

Strategic Recommendations for RANO WASH

May 14, 2021



“

If the toilet is famous in the market and used by some famous people, I would save money and buy it.”

Toilet User, Coast



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CLTS	Community-Led Total Sanitation
GTM	Go-To-Market
HCD	Human-Centered Design
HCS	Human-Centered Sales
HH	Household
MEAL	Monitoring, Evaluation, Accountability, and Learning
MGA	Malagasy Ariary (official currency of Madagascar)
NGO	Non-Governmental Organization
OD	Open Defecation
RANO WASH	Rural Access to New Opportunities for Water, Sanitation, and Hygiene
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation, and Hygiene

Chef Fokontany - The chief or leader of the village.

Community-led total sanitation (CLTS) - A rural behaviour change approach for ending open defecation through community participation. It concentrates on the whole community and the collective benefit rather than on individual behaviors.

Diffusion of Innovations¹ - Theory that seeks to explain how, why, and at what rate new ideas and technology spread. Everett Rogers, a professor of communication studies, popularized the theory in his book 'Diffusion of Innovations'. The categories of adopters are innovators, early adopters, early majority, late majority, and laggards.

Diotontolo - Gret set up a network/franchise of toilet shops ("sanimarchés") managed by small, local operators who produce, sell and install improved toilets at a low cost. Gret supported with technical, financial, and marketing aspects, and these franchises are still being run by entrepreneurs through a centralized system.

Early Adopter - Represent opinion leaders. Enjoy leadership roles, and embrace change opportunities. They are already aware of the need to change and so are very comfortable adopting new ideas.

Early Majority - Rarely leaders, but do adopt new ideas before the average person. Typically need to see evidence that the innovation works before they are willing to adopt it. Strategies to appeal to this population include success stories and evidence of the innovation's effectiveness.

Fokontany - Village or community.

Go-to-Market (GTM) - step-by-step plan created to successfully launch a product to market.

Hotely - small Malagasy restaurant located on the side of a street or market

Improved toilet - A toilet that is designed to hygienically separate excreta from human contact.²

Innovator - People who want to be the first to try an innovation. Interested in new ideas and more willing to take risks. Very little needs to be done to appeal to this population.

Late Majority - Skeptical of change, and will only adopt an innovation after it has been tried by the majority. Strategies to appeal to this population include information on how many other people have tried the innovation and have adopted it successfully.

Laggard - Bound by tradition and very conservative. Very skeptical of change and hardest group to bring on board. Strategies to appeal to this population include statistics, fear appeals, and pressure from people in the other adopter groups.

Malagasy Ariary (MGA) - Currency conversion: 3800 ARI = 1 USD

MVola - mobile money platform offered by the Telma mobile service provider

¹ <https://sphweb.bumc.bu.edu/otlt/mph-modules/sb/behavioralchangetheories/behavioralchangetheories4.html>

² WHO/UNICEF Joint Monitoring Programme (JMP) definition

Definitions

Sanitation Marketing (SanMark) - The application of the best social and commercial marketing practices to change behavior and scale up the demand and supply for improved sanitation. It draws on research and approaches used in social marketing (which relies heavily on the 'Four Ps'—product, place, price, promotion).

Sensitization - Attempt to make one or others aware of and responsive to certain ideas, events, or situations.

Village savings and loan associations (VSLAs) - A form of saving and loan group, in which a group of people save together and take small loans from those savings. The activities of the group run in cycles of one year, after which the accumulated savings and the loan profits are distributed back to members. The purpose of a VSLA is to provide simple savings and loan facilities in a community that does not have easy access to formal financial services.

Zanakampielezana - People from rural villages who have moved to urban centers, translates roughly as “children of xxxx town”. They can be sources of new ideas and funding for projects in their home villages. Very influential if they live in a big city and can share “modern” ideas and way of life.



Rural Access to New Opportunities for Water, Sanitation, and Hygiene (RANO WASH) is a five-year USAID-funded project to improve WASH services in rural Madagascar. In an effort to stimulate markets for sanitation products and services, the program has collaborated with iDE to understand the current sanitation situation and challenges, and develop a market-based strategy to address challenges in this space in a sustainable way.

Recommendations in this report were developed using a human-centered design methodology, which leverages ethnographic research methods to understand latent needs, perceptions and desires in order to gain deep insights into the "whys" behind behavior. Specific methods included desk research, expert interviews, in-depth interviews, focus group discussions, market day rapid interviews, and collaborative brainstorming/co-creation with stakeholders. Due to COVID-19, research was facilitated remotely by a U.S.-based team, and conducted in-person by a Madagascar-based research team across select target geographies in the highlands and coast regions.

Taking a market-based approach to sanitation challenges

NGOs and CLTS have by and large been successful at raising awareness of health impacts through sensitization activities. However, while health is important, it is not persuasive. Therefore iDE have investigated ways to operationalize a sanitation marketing approach in Madagascar, taking a market-based approach to the recommendations to address sanitation challenges. This means looking at business models, engaging people as customers, and supplying them with products and services they can afford.

In parallel, this involves improving the supply side as well—from entrepreneurs, suppliers, distributors, masons—to provide them with improved incomes. We will focus on buying toilets to take a market-based approach. The report highlight key challenges and opportunities that exist in the sanitation space in specific regions of the country: Coast and Highlands.

There are many barriers around purchasing toilets

Toilets are not perceived as an aspirational product, perceived as just a 'poop house'. Therefore they are not a spending priority, there is little to no demand for investing in or upgrading toilets, and open defecation is still widely accepted as a social norm. The current supply chain for toilets is fragmented where high quality materials are hard to source locally for masons, prices fluctuate and transport of materials is expensive. There are also limited options for financing for both customers and masons, which increases the barrier to purchase.

However, opportunities that can increase the purchase of toilets were also revealed during the research

These include the fact that Malagasy people will invest in something they know and really want, which requires tapping into personal motivations and aspirations, such as status, appearance, and pride. There are examples of households who will spend money on solar panels, TVs, phones and radios because it increases their standard of living and perceived status. People also copy each other and seeing social proof are key motivators to buying something new. Additionally there are opportunities to leverage existing activities such as peer-to-peer networks and influential actors in the community such as traditional leaders and chef fokontany as well as using VSLAs and mobile money as financial mechanisms to increase financial access and introduce flexible payment methods.

The coast is a more accessible market to enter first

The findings have led the research team to recommend that RANO WASH focus its initial effort on the coast because there is easier access to water, higher economic ability to buy toilets due to more high cash crops. There are also fewer barriers to purchasing new things due to cultural factors that lead people to spend money, an environmental stimulus to invest in durability, and more growing seasons/regular income generation that avoids some of the hunger season experienced in the highlands. Once efforts have gained traction in the coast, RANO can then start to layer in early testing and rollout in the highlands.

Start by focusing sales to the early adopters

The team have segmented the target market based on the research from early adopters to laggards, and created a sequential targeting strategy following the ‘Diffusion of Innovations’ curve. RANO WASH should begin by targeting sales to the early adopters (first buyers) who can afford toilets and will help set the trend early in the program. It also allows time for options to be designed for those who have less financial means, and creates social proof along the way for others to follow.

RANO WASH should prioritize the target markets in the Coast through staggered implementation, first targeting the ‘Aspirational Traveler’ (early adopter), who can then inspire the early majority for next adoption (‘Competitive Copycat’), and later a secondary early majority segment ‘Champion Mother’ who need more convincing. Once solutions have been rolled out to these three profiles in the coast, testing options for the Highlands can begin, targeting early adopters in this region: ‘Family of Zanakampielezana’, and ‘Entrepreneurs and Salaried Workers’ (refer to Annex on Page 103 for detailed profiles).

4 key areas to initiate a sanitation marketing strategy*:

Recommendations have been divided into four high-level areas/components that will help accelerate the development of a sanitation market in Madagascar:

(1) Creating an aspirational toilet product: Includes establishing desirable features for a toilet product, rebranding and standardizing the toilet, building credibility around brand and quality, and creating a tiered offering for the early majority.

(2) Demand activation: Involves creating targeted marketing content for each segment, recruiting sales agents to work with masons and training them with a human centered sales approach, and marketing through door-to-door sales, events, and social media.

(3) Strengthening supply chain: Includes identifying and training select ‘passionate masons’ who are motivated in their business, and developing and disseminating a ‘business-in-a-box’ sales and marketing toolkit for them. In addition partnering with hardware stores, and building a sanitation entrepreneur network with other key business actors that can catalyze connections and build strong relationships with each other to sustain the toilet supply chain in the future.

(4) Improving financial access: Involves introducing flexible payment plan options for both customers and masons. Leveraging VSLAs to become a key mechanism for financial access, building on popularity of mobile money for payments and savings, and repurposing subsidies as discount vouchers that can ease barriers to toilet purchase.

However implementation will not be a linear path. Recommendations in this report will need to be tested and iterated throughout the process to validate what works and can be developed further, and what needs to be changed and/or removed.

**A summary of the sanitation marketing strategy can be found on page 35.*

Implementation through 3 phases

In order to roll out the recommendations, a project roadmap has been developed which breaks down implementation into 3 key phases. Due to Covid-19, iDE has designed the roadmap with sequential action steps to move the project move forward at whatever pace is possible for RANO WASH.

Preparation: Before Phase 1, RANO WASH must establish a dedicated marketing team with expertise in market research and human-centered design, select accessible geographies in the coast for the pilot, and choose 2-3 masons in those geographies to partner with for activities.

Phase 1: This phase should be all about testing, learning and iterating the activities in the 4 categories. Through a consistent feedback loop, the project will be able to understand what works and what does not work.

Focus on (1) using rapid prototyping techniques to design and develop a flagship aspirational product for the coastal Aspirational Travelers, (2) testing marketing triggers, messages, and channels for the aspirational traveler, (3) testing the idea for a sanitation entrepreneur network and ways to incentivize hardware stores to partner more formally with masons, and (4) holding exploratory conversations with mobile money providers.

Phase 2: Focus on (1) training masons to build the aspirational toilet consistently and at the same level of quality while testing tiered offerings, (2) recruiting and train sales agents, and start advertising to the Aspirational Traveler, (3) piloting the entrepreneur network and solidifying the business relationship between hardware stores and masons, and (4) testing payment plans and financial mechanisms including mobile money and VSLAs.

Phase 3: Focus on (1) launching the tiered product offering, (2) marketing to early majority in the Coast while testing marketing strategy in the Highlands, (3) scaling and monitoring the entrepreneurship network and hardware store collaboration, and (4) piloting the financial mechanisms and flexible plans.

Throughout the 3 phases, use a lean approach to create the most impact, applying a process of continuous testing and adapting.

Gather evidence throughout the process to validate the components in this strategy, and learn from each target segment. Phases 2 and 3 will largely depend on results from Phase 1 and robust monitoring of these solutions should be put in place to ensure sustainability and effectiveness.



Project Background

Background on RANO WASH

Rural Access to New Opportunities for Water, Sanitation, and Hygiene (RANO WASH) is a \$30 million five-year USAID-funded project to improve WASH services in rural Madagascar.

RANO WASH is being implemented by a CARE-led consortium that includes Catholic Relief Services, WaterAid, BushProof and Sandandrano with activities planned through 2022. It will improve the health of people in 250 communes in the regions of Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro, Amoron'i Mania, Haute Matsiatra, and Vakinankaratra.

The program has three strategic objectives:

1. Support governance and monitoring at national, regional and communal levels for sustainable WASH services;
2. Increase access to water and sanitation supply through supporting private sector capacity and public private partnerships for sustainable water and sanitation supply across several regions in Madagascar;
3. Increase good hygiene and sanitation behaviors by identifying and addressing multiple behavioral determinants.



Priorities and goals of RANO WASH for this project

Technical support for market-based approaches in RANO WASH program in Madagascar to improve sanitation

RANO WASH program is incorporating **market-based approaches** to water, sanitation, and hygiene services, and stimulating markets for sanitation and hygiene products and services. This report focuses on improving sanitation products and services.

The purpose of this collaboration with iDE is to:

- Understand and analyse the market for WASH products and services.
- Identify possible solutions to challenges in supply, demand and profitability of businesses working in this space.

These solutions will also contribute to "Madagascar Madio in 2025", the national initiative taken by the Government of Madagascar to eliminate open defecation by 2025. The results of the study will feed into strategies to achieve this valuable and ambitious goal.



Project process



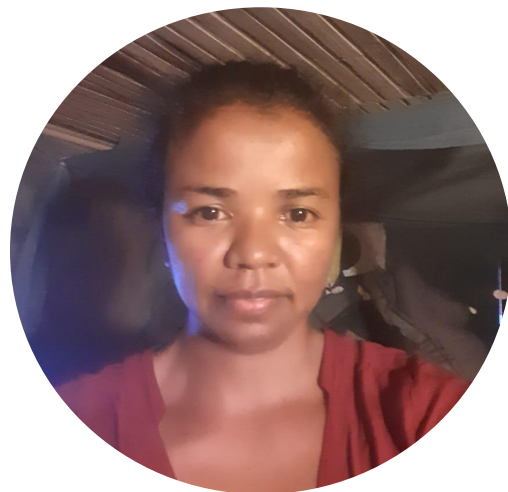
The project has gone through a process of key skills training, research, collaboration and idea generation, incorporating human-centered design principles throughout, to develop the recommendations outlined in this report.



Project team



The RANO WASH ‘Home’ team (Madagascar)



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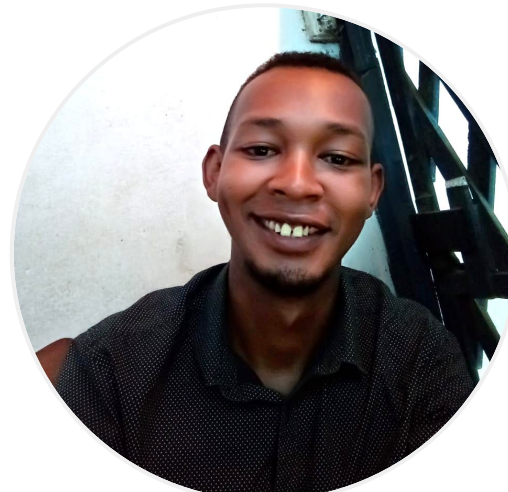
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Entrepreneur



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Entrepreneur



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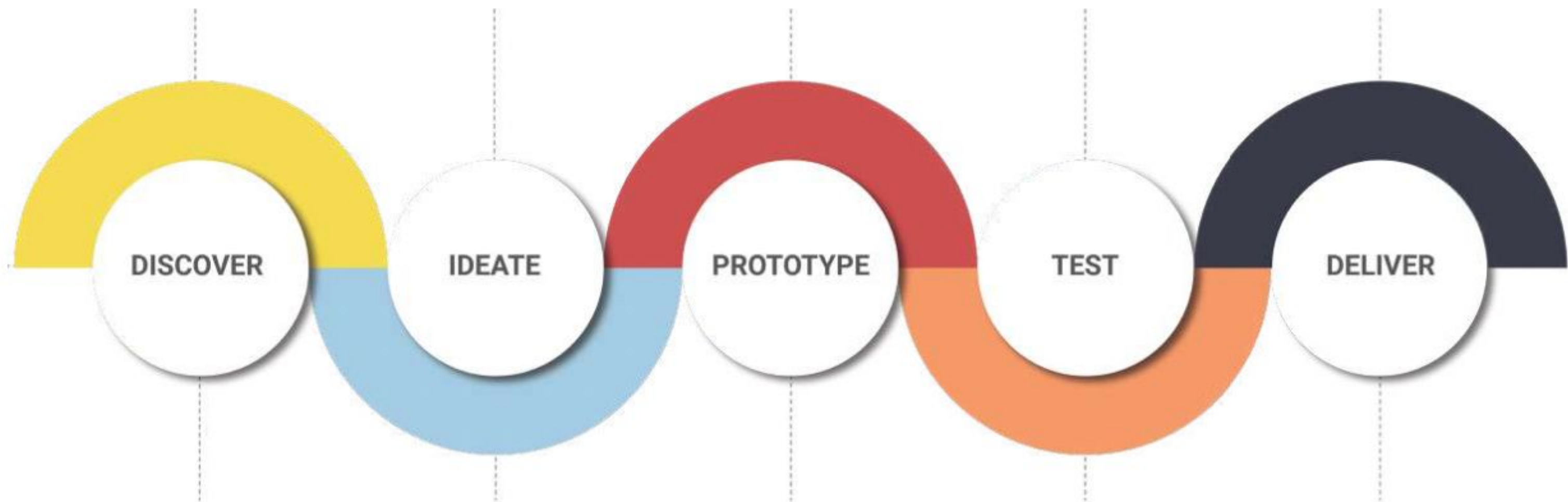
iDE’s approach: Using Human-Centered Design principles



Listening to people, building empathy, digging deep, delving into the “whys”, and collecting stories.

iDE’s approach is ethnographic, aiming to understand latent needs, perceptions and desires in order to gain deep insights into the "whys" behind behavior. Human-Centered Design puts people at the center of everything, learning from their point of view, and therefore, eliminating assumptions. These qualitative methods help create deeper meaning behind the statistics and offer invaluable insight into the real situation someone is experiencing.

