technology to fit their needs.

In 2013 TARA decided to expand its production unit to meet the increasing demand of Aqua+. In taking this route, there were two alternatives, either to centralize the production or have smaller production units catering to local demand in across geographies. In order to have monitor the quality control processes and reduce costs, the production center was set-up TARAGram, in Orchha, Madhya Pradesh.

TARA has been constantly supported by Antenna, for improving the production facility. For instance, in 2015 after reports of corrosion in the WATA, experts from Antenna were sent to evaluate the issue. Post this, the ventilation system and layout of the facility were improved. Antenna has also supported TARA in

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In order to ensure quality control during production, TARA opted for centralized production facility and in parallel focused on building last mile distribution networks.

building capacities and enabling trainers to get hands on experience on sodium hypochlorite production through the WATA technology.



Figure 3 Packaging of Aqua+ bottles at Orchha, MP



Figure 4 Production Centre at Orchha with 2 Maxi WATA devices

In 2016, a WATA training program was held at DA Head Quarters by the technical experts from Antenna for all south Asian partners on production and stabilization of sodium hypochlorite.



Figure 5 WATA training at TARA headquarters, Delhi

Over the past five years, TARAlife has made the necessary infrastructure investments to sustain the production of Aqua+ while maintaining the quality of the product. TARA's strategy for quality control was to be familiar with the production technology before scaling. This allowed us to adapt the technology to our needs, improve and document the production process, and react quickly and knowledgeably when changes in the production process were needed. Leveraged by our expertise in water quality management we improved the shelf life of the sodium hypochlorite and helped Antenna improve the functionality Maxi-WATA devices. Using the documentation from the production

processes, TARA has created *The Quality Assurance Protocol*, the Environmental Health and Safety Manual and the Operational Health and Safety Plan, which taken together, are an invaluable reference for any producer wanting to set up large-scale, efficient production of sodium hypochlorite with the WATA device.

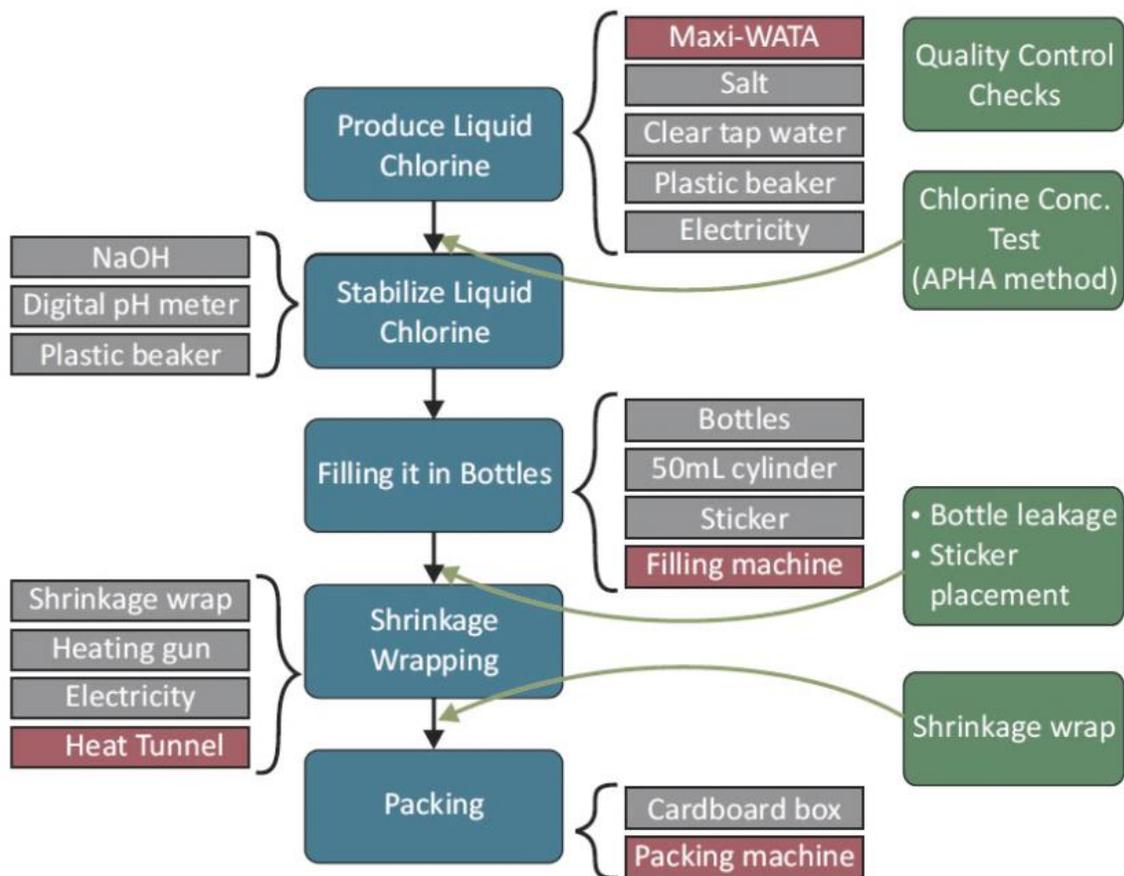


Figure 6 The Quality Control Assurance Protocol depicted in a Flowchart

3.2 PRODUCT IMPROVEMENT

Certification

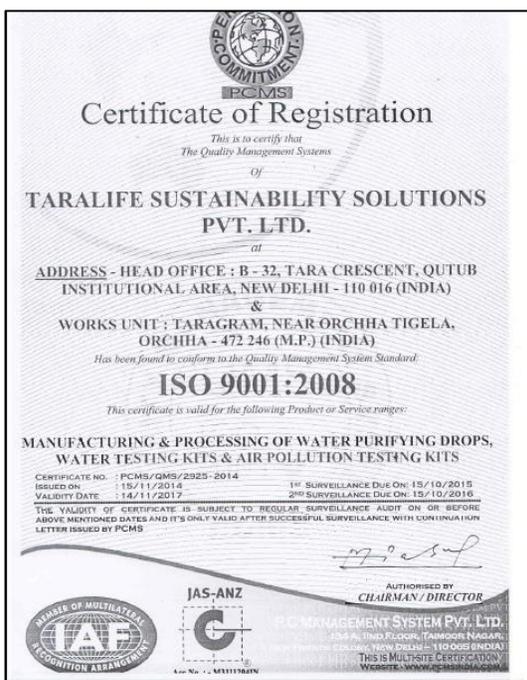
Since its inception, TARA has placed an emphasis on acquiring relevant certifications for drinking water quality and safety. In addition to ensuring regulatory compliance, these certifications increase credibility of Aqua+ with consumers, resellers, government authorities, and NGOs in the field of safe water. TARA has successfully acquired the following certifications for Aqua+:

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National Test House certifying that the product meets the requirements of ISO: 10500:2012 for drinking water

- **National Accreditation Board for Testing and Calibration Laboratories (NABL)** – Achieved
- **National Test House** certifying that the product meets the requirements of ISO: 10500:2012 for drinking water.
- TARAlife was certified as a ISO 9001:2008 company, on 15th November, 2014.
- Test report by an **independent laboratory** that confirms that after treating contaminated water with Aqua+, E. coli was not detected.