The HCD process comprises of five stages: Discover, Ideate, Prototype, Test, and Deliver. The first stage focuses on discovery and building empathy – getting out into the world and learning from people. The Ideate stage narrows down what has been learned and translates those learnings into creative ideas that will rapidly evolve into tangible designs that can be prototyped and tested. Finally, the Deliver stage is where the design is applied in the real world through project implementation.



This project focuses on the ‘Discover’ and ‘Ideate’ phases. Recommendations in this report have been informed by research during the first phase, and developed through the second phase through a collaborative and creative process. However, they still need to be tested before final implementation.

Taking a market-based approach to address sanitation challenges

Based on both RANO WASH's interest and findings from the research, the recommendations in this report point to a market-based approach on how to implement a sanitation program and follow key market-based principles such as:

- Focus on catalyzing the **purchase** of toilets (as opposed to focusing on use and/or the building of toilets).
- Engage people as **customers** and setting up a potential market base and supply chain where customers can buy long lasting durable sanitation solutions.
- Build on behavioral economics evidence that when people **invest** in something they are more likely to place higher **value** on it and therefore take care of it.
- Help businesses find profitable ways to sell toilets that are not readily available.

The team has aimed to look at business models, engage people as customers, and supply them with products and services they can afford. In parallel improve the supply side: entrepreneurs, suppliers, distributors, masons to provide them with increased incomes.

Note: These recommendations have been framed in an agile way trying to accelerate the impact, and taking into account the timeline that CARE has to implement the interventions, acknowledging that currently the project ends in August 2022. Some of the recommendations have been also framed as experiments for CARE to keep evolving their learnings until they are ready to scale up.





Field Immersion

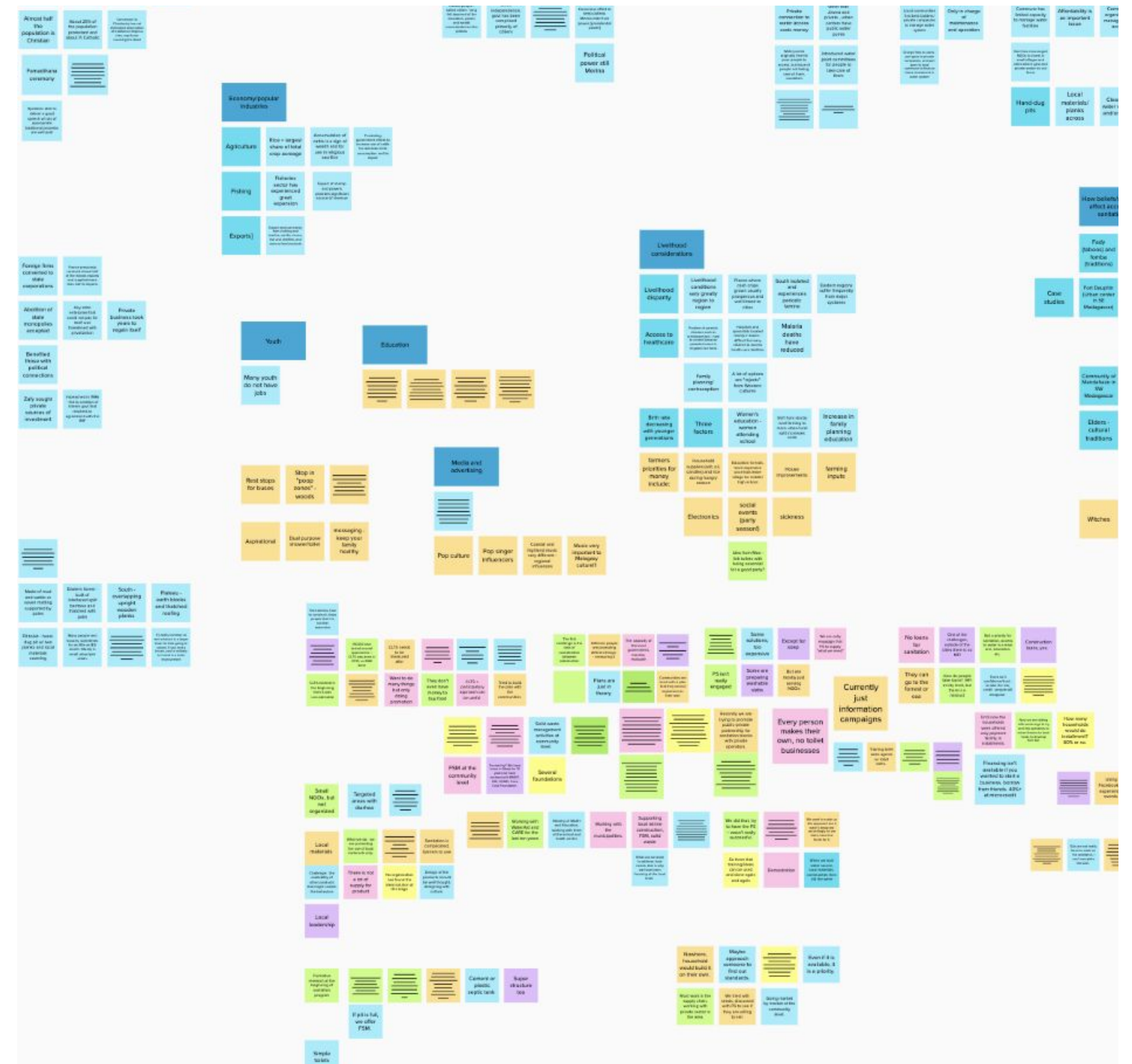


Research objective

Understand rural and urban Malagasy hygiene and sanitation behavior, needs, barriers and aspirations in order to design a sanitation market strategy that is user desirable, technically feasible and economically viable for households and local businesses alike.

Specific Research Objectives:

- Determine user behavior, bottlenecks, opportunities, mindset, and motivations regarding current and existing interventions (RANO/independent).
- Identify the barriers, triggers and drivers to adopt current and/or future potential solutions for sanitation in RANO's areas of interventions.
- Design and develop a sanitation solution that encourages user adoption and continued use in rural Madagascar that responds to users needs and other actors in the supply chain needs, desires and aspirations.
- Design and develop a corresponding go-to-market and business strategy.
- Identify potential barriers for sales strategy in the future.



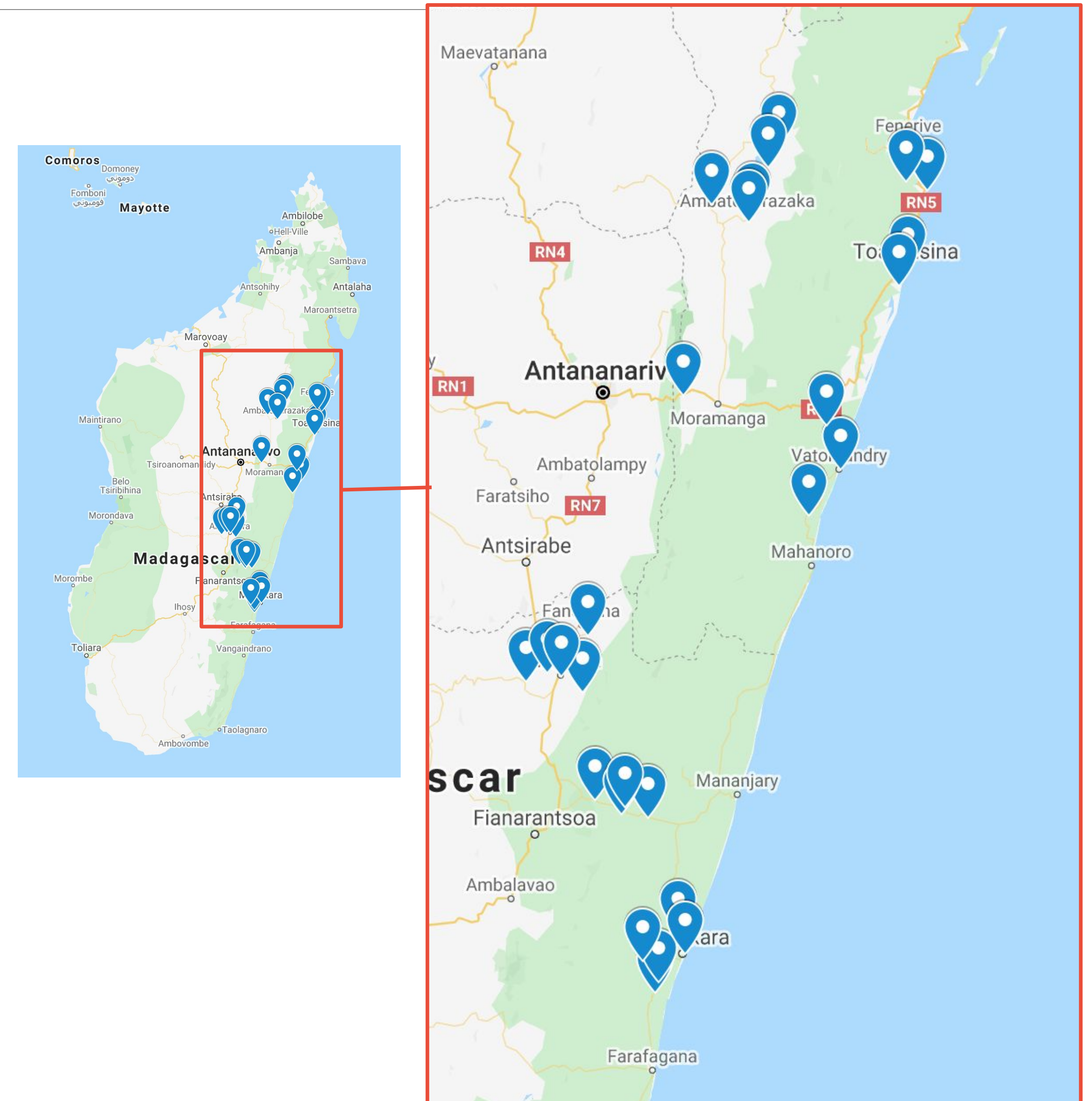
Field research locations

Regions: Alaotra Mangoro, Atsinanana, Amoron'i Mania, Vatovavy Fitovinany

CARE proposed 5 regions, of which iDE selected 4 to target for this research. Analanjirofo was not included due to limited time and overlaps in supply chain and culture with Atsinanana region.

Sites and respondents were selected based on a range of factors including:

- A mix of rural and peri-urban communities
- A range of sanitation rates at commune and fokontany level
- Distance to main road and market towns
- Input from CARE monitoring and evaluation team to determine level of community progress
- Input from CARE regional teams on areas with exceptional masons and other programmatic elements
- Input from CARE regional teams for input on key community stakeholders



Who the team spoke to



94

Customers

58 Women / 36 Men

27

Private Sector
Actors

19

Community
Actors

71

Toilet Users

Highlands: 47

Coast: 24

18

Masons

Highlands: 4 (4 men)

Coast: 14 (1 woman/13 men)

6

Fokontany Presidents

Highlands: 4

Coast: 2

11

Non-Users

Highlands: 3

Coast: 8

9

Hardware Store Owners

Highlands: 5 (3 women/2 men)

Coast: 4 (3 women/1 man)

7

Commune + Regional Government

Highlands: 4

Coast: 3

12

Use not reported

Highlands: 5

Coast: 7

1

Traditional Leader (Ampanjaka)

Highlands: 0

Coast: 1

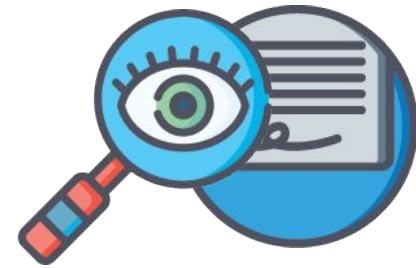
5

Health Workers

Highlands: 3

Coast: 2

Research methods



DESK RESEARCH & EXPERT INTERVIEWS

Gathering information from secondary sources, literature reviews, and experts to generate “big picture” learnings and facilitate the planning of appropriate research strategy.



FOCUS GROUP DISCUSSIONS

Interviews conducted as a group. Understand how respondents interact and talk to each other about their experiences. Gathering group consensus on key research topics.



IN-DEPTH INTERVIEWS

Longer conversations with toilet users, non-users and relevant stakeholders to learn, in their own words, their needs, challenges, desires and aspirations in regards to research goals.



MARKET DAY INTERVIEWS + OBSERVATIONS

“Market detective” days conducting rapid interviews to explore market actors and solicit comments and feedback from shoppers. Supporting this with observing behaviors at the market and homes to capture what people do not explicitly say and do.

Limitations of the research

Remote research during COVID-19:

The ‘Away’ team were unable to conduct the research in person and had to train the local ‘Home’ team in HCD research methods during the project, and all analysis and synthesis was done online. The Home team did incredibly well, rapidly getting trained in a new methodology in a virtual setting, conducting research, and uncovering compelling findings.

Time zone differences:

Collaboration opportunities were limited to when the 3 time zones were able to work in parallel.



Key Findings

CLTS approach has raised awareness but does not drive behavior change **iDE**

Health is important but it's not persuasive.

NGOs and CLTS have by and large been successful at raising awareness of health impacts through sensitization activities. However, just having awareness does not change behavior. For many, awareness and 'sensitization' has not led to long-term behavior change.

As a result, CARE would like to explore how to implement a sanitation marketing program in Madagascar, which can be sustainable and focus on the purchase of toilets.



**The research has identified that
there are many barriers around
purchasing toilets...**

✗ Toilets are not an aspirational product

- No-one wants to spend their money on a toilet. Toilets are not a spending priority because there is no perceived value (open defecation is an accepted norm).
- Current toilets are hard to clean and maintain, and therefore smell.
- The current design of the toilet makes it a "tranon-tay". It is just a space for a basic need that can be easily done in the bush since open defecation is an accepted norm. The current design is not desirable, appealing or aspirational, not a space to be proud of. It does not drive willingness to buy, or use.
- Most aspirational toilets are too expensive. In the case of the highest-end toilets, they are perceived as out of reach and only for the rich.
- Many options self-built with available materials which is less expensive. However, these take time, are not durable, easily damaged, and collapse. Environmental challenges such as cyclones make durability even more of a challenge.
- There is no standardization for toilets.



✗ There is no demand for toilets

- The current value proposition isn't attractive or compelling. Toilets are perceived as a 'poop house' and not worth the investment. Current product offerings for most people are not seductive enough.
- No urgency to upgrade. As long as what they already have does not smell and is not full, then it does not need further investment.
- Toilets do not improve status or provide an income generating opportunity.
- Masons do not have the time, training, or resources to effectively advertise their business and stimulate demand.
- Open defecation still acceptable in many places.

“

A toilet is a place for human waste so no need to make it better.”

Toilet user, coast



✗ The current supply chain is fragmented

- High quality materials are hard to source locally for masons, supply is scattered, and raw material prices fluctuate
- Transporting materials is expensive and not a justified cost when there is a lack of demand
- There is no standardization of toilet products that guarantee quality, which affects potential sales
- No menu of options to offer customers based on their needs
- Currently no planning for inventory and no bulk supply of materials
- Masons are limited in their skills for making toilets and do not work full time on their business
- Perception that the 'Karana' have a monopoly on materials import



✗ There are limited options for financing

- It is difficult to access finance to buy toilets and a lack of options for those who cannot afford to pay cash upfront. There is a lack of financial mechanisms to make it easy to buy toilets
- Payment options are unfriendly towards customer preferences
- Masons do not want to offer installment plans because they fear they will not receive payment and have no way to manage their money
- It is not common for Malagasy people to save money or plan for the future. Instead they use it for daily expenses.
- Cultural and financial pressures make people live day-to-day instead of planning for the future (coast in particular)
- Existing subsidies for toilets in some areas dissuade people from using their own finances to purchase one
- No financing available for masons or other supply chain actors to increase their stock



**However, there are also
opportunities that can be leveraged
to improve sanitation adoption...**

✓ Malagasy people will invest in something they know and really want

- There are examples of households who will spend money on solar panels, TVs, phones and radios because it increases their standard of living and perceived status. Malagasy people will pay for something that improves their social status and are willing to spend money on something aspirational they can show off and be proud of. People want better houses and lives.
- They will plan for more expensive items if they know beforehand that they want it.
- People copy each other (either through admiration or competition).
- There is pride in having a good-smelling 'clean' toilet and prevents unwanted shame and embarrassment.
- Status, appearing clean, and seeing social proof are key motivators to buy something new. They pride and social recognition, especially as hosts for guests and parties.
- It is a daily habit to wash, especially for women, who express interest in a separate indoor area to bathe in. (Bathing will usually take place outside without a dedicated space to do so at home).
- Young people are spending more time on social media, particularly Facebook, than ever before in order to socialize, stay up to date, and learn new things.
- The research revealed that latrine adoption in some communities has been accelerated by commune-level competitions. For early majority/late majority, this can be a motivator.
- Behavioral studies suggest that when people invest in something (versus being given something for free), they value it more (and therefore take more care of it), due to feeling more ownership.



I feel good when I get something that the other people have.”

Toilet user, coast

✓ Tapping into personal motivations and aspirations can trigger action

Triggers for buying a toilet (that go beyond health messages)

- Moving and/or buying a new house
- If others have one - social proof “seeing is believing”
- Appearing clean to others - good presentation and cleanliness
- Appearing as a good host
- Doing the right thing
- Can poop quietly away from people, be alone with thoughts, privacy
- Not seeing faeces everywhere/not spreading disease
- No risk of contamination children who play around
- On rainy days poop ends up in the river and returns back to HH
- Avoid stepping on poop
- Protection from environment (mosquitos, rain)
- Feeling shame about open defecation



✓ Existing activities and actors can be developed and learned from

- Mason peer-to-peer networks have already been set up by RANO WASH to help masons buy in bulk (however, it needs help)
- An exemplary network of masons in Vatovavy Fitovinany shows potential for associating masons to generate a stronger reputation
- Existing franchises such as Diotontolo prove that centralized marketing not born by the entrepreneur can streamline business
- There is a need for more income-generating activities and to involve other business actors as key players
- Passionate masons are keen to grow their businesses and learn how to do this (even though they currently do not have the capacity to do so due to lack of skills, time, other priorities for income, resources)
- Taking part in competitions with the prospect of winning a prize has proven to be a motivating factor for some to invest resources in building a toilet



✓ Conditions are ripe for promising finance options

- When someone knows what they want, they will plan to use their money to buy it after the harvest when they have cash in hand
- Marketing can create a sense of anticipation and allow for planned spending
- Some (especially in the highlands) will invest in animals to sell later when they need something
- VSLAs are a vehicle for accessing loans and saving money within the community
- Mobile money such as MVola is gaining popularity and people are familiar with using it to send and receive money. Setting up specific 'save for toilet' wallets could be explored. Covid accelerated the shift to mobile money because people had to avoid travel on buses.
- Moving to a new house will trigger buying a toilet because it relates to upgrading their living situation
- The likelihood to purchase something increases when there is a plan to buy and access to finances are made easy





Recommendations



Overarching Strategy and Market Segmentation

Start with the coast because it is a more accessible market to enter

Access to water

The coast has better access to water than the highlands, and therefore easier to use and maintain a toilet that they purchase.

Ability to buy toilets

The coast has periodic influxes of cash from high value crops throughout the year (e.g. vanilla, cloves, litchi, corn). They do not just rely on rice harvest. Many may also have alternate sources of income from a business or salary.

Fewer barriers to buying new things

Spending habits on the coast are different to other regions. They have more wealth due to high cash crops so can spend larger amounts. Social status and new trends are important. On the coast you will find more of the 'big spenders' and trendsetters of the country. Cultural factors lead them to spend money now rather than save for later.

The environment is a pain point and driving force to spend money on something durable

Cyclones and sandy soil means people are more willing to spend money on a toilet substructure that will last longer. The use of cinder blocks on the coast is changing the culture of building homes and how they look.

Avoiding 'hunger season' in the highlands

In the short term, aiming for a September start date is at the start of the 'hunger season' in the highlands which would make it difficult for people to purchase toilets. However on the coast, the vanilla and cloves are still providing income in that time.

Focus sales on the early adopters first

By focusing sales on those who can afford toilets early in the program (i.e. early adopters/first buyers), it sets the trend, allows time to design options for those who have less financial means, and creates social proof along the way.

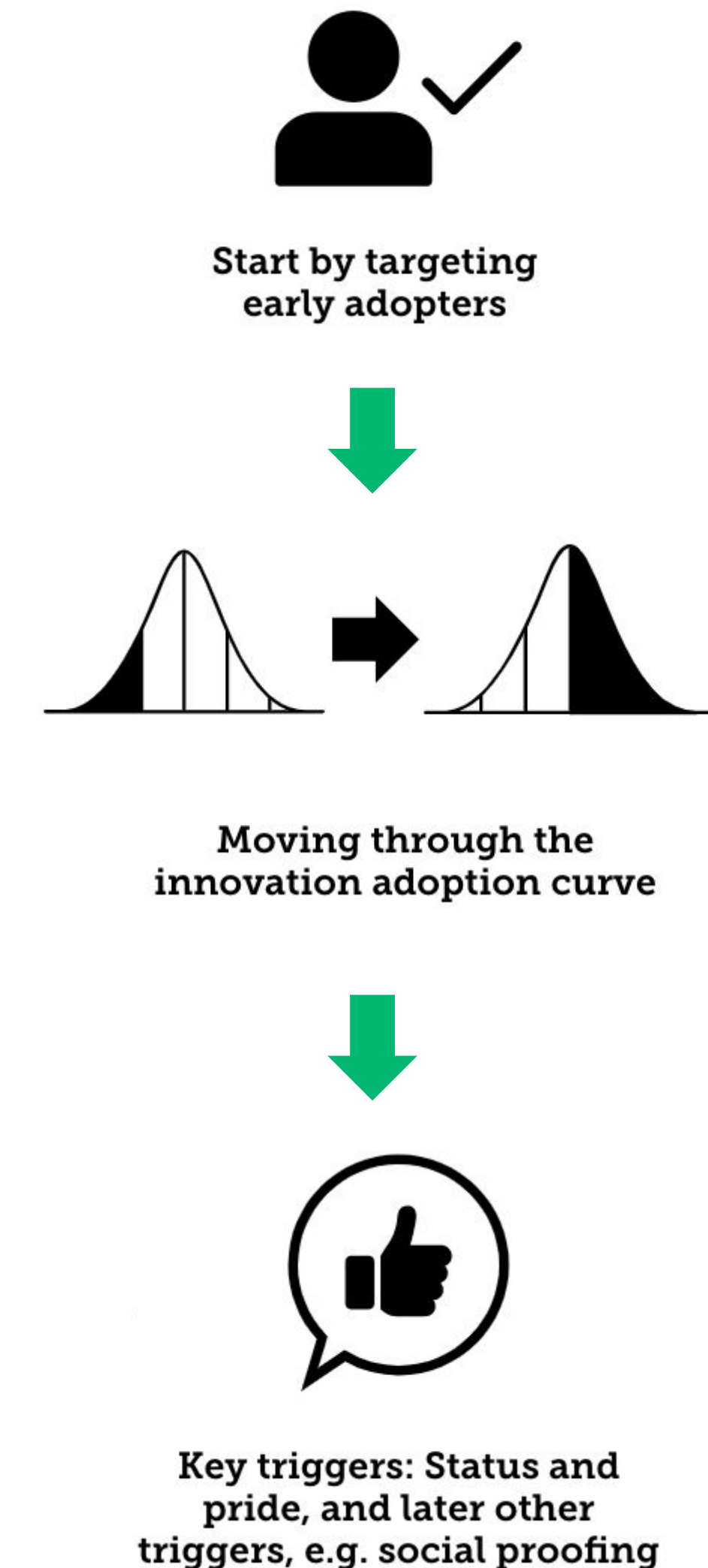
Leverage a target segment to accelerate the adoption of toilets and set the example for others. They may not normally be considered traditional beneficiaries because they may already have a basic, self-built toilet and do not practice open defecation. However, among rural Malagasis, these early adopters have higher economic capacity and therefore the ability to catalyze the purchasing decisions of more pragmatic buyers. **They can build credibility of an idea through social proofing and increasing desirability.**

By refining how early adopters are targeted, opportunities can be unlocked for other segments, essentially leveraging the capabilities of early adopters to inspire the early majority (who need more proof) to increase demand.

In the longer term, **a push from early adopters can spread out to other groups**, with non-toilet users being the last likely to adopt*.

Key triggers identified in the research such as status and pride, will be used to accelerate the uptake of toilets by early adopters. After that different triggers, such as social proof, copying and competition, can be used to target the early majority who have different motivations.

**Solutions ideally consider everyone, but strategically it will be more effective to select a few to create more impact within the timeframe. It is recommended that RANO does not target non-users until later in the project design, outside the scope of this strategy. (Existing CLTS sensitization program activities are already targeting non-toilet users in parallel).*



Use market segmentation for this strategy



Target markets have been identified and profiles developed across the adoption curve, from early adopters to laggards. Below is a summary of the key target market segments identified during the research.

Pages xx-xx in the Annex explain these profiles in more detail, include descriptions of the late majority and laggards, as well as key influencers and suppliers. The profiles below are the first segments to target in a sequential order (details on the following pages).

COAST

EARLY ADOPTERS



Aspirational Traveler

Has traveled domestically in Madagascar, sees new things they want to bring back to their hometowns, usually trendsetters. **Target this group first.**

EARLY MAJORITY



Competitive Copycat

Follow trendsetters, copy their behaviors to be like them and/or compete with them.



Champion Mother

Has influence in household decision-making and wants to secure a better future for her family. Needs more convincing before making purchases.

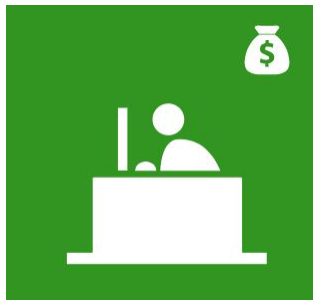
HIGHLANDS

EARLY ADOPTERS



Family of Zanakampielezana

Have family members who live in cities and inspire new ideas.



Entrepreneurs and Salaried Workers

Connected to urban centers through good roads, have the means to save, and open to trying something new.

Target different groups sequentially

The ‘Aspirational Traveler’ is the likeliest target segment to be an early adopter for purchasing a toilet.

During the current RANO WASH project lifecycle (2021-2022), the *early adopters in the coast* should be targeted first. Once the Aspirational Traveler has adopted the product, they will provide the necessary social proofing for the early majority in these areas, i.e. Competitive Copycats, who follow and compete with others.

A secondary early majority group, the Champion Mothers can be targeted later, since they have different motives to the Competitive Copycats and need more time and financial options to make the decision to purchase a toilet.

When Champion Mothers in the coast are being targeted and products are being rolled out in the coast, this is when testing of early marketing can happen in parallel for highlands early adopters (Family of Zanakampielezana, and Entrepreneurs and Salaried Workers) for future implementation.

Later groups will eventually be targeted over the long term, but have not been included in the roll-out phase for this project. It will take time to develop the market sufficiently to a point where late adopters will also join.

Target first



Aspirational Traveler

Target second



Competitive Copycat

Target third

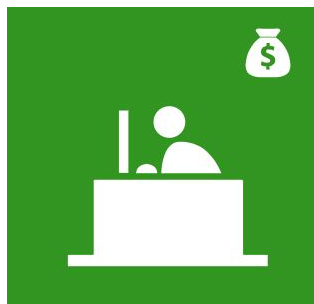


Champion Mother

Start testing at the same time for Highlands early adopters



Family of Zanakampielezana



Entrepreneurs and Salaried Workers

Once it is clear who to target, there are more components to look into for the sanitation market recommendations...

4 key areas to initiate a sanitation marketing strategy*

The recommendations are broken into four components: product, demand creation, supply chains, and finance in order to give a more holistic sustainable solution for RANO WASH interventions.

(Product) Creating an Aspirational Toilet Product

Build an aspirational product that early adopters want to buy and developing tiered offerings to launch for other target segments later.

(Demand) Demand Activation

Attract and engage potential early adopter buyers through targeted marketing and sales.

(Supply) Strengthening the Supply Chain

Develop partnerships with other supply chain actors, strengthen relationships between business actors, and reinforce mason capacity to facilitate linkages in the supply chain around materials, transport and skills.

(Finance) Improving Financial Access

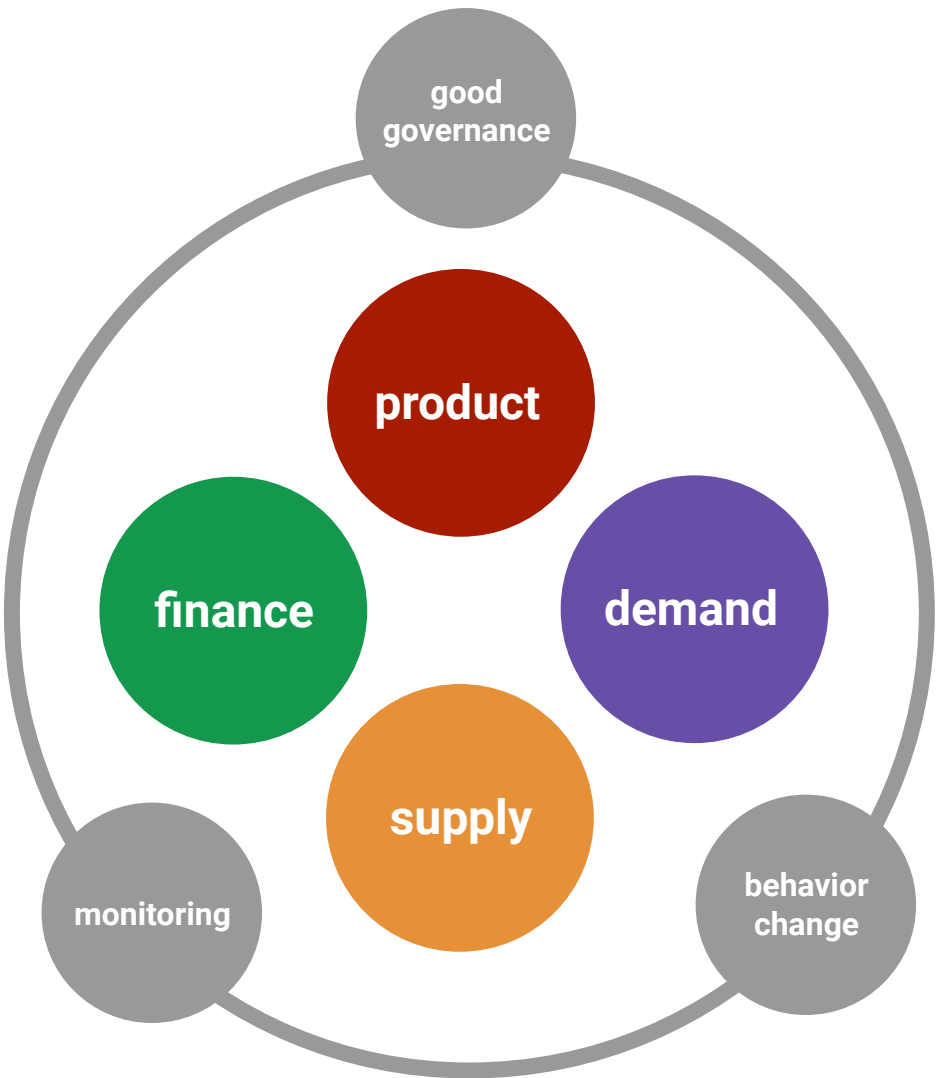
Create alternative payment options for those who cannot afford upfront lump sum cash payments to overcome purchasing barriers, and find financial partners to help facilitate flexible, reliable payments.