A critical certification for the Indian market is from the Bureau of Indian Standards (BIS). TARA first applied for the certification in 2014, but has been unsuccessful in obtaining certification because the regulatory body does not issue a certificate for low concentration sodium hypochlorite solution. Teaming up with other producers of low-concentration sodium hypochlorite and manufacturers of electro chlorination machines, TARA has been pushing for the creation of a new certification category. The proposal is currently under consideration. However, since this involves a policy level shift (change in chlorine standards for drinking water consumption) at the national level, the process may take a lot of time.



In addition to industry certifications, having the product referenced and used by programs run by governments and international organizations can increase its standing. In India, TARA has convinced the ministry of drinking water to put the Aqua+ solution on its website.

Increasing the shelf life of the product

In order to make the product available across rural areas in different parts of India, while keeping the hold on quality control processes, it was imperative to increase the shelf life if the product. Thus, it was necessary to stabilize the

chlorine, in order for it to be packaged and sold as a product in the market. After production, the sodium hypochlorite solution is stabilized by raising the pH of the solution thus increasing the lifespan from a few days to 6 months. Once stabilized, the solution is put into bottles using a liquid filling machine with a capacity of 1,300 bottles per day.

Product Packaging

The product is packaged in a 60ml bottle containing 50 ml of sodium hypochlorite solution. The bottle was finalized after taking into consideration a number of factors like the water consumption of the households, quantity of product that would be consumed & the drops required along with proper storage of the product. The 50 ml solution caters to the drinking water needs of a 5-member family for a month.

4 CHANNELS OF COMMERCIALISATION

TARA has experimented with different channels for the commercialization and distribution of Aqua+ over the course of the project. These strategies were based on in-depth studies of the market for Aqua+ and several pilots run in rural and urban environments regions across India. The first model TARA used is the Channel Partner model, meaning that TARA recruited NGOs and businesses to essentially be resellers of Aqua+. While the decentralization of the model proved itself to be indispensable, TARA decided to set up a social enterprise, TARA/*life*, and implement a Micro-franchising model to reduce dependence on 3rd parties.

In order to initiate the commercial sales of the product, the first action TARA took was to conduct a market study by initiating trials for the project in 10 slums around Delhi in 2011. These slums were an ideal place to test the Aqua+ bottle as they were characterized by a lack of access to safe drinking water, poor hygiene conditions and they are close to TARA HQ. With the learnings from this initial study, TARA developed three potential business models:

2011	Pilot testing at slums in Delhi	The product received positive feedback in terms of health benefits, ease of use and affordability.
2012-2015	Multi-level marketing, Channel Partner Model in Delhi and Uttar Pradesh, Madhya Pradesh	Aqua+ made available to communities through sales agents, local NGOs, RMPs, chemists etc. based on margins per bottles. The models were found to lack stringent M&E measures and required consistent social marketing support in order to sustain.
2016	Micro franchise Model in Madhya Pradesh and Uttar Pradesh	Network of local sales agents that sold Aqua+ in conjunction with other products was created. The Micro franchisees were provided with professional training on sales, product use and promotion.
2017	Technology transfer to entrepreneurs for production and selling of purified water	To cater to the changing market demand towards packaged drinking water, it was decided to create local entrepreneurs that sell purified water using an enhanced version of the technology

Figure 7 A brief summary of the different models we implemented through the years

4.1 THE DIFFERENT MODELS OF COMMERCIALISATION HAVE BEEN CHARTED OUT CHRONOLOGICALLY BELOW.

2011

In 2011, the slums in Delhi where TARA conducted the market study were chosen as test sites for launching the product. First, TARA identified and trained a reliable NGO partner already active in the slum who could assist in the roll-out of the project. Once the NGO partner fully understood the project, the product was launched in the identified slums. This launch was accompanied by door-to-door visits, focus group discussions and conducted various other promotional and social marketing campaigns. In addition to collecting customer feedback on a regular basis, TARA also approached potential promoters, such as entrepreneurs, NGOs, shopkeepers and women committees, to gauge their potential interest in reselling the product. Following this initial test phase, several key observations were made:

- The importance of social marketing as a tool to boost product sales
- Centralized production has a better potential for large-scale replication and quality control than decentralized chlorine flask production.
- Several critical product improvements related to the bottle, marketing materials, and product shelf-life were necessary



Figure 8 Community Meeting at Mehmoobabad, UP

It was decided to shift from “production entrepreneurs” to “sales entrepreneurs,” that is, to centralize production under the supervision of TARA staff and recruit sales entrepreneurs who would be responsible simply for selling the product. The focus was now on increasing market penetration in these Delhi slums and spreading to new geographical areas.

RECCOMENDATIONS BY YALE SCHOOL OF MANAGEMENT, USA

After an in-depth analysis of twelve distribution methods we conclude that the best considerations for Aqua+ are international non-governmental organizations, point of collection micro-entrepreneurs, door to door micro-entrepreneurs and self-help groups. Based on (1) the product’s unique product characteristics (2) ideal customer segment of the population, and (3) TARAlife organization challenges we feel that these approaches will be the best avenue through which TARAlife can both make a profit and have a significant social impact. By researching key geographies and leveraging existing relationships, TARAlife should be able to piggyback onto existing distribution networks. This will help TARAlife to make significant progress towards reducing incidences of water borne illness while generating sizable revenues.

To scale up the Aqua+ operations, TARA had to enhance its understanding of its target consumers and the channels that are best suited to reach these individuals. To do this, TARA collaborated with students from Yale School of Management, USA, to design distribution strategies for Aqua+. The objectives of the work with Yale included identification, evaluation and recommendation of possible channels for

distribution of Aqua+ to the BoP market. The Yale team evaluated various distribution channels including, point of collection micro-entrepreneurs, Multilevel Marketing, Self-Help Groups, Retail Stores, Hub & Spoke, Self service center at the point of water source, Registered Medical Practitioners, Chemists, Direct from International NGOs/Multilaterals, Corporate Social Responsibility (CSR) initiatives, door-to-door entrepreneurs and Micro Finance Institutions.

After having tested these models, it was realized that distributing the product through NGO partners and other existing entities that not directly involved in the safe water business is not very sustainable. Therefore, going forward the focus was on identifying and building more commercial channels of delivery to scale up mode.



Figure 8 Social Marketing activities in Shikohabad, Uttar Pradesh

2012-2015

The next model of delivery that was tested was the **Channel Partner (CP) Model**. At the core of this model was the creation of partnerships with NGOs, commercial distributors and social enterprises that have strong grassroots connection to the community through which sales are taking place. The premise for this model is that utilizing existing delivery channels and mobilizing influencers that are already known in the community would simplify business operations. In return for the local knowledge and resources, TARA provided these organizations, referred to as “channel partners”, with technical, marketing, and business support. The following minimum requirements were identified to qualify as an effective CP:



Figure 9 Geographical footprint of our Channel Partners across India.