Other components outside of this strategy that should continue in parallel:

Good governance: Maintaining overall transparency and accountability, establishing appropriate regulations for growth, creating stability of the regulatory environment for private sector activities, public sector management and collaboration with policy-makers and government actors to build a strong platform for the program to thrive.

Behavior change: Education and awareness-raising around good sanitation practices which is already happening in the program and is complementary to the proposed strategy in this report, reinforcing the importance of using toilets.

Monitoring: Robust monitoring and testing should be integrated throughout the whole process to measure the impact of different activities and adapted accordingly.



**Note: Implementation will not be a linear path. Recommendations will need to be tested and iterated throughout the process. This project has used human-centered design methodology which is all about ideating, prototyping and testing. These recommendations should be considered as a first step and need to be tested and refined throughout their implementation to move forward with what it works and iterate what does not.*

Creating an Aspirational Toilet Product



Establishing desirable
product features



Rebranding & standardizing
toilet, building credibility
around brand & quality



'Menu of options': tiered
offerings for Early Majority

Design what people want and are willing to pay for

Toilets are not aspirational. They are perceived as smelly ‘houses of poop’ that are merely functional, rarely maintained, and often a source of embarrassment for the household when not clean.

In order for people to invest into a toilet, this perception has to change by designing a product that rural Malagasy want to buy and aspire to have. Create a new product that changes the image of a toilet and makes it aspirational.

More than a toilet. This means going beyond just offering product features. Seek to earn deep loyalty by tapping into specific aspirations identified during the research, which affect how the target audience is motivated and what they desire.

This is often known as ‘aspirational marketing’ which is based on creating the dream and generating positive emotional reactions from customers. This can be done by fitting the product (in this case a toilet) to their attitudes and emotions so they can identify with it.

Product design and marketing should go hand-in-hand to develop a toilet that appeals first to the early adopter and later inspires the early majority.

Therefore, the name/brand of the toilet should be developed alongside its features and price point.

Appeal to the imagination.
When we look at a product,
we don't just see it's
features; we see what we
can achieve with it, and what
it will say about us.

Focus on an aspirational toilet in the ‘improved’ category

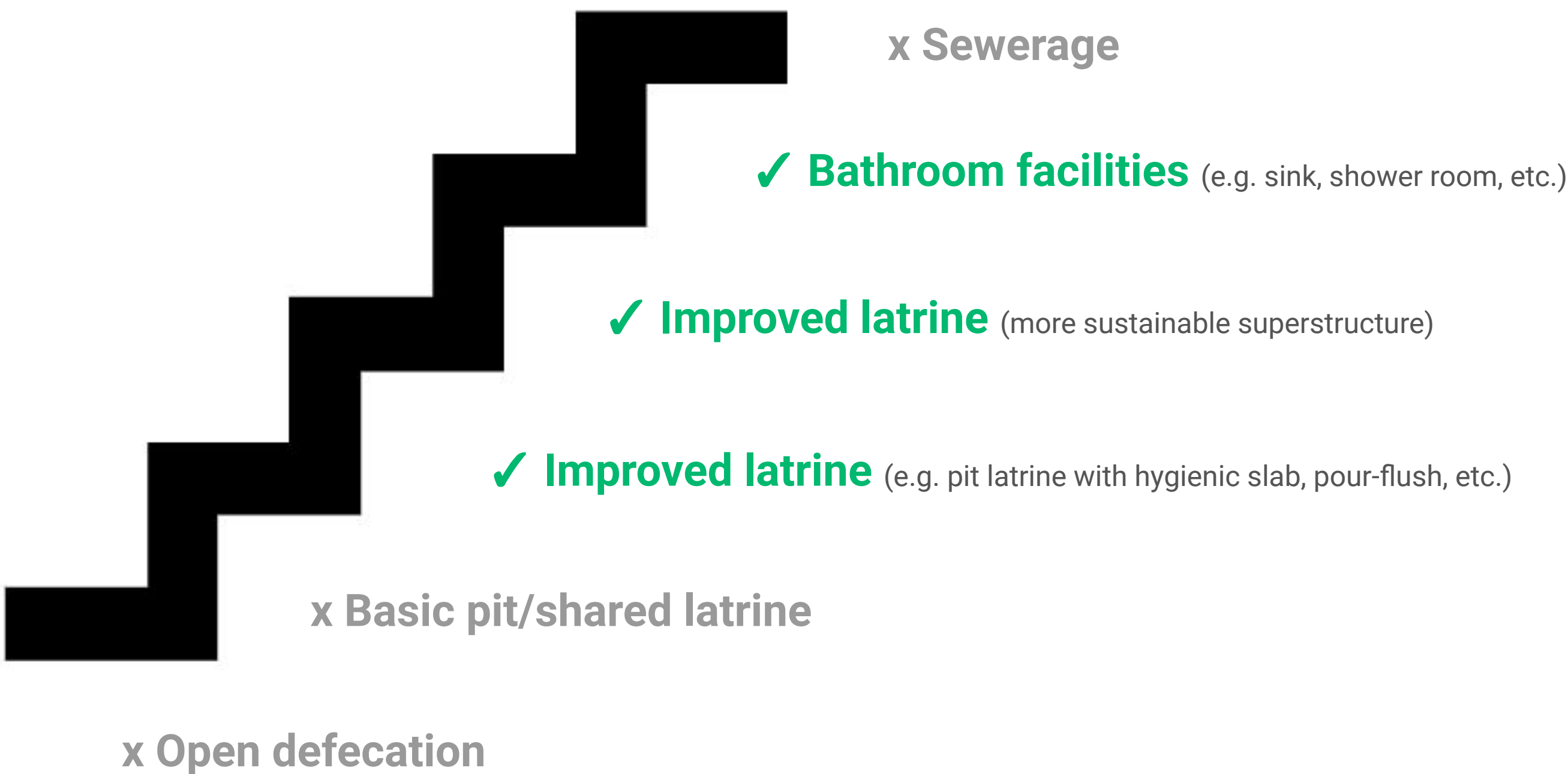


Since the first market segment to target are the Aspirational Travelers, the toilet product should be based on an ‘improved toilet’ that is “improved” enough to be aspirational, and also relevant to the context it is being sold in. It should not seem so aspirational that it is perceived as unattainable, but different enough that early adopters can see themselves with it.

The final product should use a small amount of water to minimize smell which has been found to be a significant concern through the research; therefore a version of an **offset pour-flush latrine with a hygienic slab** is recommended. This can be differentiated by the look and feel, color and ventilation of the superstructure to appeal to the target audience and stand out. Consider other features that create a feeling of ‘modernization’, status and convenience, such as a sink or separate area for bathing (especially for women).

Avoid basic pits because they are hard to keep smell-free and are not aspirational. Western toilets that require sewerage are for future consideration once Madagascar has better infrastructure for this. While seated toilets are seen as modern, they are also perceived to be for ‘older people’ or too unfamiliar with current practices.

Where to focus the product in the sanitation ladder



'Aspirational toilet' features

Superstructure

- **Materials - durable**
 - Walls constructed from cinder block (coast) or brick (highlands)
 - Cinder block is being more widely adopted as a durable construction material for homes.
 - Floor = Porcelain or tile described as desirable b/c it is easy to clean, but need to test affordability further. If the cost is high, then can be painted.
 - Roof = Tin
- **Aesthetic appeal**
 - Brightly painted
 - Exterior: blue was mentioned by some customers; however given the prevalence of blue in sanitation infrastructure, choosing something more unique such as green could be advantageous.
 - Choose a color that is easy to mix (need to be able to standardize color, easy to buy paint).
 - Blue = sanitation and water, schools and commune, red = beer, yellow = Telma, gets dirty easily. We recommend primary green (part of the national flag and football team, no brand has dominated using green).
 - Interior: walls painted white to convey cleanliness
 - Should stand out, recognizable consistent brand, associated with quality & popularity
- **Layout**
 - Spacious
 - Privacy to change/bathe
 - Single with room to shower or dual space for shower (bucket bath), "water closet"
- Window w/ screen for ventilation and light
- Sink/basin for hand washing
- Lockable

Slab

- Porcelain Turkish slab (must be higher quality than DSP to be considered aspirational. DSP is the 'norm' whereas porcelain is recognized as higher quality).
- Pour-flush
- Easy to clean (i.e. porcelain or tile are best)
- Minimal water needed to clean

Substructure

- Durable
- Lined w/ rings (esp. coast)
 - People are already more accustomed to ring-lined pits as a necessity in the sandy soil.
- Offset pit (customers mentioned a septic tank as their 'dream' option, but acknowledged that this is likely unaffordable for most).

Pricing

- Preferences for a 'perfect toilet' ranged anywhere from MGA 30,000 all the way to MGA 1M.
- The most common response was between MGA 400,000-500,000.
- This is anecdotal, is regionally variable due to materials costs and transportation, and should be validated with further testing
- Seasonally, there are people such as the Aspirational Traveler who could pay regardless of price, if they are motivated enough
- Price positioning can also affect willingness to pay. It indicates where the aspirational toilet will sit in relation to its competitors as well as in the mind of different customers. Relative pricing can affect how the product is perceived by customers, e.g. customers may be willing to pay higher if the price is position between a low and very high price marker.
- *More testing would need to be conducted regionally, especially in conjunction with payment plans or financing options, as the recurring payment amount is likely just as or more important as the total.*



Current Material and Product Offerings: Slab



What people desire:	What is available: SLAB				
	Self-built (local materials)	DSP	SatoPan	'Turkish slab' (ceramic)	Western-style
Easy to clean			✓	✓	✓
Flush/water			✓	✓	✓
Does not smell			✓	✓	✓
Requires minimal water (*highlands)	✓	✓	✓	✓	
Looks beautiful				✓	✓
Trendy/ Aspirational				✓	✓
Affordable	\$	\$\$	\$\$	\$\$\$	\$\$\$\$

Of the most common slab material and product offerings available, the ceramic 'Turkish slab' offers the best balance balance between possessing the qualities people desire, while being aspirational and not as expensive as a western sit-style toilet.

Current Material and Product Offerings: Structure

What people desire:	What is available: STRUCTURE					
	Dried reeds, leaves, and stems (zozoro, falafa)	Wood	Mud	Concrete	Cinderblock (coast)	Brick (highlands)
Durable				✓	✓	✓
Ventilated/Does not smell	✓	✓	✓	✓	✓	✓
Aesthetic (can be painted)				✓	✓	✓
Trendy/ Aspirational					✓	✓
Affordable	\$	\$	\$	\$\$	\$\$\$	\$\$\$

Of the most common superstructure/shelter material and product offerings available, cinderblock and brick (in the coast and highlands respectively) are the two perceived to be the most trendy and aspirational compared to others. That said, it is recognized that they are pricier than other local materials, but the durability and aesthetic received in return for the investment is expected to be worth the higher cost.



Start with a 'flagship' product for early adopters

Begin with one aspirational toilet product.

Develop a 'flagship' toilet product that can be offered to Aspirational Travelers. This 'aspirational toilet' should be unique compared to the toilet options that already exist by including design features that are based on preferences indicated during the research (page 45).

Develop and source the most attractive and feasible product offering (based on materials available, preferences, desirability, willingness to pay, product features, etc.). Validate through testing at an early stage. The design features must be tested further before continuing to develop the toilet product.

The flagship model will attract early adopters and establish the brand. This can then be adapted under the same brand for different profiles and customer segments at a later stage.



Give it a unique brand



Create a product that is different and stands out from the rest.

Brand is the reason to believe. Give the toilet a special status to encourage them to take care of it. Not selling toilets but a cleaning space for the family. It is no longer just a ‘kabone’.

Give the aspirational toilet a unique name that incorporates key motivations of the Aspirational Traveler such as status, being clean and at ease: ‘Kabone Mandam’.

- The RANO WASH team did a rapid brainstorm in Malagasy to come up with catchy names for the toilet product. The different options were narrowed down to:
- *Kabone Mandam* - “the toilet that offers you a comfort, cleanliness, and peace of mind”
 - *Kabone Mafaoka* - “the toilet that makes you go wild, you are crazy for it”

Kabone Mandam was the most popular due to its play on the word ‘Mandam’ which comes from *‘mandamina’* which means to clean up and arrange the place to be more comfortable and clean, implying good living. This should be tested in Phase 1.

A unique aspirational toilet has branding that appeals to the target audience, design features that attract customers and make their lives easier, and they are willing to pay to own it.

Key areas to test:

- Desirability
- Specific product features
- Branding & concept of "Kabone Mandam"/others
- Price point and pricing model
- Willingness to pay

Note: It is recommended for RANO WASH to work closely with a team that is familiar with prototyping and testing techniques, and can take ownership of the adaptations along the process.



Make the product and brand synonymous with quality

Currently there is no standardization in the toilet product market.

Most people build their own toilets or purchase toilets that will eventually wear away or become smelly (and a point of embarrassment). A 'quality' toilet product means it is robust and durable, with the ability to last in the environment, as well as maintain a status of cleanliness (smell-free, easy to clean). Establishing a brand synonymous with these characteristics will set it apart from other toilet options available. This should be made clear through marketing messages and service delivery.

What if the *Kabone Mandam* was different?

How? Earn a reputation.

- Build brand recognition through consistency in the look and feel.
- Use high-quality materials that are durable and easy to clean. Offer a guarantee with the product. Make sure this guarantee is visible.
- Train masons to build the product the same way and with the same high-quality standard, consistency is key. Customers should know what they are getting every time. It is why franchises/chains are so popular wherever you go in the world.
- Let everyone see the product, get people talking about the product, bring in brand ambassadors.
- Position the 'Kabone Mandam' as a prestigious product.



Create tiered offerings that appeal to different market segments



“Menu of options”: Something for everyone.

Once the Kabone Mandam becomes popular with the Aspirational Traveler, this allows social proofing to build credibility and recognition around the brand for the early majority to follow.

Different markets segments have different needs. So once there is an evidence base for a desirable toilet, options can be built in to appeal to other target audiences. Creating a tiered product line will allow features to shift for the needs of the early majority, who will want options, instead of a full ‘turnkey’ model.

Universal design features that appeal to all target segments:

- Something they can show off
- Trendy/aspirational
- Durable toilets that last
- No smell (ventilated, easy to clean)
- No flies
- Spacious, comfortable
- Can be locked
- Somewhere to change/shower
- Some sort of water integration
- Aesthetic: Colorful, high quality materials



'Menu of options': tiered offerings for Early Majority

Unique features for the early adopter ('Aspirational Traveler') and Early Majority ('Competitive Copycat') in the coast:

- Cement walls with metal roof (durability)

Unique features for the secondary early majority ('Champion Mother') in the coast:

- Local materials with cement rings (affordability)

Unique features for highlands:

- Introducing ways to recycle wastewater from hand and foot washing in the evening to use in a pour-flush latrine to remove smell (e.g. toilet comes with a colorful and portable wash basin to match the design).

Malagasy people are already familiar with a tiered approach to products and services where they can start with item and move up, e.g. phone plans and phone models.

Also by offering inferior options, it is possible to position the ideal sale in a more desirable place.

But don't give too many options. It can confuse customers.

Example tiered offerings to test



	Tier 3: ‘Super’ Kabone Mandam	Tier 2: ‘Mandam Plus’	Tier 1: The ‘Essential’ Kabone Mandam*	*Add-on Feature: ‘Mandam Water Saver’
Target Market	Aspirational Traveler, Family of Zanakampielezana (Highlands)	Competitive Copycat, Champion Mother	Champion Mother	All Highlands (can be offered for coast too)
Superstructure				
Green painted shelter	✓	✓		
Cinder block or brick walls	✓	✓		
Tin roof	✓	✓		
White tile floor	✓			
Concrete floor		✓		
Door that locks	✓			
Double room for shower	✓			
Basin for washing	✓			
Water runoff catchment in basin				✓
Mandam soft shelter (alternative)		✓	✓	✓
Toilet slab				
Turkish slab - pour flush	✓	✓	✓	
Substructure				
Offset pit w/ concrete ring lining	✓	✓	✓	



'Menu of options': tiered offerings for Early Majority

**With the essential version (Tier 1), it is still important to maintain brand visibility and incorporate the brand green color or logo somehow into a slab and pit option to maintain visibility. Different ideas should be researched and tested to see how the brand/brand color can be added to all tiers to create consistency and brand recognition across the different offerings, e.g. sticker, accompanying sanitation-related poster, logo stamp engraved into mould, green incorporated into cheaper superstructure option (green door, green soft shelter), etc. Note: a Mandam soft shelter alternative can be offered as a cheaper alternative for those who just want to invest in the slab and pit.*

Demand Activation



Targeted marketing
content for each
segment



Recruiting sales
agents and training
with HCS approach



Marketing through
door-to-door sales,
events, & social media

Focus on increasing awareness and enthusiasm for the toilet

Demand activation or creation takes the appeal of the toilet brand and turns it into sales. This component is all about letting prospective buyers know that the product exists.

Efforts are focused on generating awareness, engagement and leads through targeted marketing. This means developing content that will capture attention and create demand for the Kabone Mandam, and engaging first the Aspirational Travelers through different channels and sales activities.

Creating the right demand is based on understanding the target audience, developing target-centric content, and delivering through consistent messaging. Segmented profiles have already been identified during the research phase and so the marketing should speak the Aspirational Traveler's language with messages that resonate with them.

Marketing and sales work closely together to drive awareness and engagement in a cohesive way so that prospective buyers have a clear path to taking the next step towards purchasing a Kabone Mandam.



Develop targeted content to market the product

Ensure all marketing and sales efforts relate to the customers' needs and aspirations. This means tapping into each target segment's motivations and triggers, and testing messages and visuals that resonate with them.

For each target audience, iDE have provided a starting point for testing these areas (in the following slides) based on the foundational research that was conducted. Understanding what is important to specific groups of people helps design a targeted campaign and marketing effort. These learnings will also help inform sales pitches. By avoiding general messages that target a large population, RANO WASH should speak to their audiences to inspire them.

Rather than trying to sell a toilet, emphasise the lifestyle that appeals to that target audience around a toilet. From research, the Aspirational Traveler values status, appearance, being trendy/popular, feeling proud, and want to have better homes and lives. However, there is no urgency to upgrade. Therefore tap into their motivations and use different channels to reach them. The following page lists key triggers, potential messages and channels to use for each target audience. Focus on one segment at a time, and adapt these messages based on response.



Targeted marketing
content for each
segment

When you try to appeal to everyone, you don't really appeal to anyone. Be specific enough for the customer to take action and speak their language.

Note: Marketing efforts, including social media marketing of the Kabone Mandam, should be led by a qualified service provider working closely with RANO WASH if the project does not have an in-house marketing and design team. It is important they collaborate to create a consistent branding style and impactful messaging to build credibility of the specific product and what it represents. This will require a large amount of effort and attention, and working with the testing team to design final outputs and manage the social media effectively.

Potential triggers, messages, and channels for each segment

Note: Suggested messages are only starting points based on research. These messages will need to be translated into Malagasy and should be adapted based on context, comprehension, and effectiveness/appeal in the local language.

Target audience	Key Triggers	Potential messages to test	Channels
COAST			
Aspirational Traveler	<ul style="list-style-type: none"> Status Appearance Being trendy/popular Pride 	<ul style="list-style-type: none"> <i>Be the first to have the best toilet</i> <i>Kabone Mandam, the talk of the town</i> <i>Your chance to show everyone how modern and fashionable your family is</i> <i>Everyone will be jealous</i> <i>Be cool, be clean</i> <i>Your dream toilet</i> 	<ul style="list-style-type: none"> Door-to-door sales Community meetings Market Days, hardware stores, offices (NGOs, private businesses) Social media (Facebook, YouTube) Mass media ads on TV, radio Launch events: Publicize through celebration, music, dance Demo toilets in public areas Football matches Billboards, posters Buses/bus stations Church
Competitive Copycat	<ul style="list-style-type: none"> Competition Copying behaviors Social proof Status Appearance 	<ul style="list-style-type: none"> <i>Be like your neighbor</i> <i>Have the best toilet</i> <i>Show off to others</i> <i>Don't be left behind</i> 	<ul style="list-style-type: none"> Social media TV/Radio Football matches Door-to-door sales Group sales Chef fokontany as gatekeeper
Champion Mother	<ul style="list-style-type: none"> Family's health and success Social proof Duty to family Doing the right thing, being 'proper' Being clean Convenience 	<ul style="list-style-type: none"> <i>Create a better future for your children</i> <i>Provide the best for your family's health</i> <i>Do the right thing</i> <i>Stay safe during Covid, have your own toilet</i> <i>A special place to be clean</i> <i>A toilet for all of us</i> 	<ul style="list-style-type: none"> Radio Door-to-door sales Women's groups or health associations Community Health workers Traditional elders Chef fokontany Market days VSLAs
HIGHLANDS			
Family of Zanakampielezana	<ul style="list-style-type: none"> Family status Live like a modern urban person Doing the right thing, being 'proper' 	<ul style="list-style-type: none"> <i>Create a better future for your children</i> <i>Live like a city dweller</i> <i>Build a legacy that will last</i> <i>Sell an animal, gain a Mandam</i> <i>Do the right thing</i> 	<ul style="list-style-type: none"> Same as Aspirational Traveler on the Coast
Entrepreneurs + Salaried Workers			



Targeted marketing content for each segment

Hire and train dedicated salespeople to jumpstart demand

A mason cannot work alone. Sales people will be critical to generating more demand from potential customers and for executing sales.

Leverage the energy and skills of **Community Agents and Promoters** to form a dedicated toilet sales team to work with masons on commission-based sales - both direct door-to-door and group sales. With sufficient demand, masons will be able to make more money from their mason work (rather than their other jobs). RANO already has project mechanisms in place to recruit charismatic volunteers to promote sanitation messages. This pool of volunteers is a great place to draw from for sales agents.



Use Human-Centered Sales (HCS) as the key differentiator

With a sales team in place, the next step is to partner with the right organization to give them the training they need to be successful with a new approach using Human-Centered Sales.

Human-Centered Sales is a method that takes a more targeted approach to sales training. Just like Human-Centered Design, it puts people at the center. Using empathy to engage people, understand their problems, and make customers feel valued. This training should be on-going so that it includes an adaptable curriculum to adjust with the needs of the context. Use experiential events to help sales agents realize the importance of treating customers with respect and honesty, and use their help to co-design more sustainable, positive sales tactics.

Build up to an established 'sales academy' that used standardized tools and training systems

Partner with a seasoned sales training organization to set up a sales academy. Malagasy people love to learn and improve themselves, as discovered in interviews during the research phase, and here is an opportunity to leverage this. iDE has used this method in the past and it has proven to be very successful.

It relies on having a dedicated team of trainers who can support the delivery of regular, consistent standards of training, and also eventually expanded the teaching beyond sales to cover things like supply management, gender, leadership, etc. This would need to be tested in Madagascar, and adapted to the local context needs, and will take time to develop. However, designing a simple toolkit can be a good place to start.



A mix of methods can be used to create demand

There are many ways to drive sales, using the sales team, advertising, public spaces and more.

This page highlights specific methods that can be employed to generate interest in the toilet and lead to sales.

Direct sales: This can include door-to-door sales, where visiting the individual at their home means the customer is in the comfort of their own environment and the pitch can be more personalized. This direct sales approach has been successful in many countries, and can also take place one-on-one at events, public places, etc.

Group sales: Pitching to a group of similar types of people at the same time. This can help create social proof and validation from others in the group if a few sign up, who can persuade others to also join.

Online targeting: The number of people who have access to a smartphone keeps increasing and this is a great opportunity to customize advertising and build the brand. Online ads on Facebook can be geared towards different target groups through the settings, and engagement can also be measured through analytics.

Demonstrations/models: Showing the product in different locations can attract buyers, and enhance visual proof. Especially if others are looking at the toilet or engaging in conversations around the toilet, this increases the toilet's presence.

Testimonials: One of the key triggers identified during the research is copying behaviors and people seeing others' success, it can increase interest in the toilet.

Mass media: More generic approach to create awareness but good to build recognition and reputation.

Referrals: Getting existing happy customers to recommend a toilet to others they know. This build credibility and reputation of the brand. Other techniques to build loyalty can be included, for example, discounts on upgrades or repairs for referring another customer.

Using influential people/events: It was noted in the research that RANO and other development programs in Madagascar have leveraged the fame of actors, pop stars, and other well-known personalities in the past in marketing good sanitation habits. If resources and the right connections allow, a similar approach could be used to drive sales, for example with a Barea (Malagasy national football team) player as the 'face' of an aspirational toilet campaign.



Use a multi-channel approach to target customers

Key channels have been identified during the research that can be used to reach different target audiences, based on their specific profiles, lifestyles, behaviors, etc.

Refer to channels for each specific target segment on page 56.

Community meetings - these happen frequently and are used for leaders to disseminate formal information, updates, and regulations

Market days - these happen once a week and are just as much a social scene as they are a market. Strong opportunity for a kiosk and to create group social pressure.]

Places of work (offices, NGOs) - target where people go every day. Having a toilet at the office also helps people get used to it.

Private businesses, retailers (hardware stores, epiceries, coffee shops)

Social media (Facebook, YouTube) - Young people are spending more time on social media, particularly Facebook, than ever before in order to socialize, stay up to date, and learn new things.

TV, radio - People congregate around homes with a TV or good radio, often relying on them for entertainment and news updates.

Launch events - Publicize through celebration, music, dance, which are popular community-sponsored events.

Roadshows - these are used for promoting new deals and products from major companies such as Telma. They frequently involve a speaker playing popular music, and are a great way to attract eager listeners.

Football matches - In many places, football matches are a weekly occurrence, and are frequently attended by many, if not most people in a community.

Billboards, posters - Particularly as a complement to radio advertising, public posters and billboards are a great way to showcase the visual appeal of the Kabone Mandam.

Buses/bus stations - some of the new bus companies market themselves as more timely than others, and are desirable bus stations for aspirational travelers to use. There are usually small offices for each cooperative running the buses, that could advertise with posters. Also, a demo toilet at a bus station that is clean could be really visible for sure



Strengthening the Supply Chain



Identifying and training
select Passionate Masons



"Business-in-a box" sales
& marketing toolkit



Partnering w/ hardware stores
& building a sanitation
entrepreneur network

Facilitate and build streamlined operations and processes

To help maximize profits, and ensure product quality, availability and affordability.

High quality materials are difficult for masons to source locally and transporting materials is expensive. With little demand, this cost and effort cannot be justified. In addition, potential sales are affected by a lack of options based on customer needs and no standardization of toilet products, which is only possible with a strong supply chain and processes in place. Without these, a desirable product, even with high demand cannot succeed.

A supply chain that is fragmented and expensive will stall production and distribution. Therefore creating connections, building partnerships to support the process, and streamlining operations is crucial to the success of a good toilet product. These activities are outlined in the next pages and build on areas that already exist in the market and RANO WASH program, leverage opportunities discovered through the research, adapting the current situation with new ideas, and building a strong foundation of skills.

It is important to set up key focal points to initiate and manage these activities, especially at the beginning, to create buy-in from all actors and establish a strong network and proof for future scale-up.



Work with the best masons to demonstrate success and proof

From the research it was learned that masons do not have the time, training, or resources to effectively advertise and run their business. Many have other sources of income because there is no demand for toilets. However, there were a few “passionate masons” who stood out (see page 64). These are the masons RANO WASH should support, streamlining the key actors who can demonstrate the most success for others to follow.

Select 2-3 “Passionate Masons” per region based on the following criteria:

- Already take initiative to market their business
- Treat sanitation activities as their core business
- Care about their role & status in community, already have a good reputation
- Has recruited additional people to assist them
- Have a positive attitude and commitment towards learning
- Hard working and motivated
- Medium-high literacy levels

Start this selection and mentorship process in a few pilot areas initially, and then scale it to other regions once it has been tested. Look for ways to adapt the training and mentoring, how this contributes to mason profitability and confidence, understand the needs and experiences of the Passionate Masons through this process, and use it as a proof of concept to expand.



Best Mason = The Passionate Mason



Passionate
Mason

Existing masons who are driven to grow their business and improve sanitation practices in their community

Location: Coast + Highlands

Main income is farming/livestock. Has a second source of income in addition to their sanitation business.

Well-known in their community and part of the RANO WASH mason network.

Take initiative and work hard to improve their business.

Have a business location: Space for a showroom and to build a good toilet.



I love building toilet even if it generates very little profits. This job is my involvement in my country's development."

Motivations

Ambitious - want to grow their business.

Have a keen desire to expand their knowledge and technical abilities.

Care about community development: Passionate about helping their community develop and see improved toilets as one aspect of this.

Pride - enjoy receiving recognition and acknowledgement of their achievements.

Pain points

Not enough demand for toilets. Struggle to make enough income from toilet sales, so have to rely on other income sources.

Materials - expensive to buy and transport, not always available locally.

Customers want instalment plans but don't always pay or want to pay after completion.

“Business-in-a-box” toolkit to support masons and sales agents

Design a “Business-in-a-box” toolkit that assists with marketing, sales and business growth, giving Passionate Masons the right tools and skills to grow their businesses by themselves.

A ready-to-use package, it can be adapted as more is learned about the sales process, demand and skills gaps. This toolkit can also be used to supplement existing training from local NGOs (e.g. You First), building in key components and practical steps for masons to use right away. Collaborating with partners and sharing these toolkits will create a united approach to business training.

By making business easier and more streamlined, (through tools and capacity building) allows Passionate Masons to sustain activities by themselves and scale their businesses in the future, even if there is no supporting program. Diotontolo, an existing successful toilet franchise, proves that centralized marketing not born by the entrepreneur can streamline business.

The benefits of a franchise toilet brand is eventually the concept, brand following and business model are already in place; all masons need is a good location, the means to fund their operation, and the right skills.

Business-in-a-box consists of:

Tools:

- Brand materials and merchandise
- Sales deck
- Marketing materials
- Uniform
- Business cards
- Skills training
- Business training workbook to support trainings
- Certificates after completion of trainings
- Supplier introductions

Potential topics:

- Brand and Product Overview
- Marketing
- Sales
- Basic Accounting
- Financial Management
- People Management
- Business strategy
- Operations management
- Supply Management and Inventory

Non-business topic examples:

- Critical Thinking
- Leadership
- Gender



Create a 'sanitation entrepreneur network'

Expand the existing RANO WASH mason peer-to-peer network to become a “sanitation entrepreneur network” that involves other business actors.

RANO WASH already has mason peer-to-peer networks in place to help masons buy in bulk (but it needs some help with marketing and increasing connections between masons).

Expand this current mason network to become a “sanitation entrepreneur network” that also includes **other key business actors** such as suppliers, distributors, producers, sellers, to support and open new markets for each other. The network is key to establishing consistency and standardization, taking away the decision-making around a product, and streamlining the process.

RANO WASH can be the catalyst to spark connections between players to help them collaborate and grow their businesses together. Suppliers, distributors, producers, sellers work together to build the supply chain and increase network and profit for their individual businesses.