- Have an already existing, far-reaching network with strong grassroots connections
- Be willing to invest in a business and perceive Aqua+ sales as a business venture and not as a project
- Have the ability to finance promotional activities and integrate the Aqua+ distribution into their existing network
- Be willing to foresee this as a long-term partnership with the ability and goal of reaching scale

With these requirements in mind, TARA identified the first major CP in 2012: Ideal Safety Systems based in Pathanamthitta, Kerala in the South of India. Shortly after, TARA tied up with a second CP, Servas Automation Private Limited, in Chennai, Tamil Nadu and identified 15 potential CPs in four other states.

As the business model developed, TARA began reaching out through government channels, in particular state and local authorities and Accredited Social Health Activists (ASHAs). As operations expanded through these CPs, the following components of the business model were targeted for development:

- 1) **Price Increase:** The price was too low to guarantee sufficient margins along the supply chain and so it was increased from 30 INR to 42 INR per bottle
- 2) **Product Improvement:** The shelf-life of the product needed to be increased and the medical image of the product was transformed into an aspirational image.
- 3) **Certifications:** TARA began obtaining certifications from various relevant authorities to increase legitimacy among CPs and consumers. (see certifications in the product improvement chapter)
- 4) **Social Marketing:** TARA realized the need to support the channel partner in creating a market for the product, through behavior change since communities in majority of the target areas did not perceive water purification as a need.

- 5) **Creation of the social enterprise TARAlife:** The success of the pilot project led TARA to spin off a new for-profit social enterprise called TARAlife Sustainability Solutions Pvt. Ltd. to scale up Aqua+ in India

Following suggestions made by the team from Yale, the **multi-level marketing model** was tested in the slums of New Delhi in two slums, with two local partners: Ehsaas Foundation (Vasant Kunj) and FXB India Suraksha (Noida). With the help of the local channel partners' potential sales entrepreneurs were identified locally from within the slums. These included local doctors, shopkeepers and women panchayat groups. During the testing period it was found that the income generated for the "last mile" distributor was not high enough for it to be financially lucrative. The main challenge was that it takes about 6 months for the income of the "last mile" distributor to reach the financially lucrative level. This period was too long to get the attention of local promoters who were looking for quick returns. At the same time, increasing the margins by reducing the selling price to these retailers was not financially feasible, owing to the small volumes of sale.



Figure 10 Aqua+ being sold at one of the pilot events

2016

In the last phase of the program TARA, while continuing to explore opportunities with channel partners, emphasized development and testing of a **Micro-franchise model**. Micro-franchising, as defined by the Acumen Fund is “a development tool that leverages the basic concepts of traditional franchising, but it is especially focused on creating opportunities for the world’s poorest people to own and manage their own businesses.” To test out this model, TARA implemented two micro-franchise pilot projects in 3 different states.

Working with students from University of St. Gallen, this model for distribution was also analyzed to study to its effectiveness. A list of 5 basic needs product (Aqua+, Sunglasses, Spirulina, Smoke Less chulha and LED lamps) were identified. Preliminary study was conducted to study market demand and consumer perception for these five products. The study was conducted to chalk out a framework for using a micro-franchise model to sell these products in these villages.



Figure 11 Microfranchisees pose together at a community event organised for awareness of safe water habits.

The first pilot test for the Micro franchise model was conducted in Bhopal. TARA leveraged its grassroots network in Bhopal to identify and train six microfranchisees in September 2015. With this ambitious objective of growing to 30 microfranchisees within three months, TARA conducted various training and marketing activities to support these microfranchisees. The microfranchisees were made aware of and trained to communicate the dangers of drinking unsafe water. TARA added only 7 microfranchisees, however, with the head of the sales dropping out in November 2015, the others soon left leading to a collapse of the project. The microfranchisees sold a combined 1000 bottles over September – November 2015.

The most important lesson learned from this testing, was the necessity of having an established distribution network in place before launching the product in a given geographical region. It was also recognized that establishing Microfranchisee operations in districts with a stronger TARA footprint would simplify selection of microfranchisees, increase consumer confidence in the product and leverage existing business relationships and distribution networks. Finally, the per-bottle margins reserved for the microfranchisees in the sales price were too low and, especially with the low demand for Aqua+ at the beginning of the program, the microfranchisees were not sufficiently incentivized to remain employees of *TARAlife*.

Following the collapse of the pilot project in Bhopal, *TARAlife* revised elements of the business model and decided to test the micro-franchisee model again in Uttar Pradesh and Bihar, leveraging the existing footprint through other successful projects - *TARAJurja* and *TARA Akshar*. Both of these programs have been running in these areas for more than five years and have a captive audience. *TARAJurja* is a micro-grid facility providing renewable energy through grids supply to rural homes and businesses in 22 villages of Uttar Pradesh and Bihar. *TARA Akshar*, on the other hand is computer based women literacy program, reaching out to over 90,000 women in Eastern Uttar Pradesh.

To support the revision of the business model for these geographies, the TARAlife team carried out a consumer market survey to determine the habits and needs of consumers in this market. Following this survey, TARAlife decided that this was an ideal opportunity to run a pilot project to test the benefits of the multi-product “Quality of Life” portfolio.

The microfranchisor in TARA Akshar areas, the NGO Aman Development and Rural Welfare Society, would supply microfranchisees with only Aqua+ to cater to women made literate under the TARA Akshar program. At TARAurja sites, the NGO People’s Action for National Integration PANI provided its microfranchisees with a basic “Quality of Life” portfolio in which Aqua+ was included. This portfolio consisted of basic needs products that included biomass pellets (as cooking fuels), solar cooking across the WASH, Health, Clean Cooking, and Energy sectors such as water testing kits, nutritional care products, and solar kits.¹



Figure 12 Microfranchisees in Mirzapur, Uttar Pradesh

TARA's history of work in this region simplified the selection of promising microfranchisees. The micro-franchisee model is decentralized and therefore dependent on micro-franchisees to both make sales and to represent the brand to consumers. Therefore, it was critical to select microfranchisees who are autonomous, motivated and knowledgeable about the products on offer.

The training sessions for the TARA Akshar microfranchisees included product-related information, basic business skills and sales techniques and were provided alongside marketing and informational materials. TARA recognized the importance of awareness raising in the previous projects in Delhi and in Bhopal, so the micro-franchisees were taught about the dangers of consuming unsafe water and how Aqua+ works as a solution for disinfecting water. Finally, as the TARA*life* micro-franchisees are the face of the company to consumers, additional orientation sessions were held to discuss TARA*life* brand values and the importance of respecting them.

Customer relationship was maintained through regular feedback, impact assessment, and separate phone line for complaints, suggestions & queries. The microfranchisees were also provided with promotional tools such as flyers pamphlets, flipcharts and other collaterals.

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Till date, TARA has experienced maximum traction with the Microfranchisee model, which can be attributed to the fact that sales in this model were complemented with intensive social marketing activities



Figure 12 Our team member, orienting the micro franchisees to use the flipchart.

2017-2018

In the past one year, the while the sales at the TARA Akshar sites still continue, with the drop in the social marketing activities, the volume of sales have also dropped. Overall, the team at TARA, in line with the feedback received from Antenna has come to realize that the vial as a stand-alone product is difficult for any retailer to sell. Also, with growing aspirations of the rural communities with newer solutions RO filtered water delivered at the door step and easy availability of packaged and branded drinking water, the scope for point of use solutions like Aqua+ is further compromised. A shift in the mindset of the consumers has been observed towards purchasing purified water. Keeping in mind these two essential learnings, the TARA team is currently in the process of setting up a water purification unit using a combination of membrane filtration and chlorine purification, sourced from Spring Health Technologies. The entrepreneur, Ms. Munni Devi, in Saraiyya, Mirzapur is currently in the process of getting her loan approved.



Figure 13 Preliminary meeting with the Safe water entrepreneur - Munni Devi, Saraiyya, UP

4.2 EVOLUTION OF THE SAFE WATER BUSINESS MODEL BY TARA

TARA's model for last mile delivery of safe water has evolved over the years keeping in mind the changing market conditions and learnings from the past. It began with packaging the sodium hypochlorite solution, from WATA devices, in the form of Aqua+ - a marketable product. Aqua+ began its journey in the urban slums of Delhi. Product features such as bottle design, packaging design, pricing, were regularly improvised.

To make the product available to rural customers several delivery channels such as local CSO networks, micro franchisors, company sales agent were employed. TARA supported sales efforts by all these actors with social marketing for demand creation. Overtime, it was realized that it becomes difficult for the sales entity to also take up social marketing as a parallel activity, since it is resource intensive. Aqua+ being a new product and having only a small margin as compared to other products in the market, investing into social marketing efforts over long period was found to be unviable.

In parallel the market scenario changed to keep up with the rising aspirations of the rural communities. Several Reverse Osmosis (RO) based water filtration units mushroomed in villages across Northern India. Getting direct access to purified water as compared to a purification solution proved as a hassle free and more aspirational solution. Therefore, the market for a niche product like Aqua+ became highly competitive. There was therefore a compelling need for TARAlife to shift its strategy. It was learnt that Aqua+ is a product more suited to a specific target segment – drivers, travelers, and communities adversely affected by a natural calamity, as an alternative to bottled water, which is expensive and sometimes not available.

Therefore, TARA's strategy going forward is to provide purified water to the communities and promote Aqua+ only within specific target groups. While TARAlife will continue serve customers Aqua+ as part of their multiproduct portfolio, TARA will support set-up of water kiosks by entrepreneurs. For this purpose, TARA in the process of building a partnership

with Spring Health to source the Auropure technology. The below diagram represents the business model canvassing that has been done keeping in mind two possibilities for operationalizing the Auropure technology in TARA geographies:

- a) Technology that is owned by TARA and leased out to an entrepreneur
- b) Enterprise mode: owned and managed by a local entrepreneur.

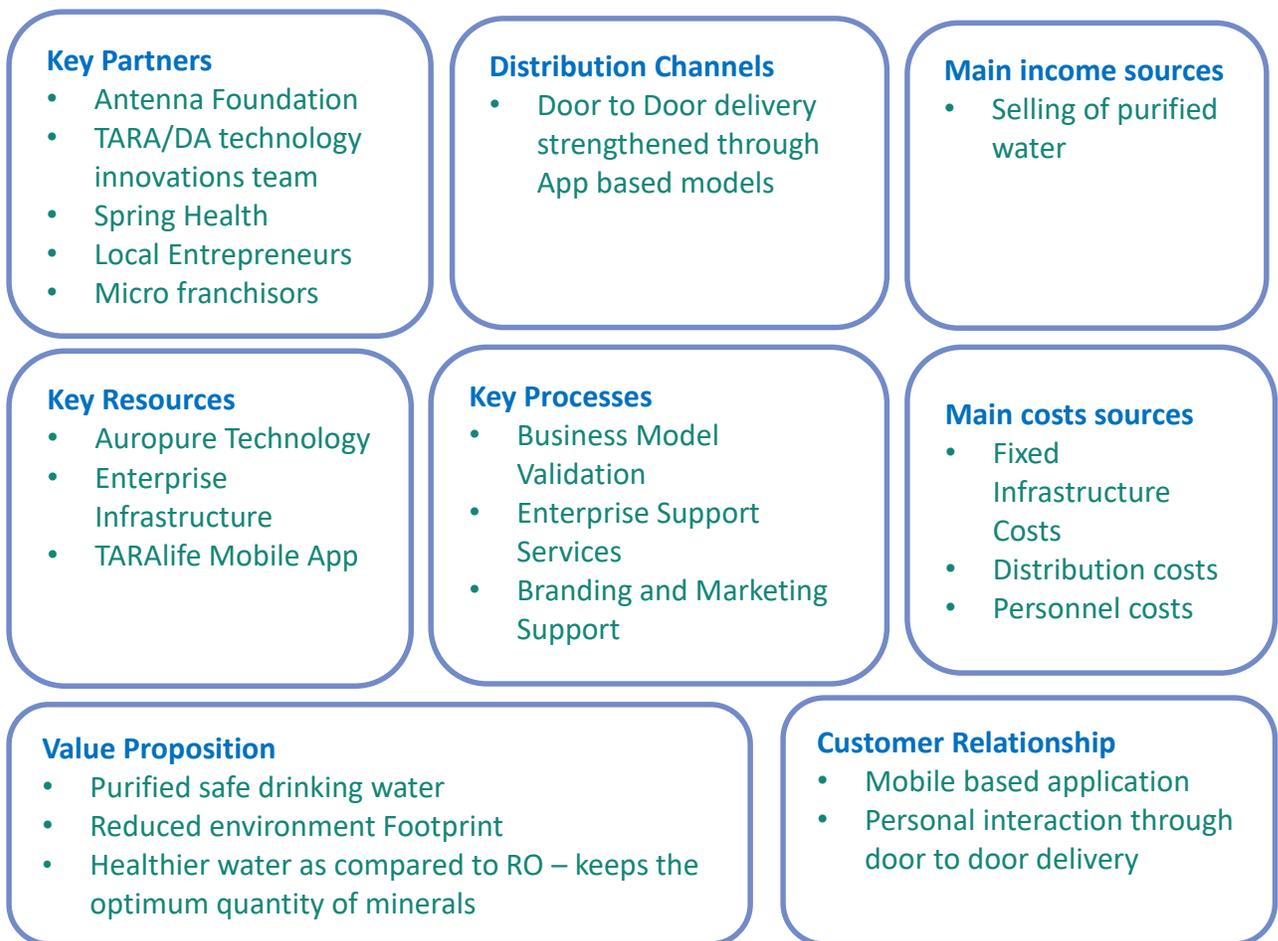


Figure 14 Business Canvas for Auropure technology

In addition to all the other efforts that were undertaken to strengthen the business model for TARAlife,, the Human Right Water and Sanitation checklist was used to assess the business model. The Human Right to Water and Sanitation (HRWS) entitles everyone to sufficient, safe, accessible, culturally acceptable and affordable water and sanitation services for personal and domestic uses, and which are delivered in a participatory, accountable and non-discriminatory manner. To assess whether these principles are being followed, assessment against 8 parameters is done. Post assessment it was found that majority of the criteria do not apply to TARAlife, since these have been built keeping in mind organizations that deliver clean water and not organizations selling water purification