Engage with district-level hardware store as a key player to directly facilitate either a more constant supply or a more tailored offering for toilets.

Streamline this network.

Select "Passionate Masons" to work with (and develop their businesses and connections). Determine who is interested, and include the right profiles from the start. Only pick motivated masons. Make it an exclusive network to be part of, and build a good reputation. This is why it is essential to select only Passionate Masons to begin with to demonstrate initial success so that other entrepreneurs are attracted to be part of it.

Taking a more targeted approach. First streamline and then expand the network. See what works and then build it up. RANO WASH has already worked in these areas, and they have the advantage to know where to target, and streamline. This will help with a scaling strategy by focusing and building on what is working to demonstrate positive results to others and increase incentive and initiative.

Leverage non-WASH businesses to market the toilet product

Identify where target audiences go regularly, and use this as an opportunity to advertise the Kabone Mandam through marketing materials such as billboards and banners, and/or installing a toilet at the location. These businesses can also be part of the network, and partnerships can become mutually beneficial (e.g. business gains recognition for supporting 'cleanliness', receives discounts on the product, etc.) Businesses such as coffee shops, epicerics, “hotely”, bars, karaoke bars, Karana or Chinese stores, etc. are not WASH related but can still support sanitation goals. They can also become locations for mobile money distributors.



Develop partnerships with hardware stores

‘Toilet in a box’

Hardware stores are in a unique position to help advertise and supply a pre-priced ‘package’ of pre-measured toilet materials and parts. Doing this would reduce and streamline one-off negotiations between hardware store owners and masons, and would help facilitate consistent price and quality for the Kabone Mandam.

How to incentivize

RANO WASH should incentivize hardware stores to engage in closer partnerships with masons through the prospect of a higher volume of sales of toilet materials and parts. Masons and sales agents will do all of the work in attracting new business, and then hardware stores get the benefits of increased, and more consistent sales.

To help stimulate business, hardware store owners would agree to market the Kabone Mandam in their store (via pictures, specs, etc), and offer business referrals to pre-assigned masons.

There have been cases learned in the research where partnerships with hardware stores can offer more flexibility to customers and masons, and encourage purchase. For example, a hardware store in Tamatave has a deal with an NGO (St Gabriel) and let customers delay payment to ease financial stress, and pay at a time when the customer has more money.



‘Hardware Store Owner’ profile



Hardware Store Owner

Medium to large businesses that supply to district-level

Medium-high Income

Supply tools, rope, nails, tin roof, cement bags, and plumbing supplies (city)

Connected to other business actors: well-known in their community.

Have a business location: Large space for raw materials to be kept, (and potential in future to use this space for a toilet showroom).



Reaching more customers is important for my business to grow.”

Motivations

To make more money for their business.

Expanding their network and reach a larger market to sell goods to.

Having a consistent supply of raw materials and regular turnaround.

Pain points

Expensive supply chain due to exchange rate

Challenges with profitability

Expensive to transport materials

Shortage of suppliers

Forced to price items sold based on market prices and import prices of bulk materials and prefabricated parts.

At a glance, we want...



We want the **Passionate Mason*** to provide quality services, and be the one-stop shop for buying a toilet so that they can increase toilet sales, become a trusted profitable sanitation business (and make this their main business).



We want the **Hardware Store Owner*** to supply high quality materials so that the Passionate Mason has easy affordable access to materials in their local area.

Improving Financial Access



Flexible payment
plan options



Leveraging VSLAs
to access finance



Using mobile money
& discount vouchers

Improve financial options so everyone can have access to a toilet

The early majority need financial solutions to be able to purchase an aspirational toilet product of their choice.

Building a desirable product, increasing demand, and having a working supply chain need to be supported by financial access to the product. Early adopters can buy a toilet with lump front cash upfront due to their higher economic capacity than other target groups. While early adopters generally have more means to purchase a toilet upfront and set the trend, there are no financing options for those who need more flexible payment terms or mechanisms. This is especially true for the early majority such as Champion Mothers, who have seasonal income and lower earnings than an Aspirational Traveler.

Setting up payment plans and different ways to pay opens doors for other profiles to access toilets, which can continue to benefit profiles in the future that are not an initial target in this strategy, (but still important), such as the late majority and laggards.

Since early adopters do not need financing solutions it is better to focus on designing and testing solutions for the **early majority** (solutions which could also work for the early adopters if they needed something similar). Once supply chains are strengthened then it is possible to create modular/tiered pricing options that result in more affordable products that still maintain aspirational qualities for early majority community members.



Design flexible ways to pay



Make the cost of a toilet less painful.

Allowing customers to delay payment can dramatically increase their willingness to buy. One reason delayed payments work is that the time value of money makes future payments less costly than immediate ones. In addition there is also an emotional barrier to parting with money. Payments, like all losses, are unpleasant. These emotions are experienced in the present. Even small delays in payment can soften the immediate sting of parting with money and remove an important barrier to purchase.

Installment plans and layaways*. Allows customers to pay the total amount in smaller amounts until the purchase is paid in full. Especially attractive for those who do not want to and/or cannot pay large lump sum amounts up front. It makes the total price appear “less painful” and more “affordable”.

This can be done as **installments** where the customer receives the toilet and makes small payments on it over time. Or as a **layaway** where the customer makes small payments towards the toilet and receives it only when payment is made in full, e.g. depositing money to the mason month by month until the customer has paid 70% and then it is installed. From the research, small incremental payments were mentioned as a preferred option.

Explore trusted financial mechanisms that can help facilitate these plans.

Payment plan preferences:

Term duration: 3-6 months

Installment amounts: 30-50k MGA*

Frequency (bi-weekly, monthly, weekly): Monthly during harvest. (Remain flexible around non-harvest periods).

Consider a deposit amount to secure the sale (and enable the mason to cover costs of materials), and installments continuing this. Different pricing plans can be created and tested to understand the most preferred options and how they affect purchasing behavior.

Small interest amounts can be built into the payment plans to incentivize the mason.

Testing needs to be conducted to understand in more detail the most effective duration of payment structure and how often payments should be made. Also test customer preferences with masons to design a payment plan that works for their business and builds in a way to mitigate risk and increase security that they will receive their money.

**Amounts, schedule need to be tested to clearly determine customer preferences. A few masons in the coast cited they required customers to pay 75% of the toilet/installation costs (totaling 120k MGA in one case) before they began construction, and that it took customers 3 installments to pay (i.e. 4 x 30k MGA payments by the time it is completed). Another customer mentioned that 180k MGA as a feasible total price if she could pay in three installments. Therefore, test a variety of options in Phase 1.*

Take advantage of existing VSLA groups

Loans from VSLAs are easier to access and more affordable than traditional loans from banks and MFIs.

Many people are unwilling to take out a loan from a bank or MFI because they perceive loan options as too complicated and impossible to pay back in time with the high interest rate and repayment period required. VSLAs are an affordable financing alternative because they typically have friendlier interest rates allow for repayment when farmer income is highest during harvest.

Leverage VSLAs as an entry point for bulk toilet purchases driven by social pressure.

VSLAs are not only just an avenue for financing. They offer a space for community dialogue and social pressure to follow trends and decisions from local leaders. When VSLA leaders decide to invest in a high-quality toilet, all VSLA members are likely to follow suit. This has the added benefit of providing a bulk order (or steady stream of individual orders) for a local mason, guaranteeing consistent business for a period of time.

VSLA information:

Membership costs: 5000 MGA, low interest rate

Group lead by influential person in village

Currently use loan to:

- Buy food
- Buy “necessary things needed for everyday life”
- Pay school fees
- Build shower and toilet
- Buy furniture
- Invest in pig breeding

Pay back money during harvest period.

“

VSLAs is the most common and important because it helps people in a hard time...effective because the whole group was motivated at the same time to get toilets.”

VSLA members



Promote mobile money as a safe, accessible way to spend and save



Partner with interested telecoms companies to establish masons and hardware stores as mobile money access points.

Doing so will encourage mobile money for transactions between customers and masons, which will reduce some of the barriers to purchasing a toilet. Mobile money is growing in popularity, can be used by both smartphones and call/text phones, is safer than keeping cash on hand, and for purchases made across a distance, it is more convenient and affordable than the transportation cost to travel to pay a vendor.

In addition other businesses who are mobile money distributors can partner with RANO WASH and masons to become access points for customers to make payments or make savings.

Promote a 'mobile wallet' savings scheme for purchasing toilets.

Rather than customers investing all of their harvest income in assets such as animals, promoting a mobile wallet savings scheme provides a safe and targeted alternative for saving up for major purchases such as toilets and other home improvement items. Operating like a layaway plan, customers can track how close they are in their saving and do not have to worry about keeping cash or animals on hand, which may risk getting stolen. Having a separate digital wallet such as "save for toilet" can help customers work towards a target, and become motivated to save by seeing the end goal.



[My] store decided to do a mobile money system because of the high demand and it is safer than having cash in your pocket."

Hardware store owner



Subsidize masons to be able to offer discounted promotional prices

Rather than creating a visible CARE-sponsored subsidy program, offer masons the subsidy instead.

Masons can then offset their costs and launch a promotional campaign with a limited number of vouchers for 'specially discounted prices' for anyone holding one. To make this happen, RANO WASH should first partner with several successful masons who agree to implement a promotional campaign. RANO WASH would offer a preset number of vouchers to masons, each valid for a predetermined discount (agreed upon between RANO WASH and masons).

Masons, or more specifically their sales agents, would then conduct a promotional campaign (at a market day for example) to distribute the vouchers to interested customers, who would present their voucher at a mason's workshop at a later date.

Masons would be responsible for recording orders made with a voucher to report to RANO WASH, so they could be reimbursed the discount before construction.

“

Temporary price promotion is a very effective way to get customers to buy toilets. When I get some money from projects, I invest in stockage and sell the product at a lower price for customers to push them to decision.”

Mason, Coast





Roadmap for Implementation



In Summary: Sanitation Marketing Strategy for Madagascar



Build in flexibility, adjust based on feedback.

The activities within these four components will be rolled out in 3 phases. They need to be tested throughout the implementation process, first to validate and adapt solutions, and then pilot in small areas to eventually scale in more areas.

Creating an Aspirational Toilet Product



Demand Activation



Strengthening Supply Chain



Improving Financial Access



Adapting the ideal scenario road map for implementation

The project roadmap on page 82 breaks down implementation into 3 key phases. It has been designed to set the project up for success in an ideal scenario and based on the assumption that the RANO WASH project will be fully resourced for all activities.

However, as the situation in Madagascar has unfortunately deteriorated recently due to Covid-19, iDE has proposed immediate action steps that can be taken to help move the project forward, taking into account the limitations of Covid and resources available. The steps also include key points to clarify and how to set up to ensure project success **before** beginning implementation.

It is important that a strong foundation is built in the beginning so that the project can be supported with the right team and materials, with sequential activities that build on the previous.



At a glance, we want...



Starting on the Coast...



We want the Aspirational Traveler to buy a toilet so that toilets become an aspirational product and inspires the Competitive Copycat and others to want one.



We want the Competitive Copycat to buy a toilet so that they can provide early proof for others such as the Champion Mother and therefore increase the demand and supply for toilets.

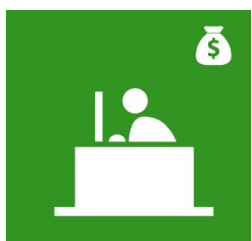


We want the Champion Mother to buy a toilet so that her family stays healthy, and others see the benefits.

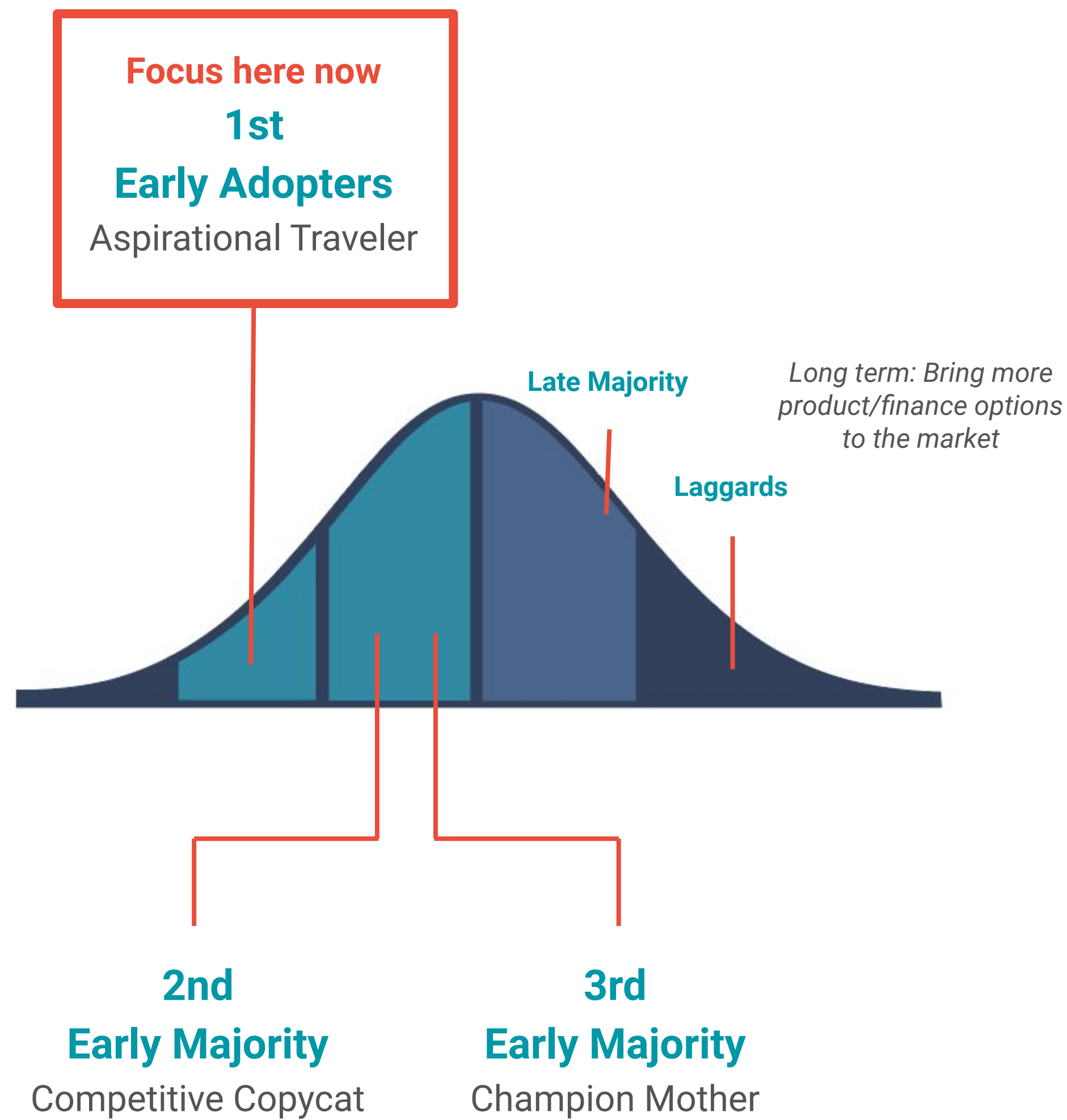
Later in the Highlands...



We want the Family of Zanakampielezana and Entrepreneurs and Salaried Workers to buy a toilet so that toilets become an aspirational product and inspires others in the Highlands to want one.