AFFORDABILITY: The cost being less than INR 1.5 per day per family (INR 42 for one bottle of Aqua+, sufficient for a family of 5 members for one month)

AVAILABILITY: Since TARA is not supplying direct safe water, hence issue of adequate water availability for each household is not considered under scope of the initiative. The product is easily available and procured on a direct demand basis

ACCESSIBILITY: Besides door to door deliveries, the product otherwise is always available at the “Gyanchaupalis”, reading clubs existing in the village managed by TARA Akshar Sahelis

QUALITY: The correct use of product makes the water safe for consumption and free from bacterial consumption. Aqua check vials are used to assess bacterial contamination in the water. The Aqua+ production unit at Orchha, Madhya Pradesh is ISO certified

ACCEPTABILITY: The consumers are happy with the taste and odour of water after treatment with Aqua+. But, there must be consistent social marketing activities for the uptake of this product to be permanent

NON-DISCRIMINATION: The product is sold to all potential consumers irrespective of race, religion, caste and gender

ACCESS TO INFORMATION AND PARTICIPATION: Since the sale of Aqua+ is supported through extensive social marketing, there is good system for educating the consumers on product benefits and use

PARTICIPATION: While there was no formal mechanism of collecting feedback, the procedure is embedded in the new TARAlife App

Technology Applicability Framework (TAF)

TAF helped capture perspectives of users and all stakeholders to score Aqua+ on each of the six sustainability dimensions to assess its applicability, sustainability and scalability across the entire supply chain. It helped identify bottlenecks hindering uptake of particular technology and emerge with mitigation measures. We learnt that demand for safe drinking water and willingness to invest in an affordable water-treatment product like Aqua+ is high, provided it is sold by people from local communities. Moreover, since last-mile delivery of basic needs products hinges on strong social-marketing capability, TARA has to conduct attention-getting campaigns combining economic rationality and health issues to raise the Aqua+ demand.

TAF highlighted the importance of training the last-mile distributors from users' perspective. Users preferred buying Aqua+ from distributors who were aware and trained. Therefore, need for an integrated 'business in a box' solution to distributors to enhance chances of distributors running successful businesses was realized. The box would include, product portfolio with product-sourcing information, sales, financing strategies, social-marketing techniques, collaterals like caps, kiosks and a mobile communication system for monitoring and evaluating sales. Additionally, the need to create strong influence networks and champions out of last-mile distributors to become spokespersons and spread safe drinking water message was reiterated.

The key findings from the TAF exercise are as follows:

User/Buyer

- Need to promote Aqua+ as an energy and money saving solution
- Need to train last mile distributors to be more aware about the product

Producers

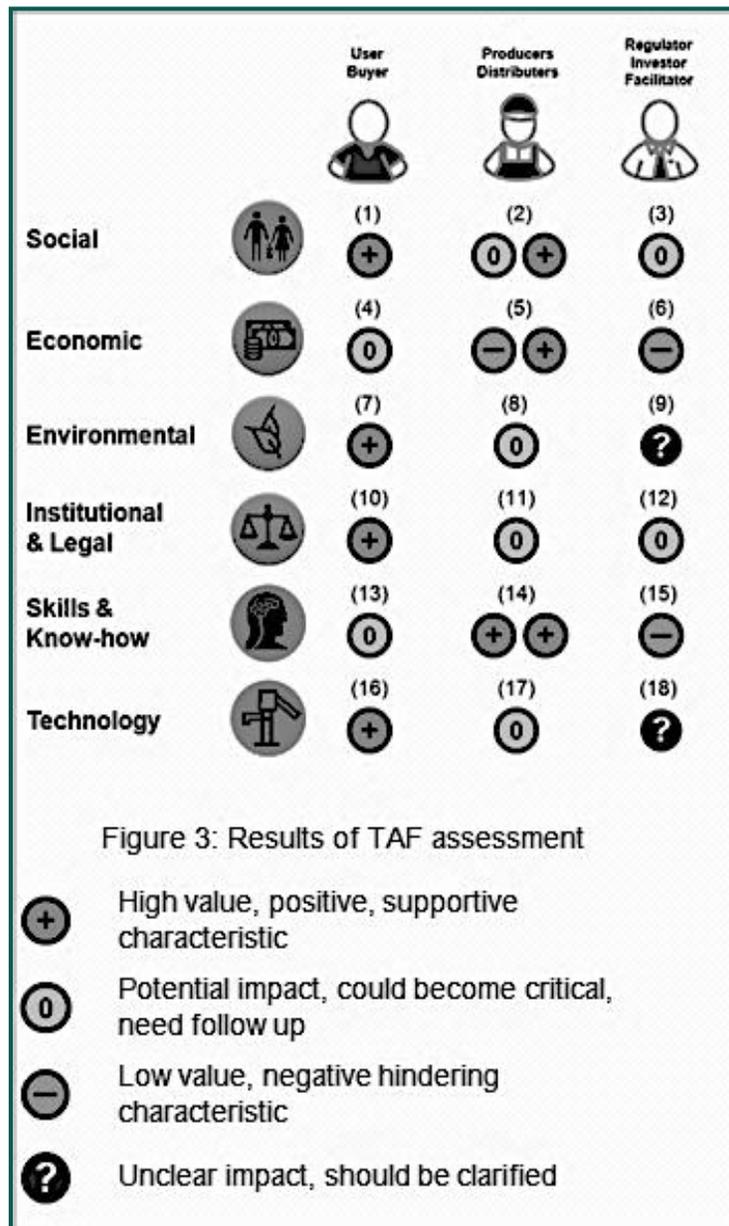
- Need to conduct continuous social marketing combining economic rationality and health issues
- Need to work on increasing the shelf-life of Aqua+

Distributors

- Need to sell Aqua+ as part of a basic needs multi-product portfolio
- Need to get national certifications to make the product more credible
- Need to enhance the brand value through intensive training of last mile distributors

Regulator/Investor/Facilitator:

- Need to align the initiative with government's existing schemes to create awareness and raise funds



5. SOCIAL MARKETING

Social Marketing is a set of marketing concepts and techniques to influence behaviors for a greater social good in order to benefit individuals and communities. Social Marketing has always had an integral role in the successful implementation of our business models. Early trials showed that the sales of the product dropped drastically when the social marketing activity was stopped. It was therefore understood that it is critical to continuously engage with the community to bring about behavior change.

Various tools and modules for social marketing have been developed through the course of trial and implementation in the past 8 years. Social marketing involves a range of activities, each targeted for a specific audience, using a different medium for message dissemination.

AWARENESS	PROMOTIONAL ACTIVITIES	LOYALTY PROGRAMS
<p>These are intended for spreading the message across the community and create a buzz in the minds of the consumers.</p>	<p>These keep the consumer memory alive for the product or message that needs to be promoted. The message are reiterated through different mediums that reach out to the consumer.</p>	<p>These are to incentivize the existing customers and engage them for a longer time to enhance loyalty towards the brand.</p>
<ul style="list-style-type: none"> • Community Meetings • School Events (Poster Designs) • Group Discussions/ Debates • Door to Door Awareness Program Water Testing Drives 	<ul style="list-style-type: none"> • Road shows • TV/ Newspaper Advertisements • Branding (Shops/Vehicles) • Street plays • Movie screenings 	<ul style="list-style-type: none"> • Rewards for loyal Customers • Rewards for successful shops • Rewards for salesmen who perform well

5.1 A BRIEF OUTLINE OF SOCIAL MARKETING ACTIVITIES CONDUCTED IN THE INITIAL YEARS HAS BEEN GIVEN BELOW

2011-2012

In the first phase of the Antenna Project, the decentralized Business model was implemented given the problems with quality control, and as Aqua+ was still in nascent stages a lot of the activities were focused on gauging customer reaction and feedback to come up with a validated plan for social marketing. Very basic awareness tools such as formal and informal discussions with the community, live demonstrations of the product, door to door campaigns etc. were done to introduce the product and record initial findings. Focus Group Discussions were held to get some qualitative data too and to test the general reception of the product.

2012-2013

This is the year the business model's emphasis was on partnering with organizations that have a strong grass-root connect, based on the premise that it would be easier to tap into existing delivery channels than to create new ones .It was called the Channel Partners Model and it was evident when the business model was designed that the distribution channels would be different for each organization, i.e. each organization would develop their own distribution model and use different channels e.g. SHGs, health workers, doctors, chemists, etc. to reach the end consumer. Social marketing was identified as critical to convincing those at the base of the pyramid on the utility of the product and was identified to have significant impact on its sales. It was established that partner organizations would use different means to carry out social marketing and promote the product.

Given that those at the base of the pyramid lack access to conventional advertising, tactics used would include word of mouth, distribution of fliers, handbills and stickers, banners along roads, signboards at point of sales, street performances, etc. It could also include product demonstrations and samplings at water points, market places, village centers and other such places where people tend to congregate. At the same time a research study was undertaken in collaboration with IPSOS Research Private Ltd. And the relevant key findings and challenges are listed below:

- Credibility of company and source of supply was the key trigger for purchase
- There were low levels of self-risk perception among the slum dwellers. This was primarily driven by the limited choices and information provided to them
- Family especially child health, was a key trigger to adopt water purification solution - Ipsos recommended that this could be one the main drivers of the social marketing campaign
- People were easily influenced by the beliefs and perceptions of those surrounding them. In such a situation, social marketing can leverage the use of the word of mouth channels to propagate the usefulness of Aqua+
- The Ipsos team has helped TARA identify behavioral patterns of consumers with respect to their awareness, understanding, motivation, and needs. In doing so, the Ipsos team has emphasized that TARA should capitalize on consumer emotions of fear, insecurity and trust.

2013-2014

Since aggressive marketing efforts were being put in the commercialization of Aqua+, TARA in 2013, continued its partnership with Ipsos Research Pvt. Ltd. to design and develop the Social Marketing toolkit for the promotion of Aqua+. Ipsos conducted another market study to finalize the contents of the toolkit. Based on a workshop that was held in May 2013, three new social marketing concepts were developed. These concepts were then tested in the target community for their acceptance, likability, credibility and other factors. One of these concepts was widely accepted by the target community. Based on this concept, posters, stickers and other Information, Education and Communication (IEC) material were developed. The redesigned IEC materials have better impact and reach in the community.

Apart from that we partnered with Ideal Safety Systems (ISS), Kerala. ISS started working with the Community Development Society- Kudumbashree in January 2014, to increase access to safe water through the developed liquid chlorine technology.

DESIGN INPUTS BY LUCERNE SCHOOL OF DESIGN

In 2014, Lucerne Design School had designed concepts to create awareness and communicate the value of Aqua+ to the target audience at the BoP.

The concept conveys a feeling of pride and prestige, involves locals, and, communicates a consistent message. These concepts were incorporated in the marketing plan for the latter years.

The Kudumbashree workers conduct household visits to make the product available and to raise awareness about its benefits amongst the community. They also utilized the various flyers etc. that were developed by the team based on recommendations by the IPSOS research and other findings on ground. ISS also paired with the NSS (a student wing) of Catholicate College, Pathanamthitta. The students sold Aqua+ through door to door campaigns, interacting with mostly women, understanding their existing practices in water treatment, making them aware about water borne diseases, their outcomes; and finally presenting them with a bottle of ISS Jal Suraksha, along with directions for use. During an interview, students recounted that their motivation to work was driven by the notion of doing social good rather than just the money.

2014-2015

TARAlife in 2014 added items to the existing portfolio of social marketing tools. These included TARAlife branded merchandise such as lab coats, formal shirts, T-shirts and, caps, lifestyle products such as calendars, jute bag, writing pad and pen. Tools developed under the mass media approach include- Retail stand, Banner, Standee and, the Aqua+ Jingle, which has been used in group discussions, awareness campaigns and played in weekly markets in villages and slums. To facilitate focus group discussion by the Micro franchisees or the sales team, a flipchart was designed, with instructions in both Hindi and English, on importance of safe drinking water and key points such as instructions for use, benefits and storage. These were distributed to the local channel partners and Micro Franchisees to aid them in the awareness campaigns at the village/slum level. All these tools were constantly improved based on feedback from the relevant stakeholders

5.2 SOCIAL MARKETING MODULES

In 2015, TARA consolidated the social marketing efforts and devised 4 modules that included a combination of activities, each leveraging a different network. Each module was built keeping in mind different channels that can be leveraged to reach out to potential customers across different geographies. TARA's approach for demand creation and management has been to use behavior change as a tool. Social marketing therefore, has been the focus and key component of all activities done by TARA.

To promote Aqua+ as a safe water solution to the "Base of the Pyramid" population, TARA devised Social Marketing modules, to test and gather learnings for social marketing using different approaches. These modules have been based on using different influencer groups to reach out to maximum number of people effectively and efficiently. The modules are as follows:

- Using entrepreneurs and satisfied customers as influencers
- Using literate women and children as agents of change
- Using Women Self Help Groups (SHGs)
- Selling Aqua+ as part of a multiproduct portfolio

Each module was built keeping in mind different channels that can be leveraged to reach out to potential consumers across different geographies.

MODULE 1: USING ENTREPRENEURS AND SATISFIED CUSTOMERS AS INFLUENCERS

This was one of the initial modules that saw a lot of success. The module was launched with a Water testing event, which was conducted in a village in Uttar Pradesh. Water testing events have proven to be effective based on our previous learnings, since they tend to get people interested by telling them the status of their water (a template for conducting such an event is attached in the toolkit as well). The influencer in this event

was a local Registered Medical Practitioner (RMP), who was also a happy TARAurja customer. The presence of a local person, who happened to be a medical personnel along with an existing customer increased people's interest and reliability on the product and the information provided. The event witnessed a participation of 60 people, with more than 50% of them being women. The sales as well as the overall consumer sentiment sensed around the product and brand TARAlife were positive.