Where to start

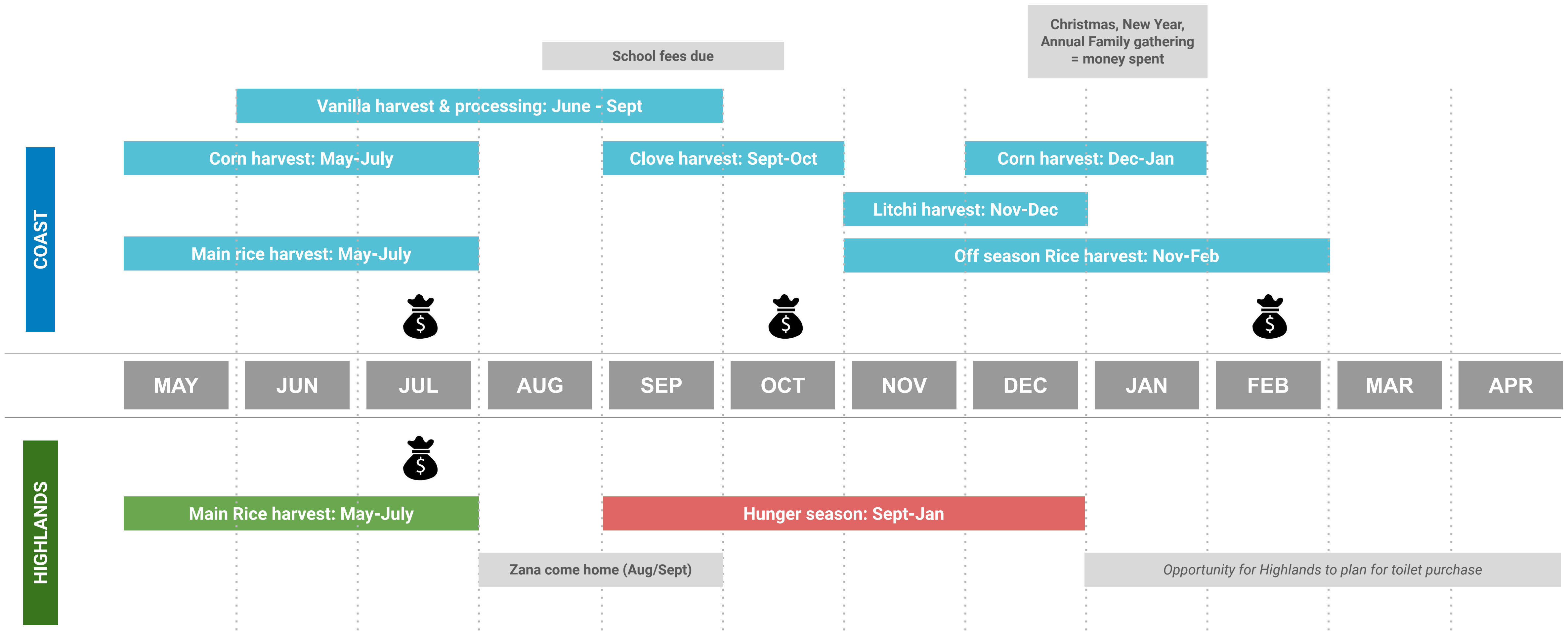


Build social proof and tiered options, introduce financial options

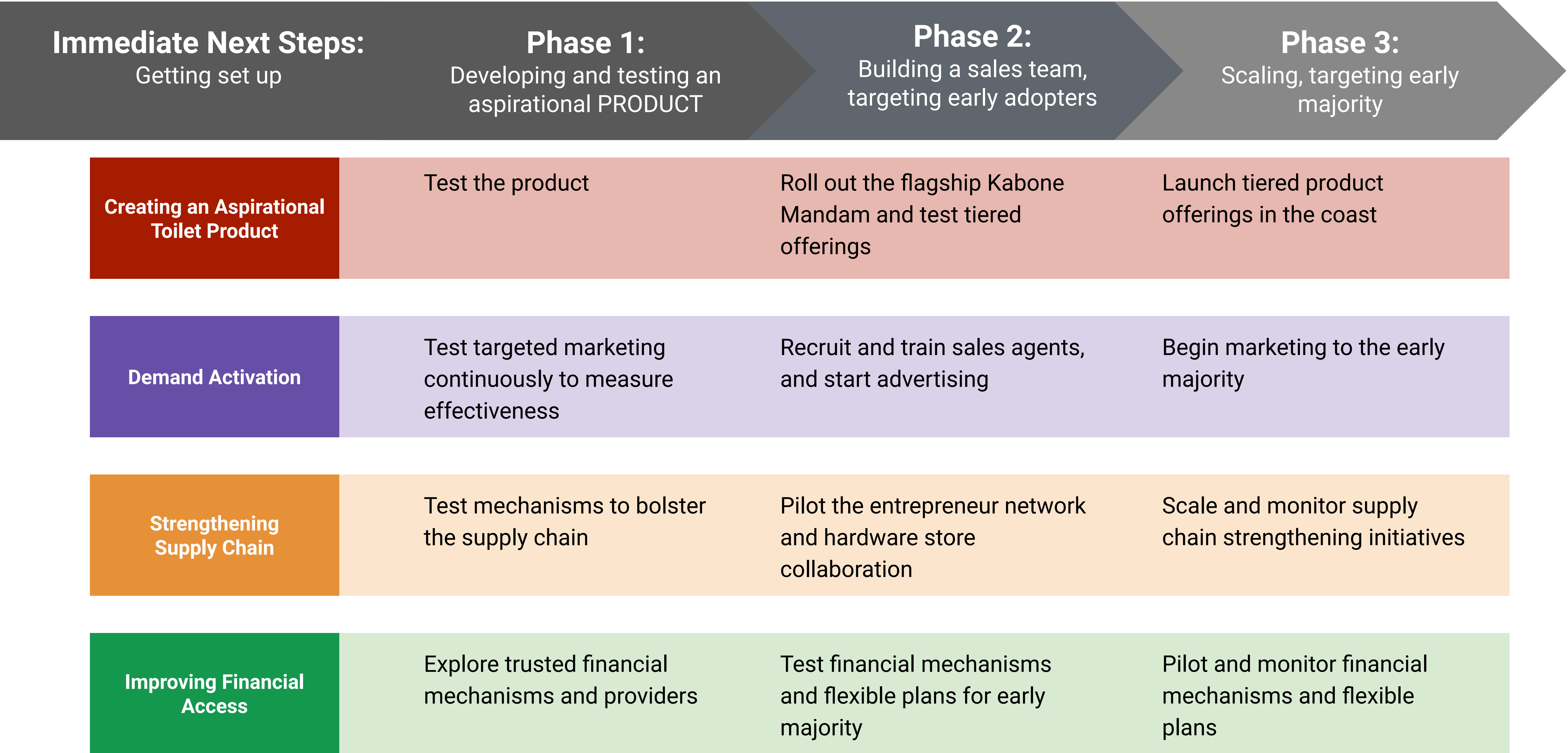
Timing strategy with key points in the Malagasy calendar



Based on the Malagasy calendar, there are more opportunities for early adopters and the early majority on the coast to have cash in hand. Due to having more high-cash crops, spending behaviors differ from those in the Highlands. Those in the coast are more likely to spend higher amounts and right away. However, in the highlands, due to only one main rice harvest, purchases are long term investments. Therefore toilet marketing will need to be planned to allow highland communities to plan for a large purchase and build up to wanting to buy it.



Project roadmap overview



Immediate Next Steps: The setup is the foundation to success

Phase 1 will be all about testing, learning and iterating the activities in the 4 areas: product, demand, supply, and finance. Through a consistent feedback loop, the project will be able to understand what works and what does not work.

However, before this is started, these are the key things that must be in place:

Build up your marketing and design team

- This team should have expertise in market research and human-centered design in order to ensure you are using cutting-edge techniques to prototype and test ideas, collect data, analyze, and iterate solutions for most impact.
 - Decide if RANO WASH can use an in-house team or do they need to outsource this?
 - With social media marketing you may need to hire a digital marketing specialist to manage the online campaign content and analytics.
- It is important to have a team dedicated to this phase to apply the learnings throughout the process, who can also collaborate with other teams effectively to implement solutions.

Pick key geographies in the coast

- Piloting solutions should be done in small areas to test implementation before rolling out to other regions. Collaborate with the MEAL and regional teams to define these areas.
- Location criteria:
 - Areas with sanitation knowledge and/or have been through sensitizing activities.
 - Easy access to road.
 - Areas that have had success with the adoption of toilets (low practice of open defecation). The aspirational toilet is an improved toilet and will be designed for the already toilet-user, build on existing success to start with.
 - Areas that are close to a source of water.
 - Have 2-3 passionate masons within accessible proximity to customers.
 - Close proximity to hardware store.
 - Cell phone reception/good connectivity.
 - Signs of development (e.g. satellite dishes, solar panels).
 - Areas where there are cloves and vanilla growing (seasonal high cash flow).

Choose 2-3 Passionate Masons to work with

- These masons should be seen as business partners rather than beneficiaries.
- Collaborate with the RANO WASH field team to identify motivated masons that fit the profile of a Passionate Mason (see pages 63-64).

PHASE 1

Developing and testing an aspirational product

Test the product

Focus on designing and developing a flagship aspirational product for the coastal Aspirational Travelers.

Use rapid prototyping techniques and low-fidelity mock-ups to test initial designs, no need to spend time building a final product just yet. These can evolve and be refined as the project team learns more. Ideally use human-centered design methods to test and evaluate results.

Test product features:

- These are some of the elements to test:
 - Preference
 - Which specific features/design elements they like and why
 - How likely they are to buy?
 - What price would they pay?
 - How would they pay?
 - What materials?
 - Name this toilet, who would use it?

Test price points:

- What is a recommended price point for aspirational travelers?
 - Test 3 different prices: 400k, 600k, 800k (adapt through learnings)
 - What are people's comments?
- Set up pre-sales orders - how many people sign up? Get aspirational travelers to commit (phone number + signature, receipt, deposit).
 - Important to have a clear indicator that shows willingness to buy.

Start with low fidelity visual mock-ups of the product (illustrations at this point can also work). Look out for what people like, do not like, if there are any ideas for improvement, and what questions they ask. Make sure to probe on other areas such as price point, materials, colors, name of toilet, etc.

Once you have more information on the product-market fit (in terms of understanding customer needs and demands), you can then establish key focus areas to pilot the first product from this evaluation.

By starting testing in 2-3 small areas, RANO WASH can identify early what is working, not working and how to improve it, while also giving some variability (if the areas are very different). After initial rapid testing, then 1-2 pilots can be set up as trials, and these can be increased as they demonstrate success, or adjusted based on what is learned. Start small in specific communities where there is sanitation knowledge and interest is high (based on testing results) to pilot the activities and scale up later.

For tests have hypotheses to start, with clear indicators of success, which can be used as a base to determine whether to move forward. This can be developed by your assigned design team.

Sign up initial early adopters as willing customers who can receive the first product as soon as it is launched in Phase 2. Consider having a pre-sales deposit to further signal commitment to buying a toilet and also to help masons with the purchase of materials.

Test targeted marketing continuously to measure effectiveness

The assigned marketing team should run the main campaign and test the digital marketing rapidly and continuously adapt visuals, messages, mediums (e.g. A/B testing through Facebook ads, video testimonials, see engagement).

Some thought starters for marketing:

- Use “real” success stories as social proof, that are in the right dialect and local context.
- Masons can support by sharing testimonials from happy buyers.
- Social media is to capture the younger market, “modern”, aspirational travelers, Zana families.
- Write a Creative Brief to clearly guide marketing team and align on direction and concept.

Key areas to test:

- Attractiveness
- Comprehension
- Relatability
- Originality
- Cultural appropriateness



Test specific content for the Aspirational Traveler

Begin by testing the type of sales and marketing messages that appeal to the Aspirational Traveler. How do they respond to the different triggers?

Test key triggers:

- Status
- Appearance
- Being trendy/popular
- Pride
- Competition

Test potential messages:

- *Be the first to have the best toilet*
- *Kabone Mandam, the talk of the town*
- *Your chance to show everyone how modern and fashionable your family is*
- *Good hosts have a good toilet*
- *Everyone will be jealous*
- *Be cool, be clean*
- *Your dream toilet*
- *This is not just a toilet, it is a space to feel clean*

Experiments can be conducted in many ways.

One way to do this is through A/B testing which consists of a randomized experiment with two variants, A and B. Two options are shown to participants and they have to choose. This way a clear choice can be determined. Exit interviews must be conducted to understand the choices and dig deeper into what resonates with the target audience.

Facebook advertising can also be used as a medium to test messaging paired with visuals, and understand results by using Facebook analytics to see the level of engagement (e.g. click-through rate, reactions, number of likes, shares, comments, etc.)

Examples of channels to use for testing:

- Door-to-door interviews and testing
- Group testing and sales in fokantany meetings
- Rapid testing at: market days, hardware stores, offices (NGOs, private businesses)
- Social media (Facebook ads or influencers)

Note: Refer to page 56 for messages and triggers. Suggested messages are only starting points based on research. These messages will need to be translated into Malagasy and should be adapted based on context, comprehension, and effectiveness/appeal in the local language.

Test mechanisms to bolster the supply chain

Test the idea of the sanitation entrepreneur network and to help understand what is needed to make it successful and attract businesses to it.

Pitch the idea of a sanitation entrepreneur network to masons and entrepreneurs, especially Passionate Masons, to see if this is something they would be keen on being part of and to get ideas of how the different actors can easily communicate and support each other. For example, masons making deals with local hardware stores for pricing and quantity. After this, engage network actors in ideation to understand deeper how to pilot systems and processes.

Test separate partnerships with big shops to see if they could supply raw materials and handle transport.

Engage with district-level hardware stores as key players to directly facilitate either a more constant supply of raw materials, or a more tailored offering for toilets. It would be good to test different ways that masons and hardware stores could engage with each other, helping them to build a mutually beneficial relationship as the primary local actors in distribution and manufacturing. These answers will all come from putting these ideas in front of people and hearing their feedback through a collaborative learning process.

Karana are perceived to have an import monopoly on some toilet components - (especially for Turkish and throne seated toilets) - this should also be explored.

Test ways to incentivize hardware stores to supply raw materials and transport them.

Ideas:

- Incentivize with the prospect of more regular sales of higher quality materials, and wider reach of customers.
- Ability to market toilet models at hardware store locations and give referrals to mason(s).

Assign key focal points to develop supply chain activities.

Focal points can be responsible for:

- Setting up group meetings to initially establish connections between different supply chain actors.
- Supporting actors to design a plan to work together.
- Communicating regularly with supply chain partners and ensuring their participation in the plan.
- Monitoring the performance and working with the design team and MEAL to adapt and improve the system.

Start developing and testing “Business-in-a-box” materials to support masons and sales agents.

In Phase 2, selected Passionate Masons and sales agents will start their training, so materials should be designed and prototyped in Phase 1. The content should be iterative and adapted based on effectiveness.

Explore trusted financial mechanisms and providers

Have exploratory conversations with mobile money providers.

Among all of the recommendations regarding finance and payment options, establishing a viable partnership with mobile money providers such as Telma (MVola) may take the longest to achieve. As such, in Phase 1, the RANO WASH team should focus on holding early conversations with Telma to explore mobile money offerings and mobile wallet options including cost of entry, fees, savings limits, usage requirements, etc.

Understand what flexible options masons and other business actors are open to.

It is useful to initiate conversation with masons, hardware store owners and other actors to understand how new payment systems could work. What pricing and finance options can they offer? What needs to be taken into account for all parties to feel secure and incentivised? Which payment mechanisms are preferred? While conversation can take place with financial providers such as mobile money and VSLAs, it is just as important to understand how feasible these are for business actors to implement. These can then be tested further in Phase 2.

Designing options with these actors will help to increase buy-in in the future.



PHASE 2

Building a sales team and targeting early adopters

Roll out the flagship Kabone Mandam and test tiered offerings

Focus on training the 2-3 masons selected in Phase 1 to build the Kabone Mandam consistently and at the same level of quality.

Use the final design preferences from Phase 1 testing to train masons to build a consistent product. This could be conducted as a group workshop hosted by RANO, in which masons could see an example fully built toilet, and then as a group, construct one themselves. Masons should be provided with pictures and a specs sheet to ensure consistency and quality.

Meanwhile, test tiered offerings with early majority.

- With the 'flagship' model ready to go, now it's time to test tiered options with the early majority, including:
 - Superstructure yes/no
 - Wash basin yes/no
 - Tile flooring yes/no
 - etc.

Test price point for tiered options with the early majority:

- What is the early majority comfortable paying? And what do they expect to get for that price?
- Demonstrate tiered offerings not just in terms of features, but also in terms of pricing.