05

Water testing events have proven to be effective based, since they tend to get people interested by informing them about the quality of their water in a dramatic manner.



MODULE 2: USING LITERATE WOMEN AND CHILDREN AS INFLUENCERS

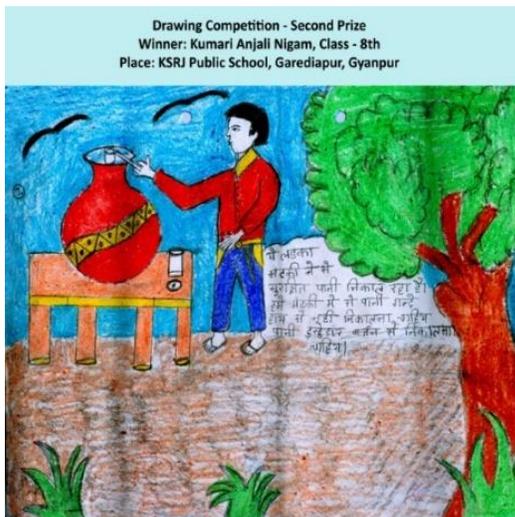
Based on our observations from the previous models, we noticed that women were a large presence in most of the social marketing events. We also realized that they had an integral role in the adoption and re-purchase of the product. So to test this learning, we devised two other models with women at the core. The campaigns conducted based on this module had an outreach of 5000 individuals with a 30% repeat purchases. Majority of women being literate in this area understand the concern of unsafe drinking water and are willing to sensitize themselves about the potential solutions to purify it. They understand that the sole reason of the social marketing campaigns is generating awareness and just not promoting another product. Therefore, the product was well accepted by them. They are willing to invest in an affordable and reliable water treatment solution like Aqua+ and prevent their family from falling ill. Social marketing activities in this region have also helped in building a positive brand image for TARA. Also, the strong social capital built by the existing field mobilizer helped in reaching out to a large number of audiences.

06

Through social marketing events we realized that women are integral in the adoption and success of planning any behavior change campaign, especially in for safe water practices.



Additionally, to reach out to more women in these as well as surrounding villages, we conducted school events for children, wherein the children were made aware about the importance of safe drinking water through a drawing competition. The mothers of these children were later invited to be part of the prize distribution ceremony wherein Aqua+ was promoted as a potential household water treatment solution. Children in the age group of 11-14 years were chosen as the target group since they are old enough to understand the importance of safe water and thus know the use of a water purification solution such as Aqua+. They are more likely to influence decision making by parents. The objective of the activity was to promote safe drinking water among school children and build TARALife as a brand in this arena. During the three-day campaign a total of 377 bottles of Aqua+ were sold. The second half of the day was utilized to interact with the community and take feedback on the product.



07

Children in the age group of 11-14 years are more likely to influence their parent's decisions regarding ideas such as adoption of safe drinking water practices.



MODULE 3: USING WOMEN SELF HELP GROUPS (SHGS)

The Community Development Society – Kudumbashree (meaning Family Prosperity), an innovative community based women-oriented initiative, is one of the largest women-empowerment projects in India (launched by the Government of Kerala in 1998). Our model of empowerment by universality of reach and scope of community interface in local governance situates this self-help group as a great example. The deal involved provision of the product (Aqua+) to CDS at a certain percentage of the marked price. A part of the sales revenue goes towards funding promotional expenses and the remaining towards contributions for CDS funds. The Kudumbashree workers would conduct household visits to make the product available and to raise awareness about its benefits amongst the community.

08

Caution should be practiced while partnering with government entities as, projects can be discontinued due to a change in government in that particular state.

09

Women in SHGs are tightly knit and usually aid the adoption of positive health habits through communication and modeling.



MODULE 4: SELLING USING A MULTIPRODUCT PORTFOLIO

As we implemented the Micro Franchisee Business Model where the stakeholders (the entrepreneurs or salespersons) also get a certain percent of the profit made by sales, we realized that just one product wasn't enough to sustain their loyalties and keep them engaged. Based on that understanding TARA came up with the Multi-product portfolio, that looks to add more basic needs product to the portfolio to make it more sustainable in terms of distribution and also increase margins for local entrepreneurs while raising awareness and the quality of life for Rural Development. Aqua+ was also promoted as a basic need product along with electricity.

10

The profits retained by the seller in the Microfranchisee Model weren't enough to sustain the model, so we included a portfolio of other products to increase margins for them.

Street plays in local language. Since in these locations, Aqua+ was sold as part of a multi-product portfolio, the play was around TARAlife as a brand offering affordable basic needs products with special emphasis on electricity as well as Aqua+. TARA also sought expert assistance from an external consultant to refine this micro-franchising model to include other products and services.



6. MONITORING AND EVALUATION

In 2011, right at the start, TARA monitored the project through Basic Sales Records. We recognized the importance of collecting customer and sales data, and designed a monitoring and evaluation system in 2013 based on a sales record booklet to be used by each sales agent.

Record books

The sales record booklet was developed in 2013 and included sections for customer data, sales data, and marketing materials. The booklet consisted of the following sections:

- **Customer Database** of end-users who they service every month (along with baseline data) and highlight drop outs and the reasons for dropping out.
- **Inbuilt flipchart** with pictures & text explaining problems associated with unsafe water & proposing Aqua+ as a solution
- **Sales review to record** month-wise sales data (bottles sold, to whom they were sold, phone number, history of water borne diseases in the past month, medical expenses in the month, etc.
- **FAQs** as a ready reference

At the same time, the channel partners of TARAlife were having difficulty managing their Aqua+ stocks. A study carried out with Viola Zoller, a master student from the University of Saint-Gallen, identified three main weaknesses of the old distribution system:

1. Lack of stock & delayed orders by channel partners
2. Replacement and destruction of expired stock at TARAlife's expense
3. Irregular reporting by channel partners.

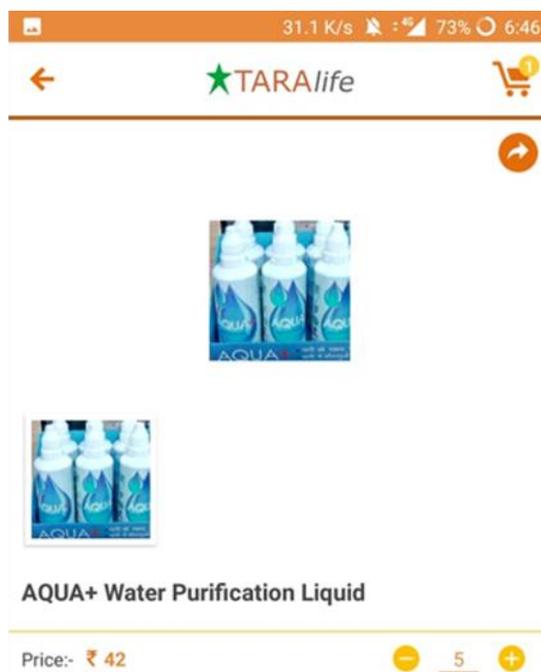
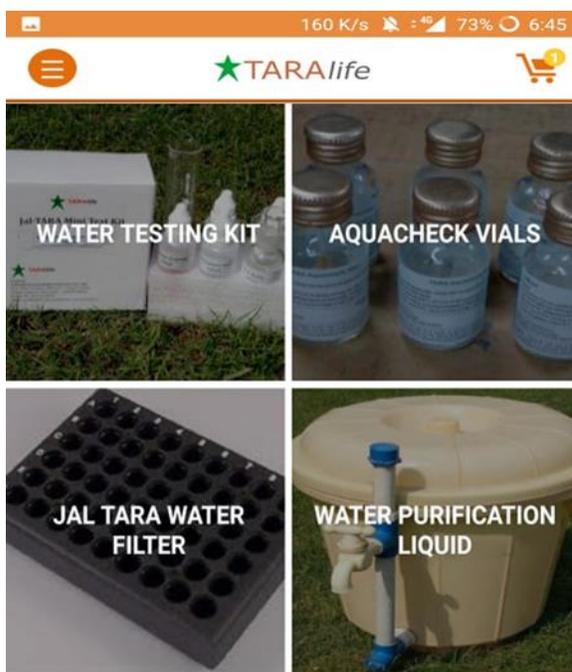
To address the issue of monitoring sales and managing the distribution of stock, it was decided that an online management tool would have to be developed.

Digital Platform with a mobile based application

The objective of the mobile application was to address the challenges in sales management and logistics outlined above. As the framework was being developed, TARA realized the enormous value of using this system to collect customer and impact data as well. The framework was thus adjusted to create a data collection tool for TARA to assess the social, health and financial impacts of TARA's interventions with some degree of confidence.

The system consists of an online platform where stakeholders can log in to see information relevant to them and a mobile application for TARA salespersons. With the support of IRC Wash, TARA established a framework with four main objectives:

- 1) Retain & increase database of Aqua+ customers
- 2) Track and record impact of intervention on health/overall quality of life
- 3) Decrease or minimize sales lost and inventory costs
- 4) Extend the application of the system to other products than Aqua+ over the long run



Survey

Baseline Survey

Name:- Maya Devi
 Age:- 32
 State:- Uttar Pradesh
 District:- Mirzapur
 Village:- Saraiya

Gender
 Male Female

Select Products
 AQUA+ Water Purification Liquid

Monthly household income
 6000

House no.
 13

Number of people in the household
 5

What is your main source of drinking water?
 Tap water Hand pump Boring
 Other Well Packaged water

Do you store your water?
 Yes No

Do you think your water is safe?
 Yes No

Do you treat your water?
 Yes No

What Characteristic clean water for you?
 Clarity, Taste, Smell, Apperance

When it comes to your health, who do you trust/consult?
 Doctor

SUBMIT

1. Data Collection

- a. Customer details (background, village name, contact details)
- b. Micro franchisee details (background, villages covered)
- c. Baseline survey (Current practices, existing health status, medical expenses)
 - i. App will be used to gather data on consumer buying behavior w.r.t. Aqua+ and other basic need products. Data will help identify bottlenecks in repeat purchases& help restructure sales techniques.
- d. Product feedback (customer feedback after purchase)

2. Analysis

- a. Real time tracking of sales (no. of products sold in each category with details of date, time, place of purchase)
- b. Microfranchisee performance in terms of meeting sales targets
- c. Customer behavior (product choice, frequency of buying, monthly expenditure)

3. Post Analysis

- a. Monitor repeat purchases
- b. Send reminders about purchases
- c. Send periodic messages about safe water awareness
- d. Assessment survey (post intervention survey after 6 months of purchase)

7. WAY FORWARD

TARA has since the inception of the project worked intensively on producing a marketable product and building sustainable last mile delivery models. Years of experience have given us a comprehensive view of how the market is segmented and reiterated the need for us to constantly adapt our models to fit those needs. The team overtime has realized that the market for safe water is largely segmented and consists of a great variety of solutions to cater to specific needs of each segment. Aqua+, as has been realized, is ideal for users who are traveling and do not have access to safe water while outside, for example the trucker's community.

In lieu of this we are now currently modifying the business model to sell purified water as well to adapt the business model to the changing market needs.

The product i.e. the Aqua+ vial will be promoted within specific target groups, as mentioned above. To reach these target groups, Aqua+ will be made available under other projects being implemented by TARA that have these as the target audience. Aqua+ is also being promoted as part of a larger portfolio of products and services through microfranchisees in Bhadohi, Uttar Pradesh.

On the other hand, the ambition that the team now has is, to leverage on the micro enterprise development arm of TARA and support safe water entrepreneurs using an advanced form of technology that is more environment friendly. As an alternative to the very popular Reverse Osmosis technology currently being used by a majority of micro entrepreneurs in the safe water business. The team is sourcing the Auropure technology that uses a combination of membrane filtration and chlorination. This technology will be advocated to entrepreneurs under other micro enterprise development projects by TARA and for setting-up water kiosks at rural marts (TARAhubs) by TARAlife. The investment for setting-up these safe water units will be made by the entrepreneurs themselves in case of the micro enterprise development initiatives and by TARAlife in case of TARAhubs. The team at TARA has already started the process of set-up with one micro entrepreneur at

present (Ms. Munni Devi in Saraiyya, UP). TARAlife, on the other hand is in the process of raising private investments for setting up infrastructure for multiple such units, across UP and Bihar. The concept has been validated and has already received the first tranche of private investment to further take the model to scale.

The safe water units will be supported through the enterprise support services by TARA to handhold them through their entrepreneurial journey. Also, the TARAlife that has been developed will be handed over to them to monitoring their sales and at the same time keeping a track of their performance.

GLMIPSES FROM THE ARCHIVES

“This is an excellent opportunity for me to gain hands on experience in applications of chemistry. I really enjoy my work as a production supervisor and a quality control specialist. I feel fortunate to be able to develop a household water treatment solution that enables people to have safe drinking water.”



Akash Richhariya
Production Supervisor
and Quality Control
Specialist,
TARAlife since 2014

Rajesh Kushwaha
TARAlife Micro-franchisor
since April 2016
Bhadohi district,UP



I have always wanted to work for the society. Beginning 2016, I was introduced to Aqua+ during my association with TARA as the regional manager of the TARA Akshar Literacy Program. I feel the product has great potential and caters to the safe drinking water demands of the people. With a network of 20 microfranchisees, and support from TARA in terms of social marketing, I have been able to sell a total of 13,000 bottles till date.”

“I am very happy selling Aqua+, I make people aware of the benefits wherever I go, I sell it to fellow passengers on the bus too. Along with being a TARAlife microfranchisee, I am an Aqua+ consumer too. I even send the bottles to my maternal family in Mumbai. Being part of the initiative has given me a sense of confidence and a strong positioning in my community.”



Rekha Maurya
TARAlife Micro-franchisee
since May 2016
Bhadohi district,UP



“Since the time I have started using Aqua+, I don’t even know what bloating is. Earlier, I used to have a headache starting right in the morning after I woke up. Now I don’t have any such problems. All thanks to Rajesh ji for introducing this product in our lives.”