Recruit and train sales agents, and start advertising

Recruit and train sales agents to work with Passionate Masons.

Part of the focus of Phase 2 should be to recruit sales agents by incentivizing current RANO WASH Community Agents and volunteers with commission-based sales.

Once a small team has been recruited, RANO should employ a sales training organization (previously discussed) competent in Human-Centered Sales to conduct their first training.

Upon completion of training, RANO should provide sales agents with branded uniforms and their own copy of 'site sellers' and other tools to use during the training, so they are equipped to work with masons.

Begin marketing to the Aspirational Travelers where social pressure is highest.

Based on the results of testing messages in Phase 1, the newly recruited sales team should prioritize channels and methods for advertising and marketing messaging to aspirational travelers.

Market Days (weekly)

Methods used:

- Demonstrations/kiosks
- Group sales

Football Matches (weekly)

Methods used:

- Demonstrations/kiosks
- Group sales

Facebook (daily)

Methods used:

- Online targeting and analytics

Test sales and marketing content for the Early Majority.

While the marketing campaign for the aspirational traveler commences, begin to test the messaging and channels for the competitive copycat and champion mother.

Pilot the entrepreneur network and hardware store collaboration

Begin ideating and prototyping the idea of a sanitation entrepreneur network with interested actors based on the results of testing in Phase 1.

Once interest has been gauged, RANO should focus on cultivating the relationship and network among interested actors on a small scale. RANO should work with interested actors to formalize ways of communication, types of business relationships, and support.

After testing ways that masons and hardware stores could engage with each other, begin to pilot the most promising ideas.

Whereas Phase 1 is all about testing ways to formalize the relationships between masons and hardware store owners and incentivize hardware stores' engagement, Phase 2 is about rolling out the most promising ideas. RANO should facilitate conversations with the same group of masons and hardware stores from Phase 1 in which they select and pilot their most preferred ideas. Favorite ideas to pilot could be expressed in a written informal MoU or agreement between masons and hardware store owners (prepared by the RANO WASH focal point) so each party is clear on terms and expectations of one another.



Test financial mechanisms and flexible plans for early majority

Test payment plan options

Based on conversations in Phase 1, RANO WASH should hold meetings with customers and masons to test willingness to adopt installment plans, layaways, and/or promotional vouchers. These meetings could be held jointly or separately, and will be to confirm initial findings from this research for preferred layaway installment amounts, period of payment, preferred season/time of year, etc.

Test financial mechanisms

Mobile money/mobile wallet

After initial conversations with telecoms providers in Phase 1, RANO WASH should determine which provider and associated mobile money platform will be the most promising to work with. In Phase 2, RANO WASH should then shift to testing mobile money and mobile wallet promotion with 2-3 select masons and a hardware store not already using mobile money to identify any challenges that need to be addressed before more widespread promotion.

VSLAs

Select VSLAs in initial target geographies that have successfully facilitated loans for latrines. Hold initial conversations to isolate factors that have led to their support of latrine loans.



PHASE 3

Scaling and targeting early majority
(tiered offerings & finance options)

Launch tiered product offerings in the coast



COAST

Launch tiered offerings for Early Majority group on the coast.

Adjust based on evaluation of Phase 2 product offering.

Continue selling 'flagship model' with additional payment options.

Monitor and evaluate feedback on product offerings.

HIGHLANDS - Testing

Begin testing flagship model with early adopters in the highlands.

With rice harvest in May-July, they can start to plan for a toilet beforehand. Adapt based on needs of highlands Family of Zanakampielezana + Entrepreneurs and Salaried Workers.

Test low water access solution in highlands.

Recycling waste water from washing hands and feet every evening. Test providing a promotional barrel as part of product offering to increase water efficiency in highlands areas.

Begin marketing to the early majority

COAST

Roll out marketing to target Early Majority Segment 1: Competitive Copycat.

Adapted based on feedback from Phases 1 and 2.

Roll out marketing to target Early Majority Segment 2: Champion Mother.

Adapted based on feedback from Phases 1 and 2.

Engage other actors to sell the RANO WASH toilet brand.

Start partnerships with Government and other NGOs to facilitate selling toilets, highlighting benefits of a standardized brand, holding trainings, and using assessment results from the first two phases to justify selling this brand. Collaborate with these organizations to understand how they can be involved and scale activities.

HIGHLANDS

Test marketing to target Early Adopters in Highlands: Family of Zanakampielezana + Entrepreneurs and Salaried Workers.

In parallel, begin testing activities in the highlands, adapt activities based on coastal learnings and highlands context.

Scale and monitor supply chain strengthening initiatives

Begin scaling entrepreneurship network to other geographies after it has been successfully piloted.

After initial piloting with a few interested actors in a target geography, RANO should consider expanding the network to nearby geographies, using the initial tests as proof of concept and a baseline for refining during scale.

Monitor and formalize network.

Once the network has gained traction, RANO WASH should offer trainings and hold regular meetings to facilitate ongoing connections between entrepreneurs.

As a part of this effort, RANO should suggest a uniform meeting platform for potential collaborations among actors.

Lastly, RANO could explore making membership more visible through executive ID cards, ID cards, merchandise, or promotions/benefits for members.

Continue to scale collaboration with hardware stores.

After establishing a business arrangement that is mutually beneficial to hardware store owners and masons in Phases 1 and 2, RANO WASH should advertise and scale this model in other geographies and with other hardware stores.

Highlands testing

While activities to bolster the supply chain in the coast are rolled out and scaled, RANO WASH should begin testing the sanitation entrepreneur network and hardware store collaboration approach in the highlands and review what needs to be adapted from the coast

Additionally, RANO WASH should begin to explore ways to adapt business-in-a-box toolkits for the Highlands.

Pilot and monitor financial mechanisms and flexible plans



Facilitate masons' and sales agents' promotion of payment plan options during marketing.

Based on Phase 1 and 2 testing, encourage masons to promote most desirable layaway/payment plan configurations.

Pilot financial mechanisms for the early majority.

Based on testing, pilot payment options that leverage VSLA loans, mobile money/mobile wallet, or a combination of the two.

Launch promotional discount campaign for early majority.

In Phase 3, RANO WASH should allocate funding to support masons' promotional discount campaign and set aside 1-2 dedicated staff who can coordinate the provision of vouchers to masons, review discount totals provided by masons, and reimburse the appropriate amount based on what they report.

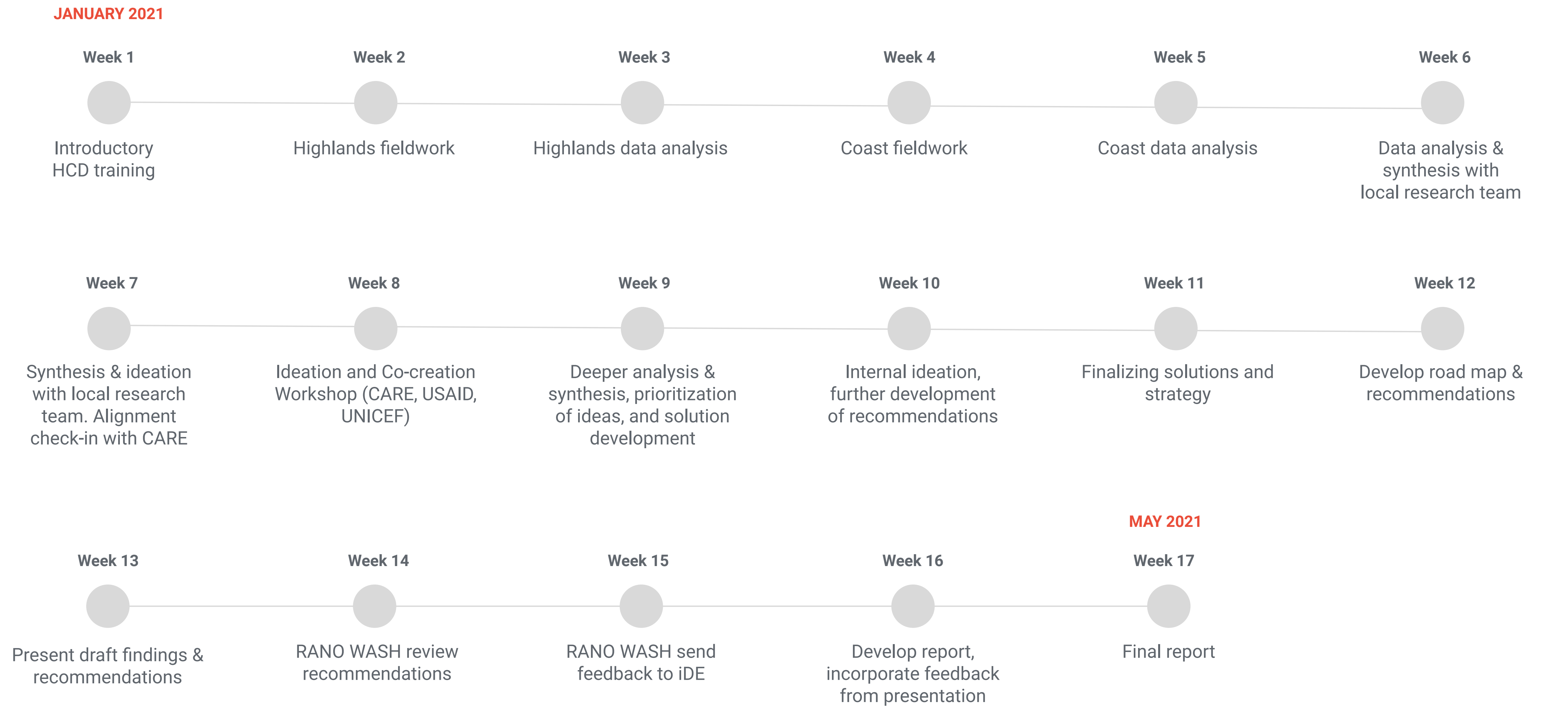
Exit strategy: Setting up for sustained activities

- Gather evidence for future investment and funding for follow-on projects/next phase.
- Test ideas to understand what works/does not work in each context.
- Leave actors and networks with key tools, learnings and skills.
- Spark connections to create long term collaborations amongst local actors.



Annex

Project timeline overview



A photograph of two people standing in a field of tall grass, looking out over a valley towards a village on a hill. The person on the left is wearing a red shirt and dark pants, and the person on the right is wearing a grey shirt, dark pants, and a cap. The background shows a valley with green fields and a village with many small houses on a hill under a cloudy sky.

Market segmentation: Target profiles in more detail

Start with the early adopter: 'Aspirational Traveler'



Aspirational
Traveler

Has traveled domestically in Madagascar, sees new things they want to bring back to their hometowns, usually trendsetters.

Location: Coast

Medium-high income: Has second source of income in addition to farming, e.g. owns a shop, salaried employee.

Has high cash crop (vanilla, cloves, litchi, corn). Sends goods to another town or aggregates crops.

Can spend relatively large sums of money. Able to buy what they want, when they want it.

Has travelled to major town or urban centers. May have relatives living abroad.

Well-known in their own community.

Existing 'status purchases': solar panel, satellite, TV.

Has available land: room to build a good toilet.



I am proud of nice things in my home and I want people to see them."

Motivations

Being popular, starting trends to gain or maintain social acceptance.

Being modern.

Pride, showing off 'status purchases' to receive recognition and acknowledgement of their improved status.

Pain points

Sandy soil and cyclones destroy buildings so needs to invest in something that will last.

Challenging to find high-quality products in rural areas.

We want the **Aspirational Traveler** to buy a toilet so that toilets become an aspirational product and inspires the Competitive Copycat and others to want one.



Early adopter

Early adopters inspire the early majority: 'Competitive Copycat'



Competitive
Copycat

Follow trendsetters, copy their behaviors to be like them and/or compete with them.

Location: Coast

Medium-high income: Has second source of income in addition to farming, e.g. owns a shop, salaried employee.

Has high value cash crops (vanilla, cloves) in addition to other crops (rice, corn, litchi) and livestock.

Will wait to see what others purchase before they spend their money.

Existing 'status purchases': solar panel, satellite, TV.

Have access to land: room to build a good toilet.

We want the **Competitive Copycat** to buy a toilet so that they can provide early proof for others such as the Champion Mother and therefore increase the demand and supply for toilets.



I want to have what they have. I don't want to be left behind."

Motivations

Socially driven.

Will follow trendsetters and copy their behaviors to be like them or better.

Competitive minded and want to have what others have.

Pride, showing off 'status purchases' to receive recognition and acknowledgement of their improved status.

Pain points

Sandy soil and cyclones destroy buildings so needs to invest in something that will last.

Nowhere to save money, so spend it right away.



Early majority #1

Target a second early majority segment later: ‘Champion Mother’

iDE



Champion
Mother



Early majority #2

Has influence in household decision-making and wants to secure a better future for her family. Needs more convincing before making purchases.

Location: Coast

Seasonal income: Family has a rice farm and a few livestock, and/or a few clove trees or some other hillside farming (vegetables, corn, etc.) Does not save money.

Take care of the home and their children - strong influence on husband and/or male adult children.

Initiate purchase discussions with their husbands.

Pragmatic purchasers - "How will this help my family?"

Connected to community health workers.

We want the **Champion Mother** to buy a toilet so that her family stays healthy, and others see the benefits.



I want my children to be healthy and have a good future. I will try to do the best for my family."

Motivations

Children’s health and wellbeing.

Duty to family and the community.

Cleanliness.

Seeing proof.

Pain points

Single income source (rice farming w/ potential other crops) with high seasonal fluctuations.

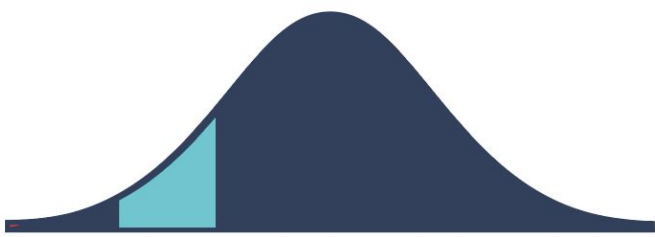
Covering children’s school expenses

Lack financial accessibility: Require a clear and easy pathway to purchase & installation (i.e. tiered options and a payment plan).

Early adopters of the highlands: ‘Family of Zanakampielezana’



Family of Zanakampielezana



Early adopter

Have family members who live in cities and inspire new ideas.

Location: Highlands

Medium-high income: Mixed farming and other business; receive remittances.

Someone in the family has off-farm work locally to provide cash income.

Have a family member who lives abroad or in major city and comes back once or twice a year.

Save up to send children to urban centers.

Own or can access transportation.

Well-known in their own community.

Will invest in a purchase that is both practical and aspirational.



My children recommend me to buy things they have seen. I like to try new products - no-one has them."

Motivations

Like to be clean and appear clean.

Desire to be modern and emulate city amenities.

Will invest in products they believe will last and have long term benefit.

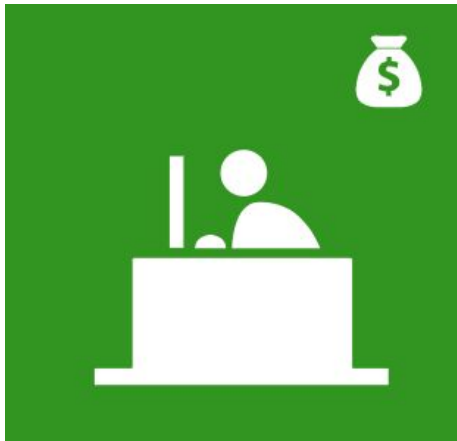
Duty to family and the community.

Pain points

Lack of locally available and affordable high-quality materials for improving their homes.

Limited access to private water source.

Early adopters of the highlands: ‘Entrepreneurs and salaried workers’



Entrepreneurs and
Salaried Workers



Connected to urban centers through good roads, have the means to save, and open to trying something new.

Location: Highlands

Medium-high income: Primary income is a small business, e.g. epicery, or salaried work (not farming). Have a higher cash flow.

Wealthiest in the smaller fokontany, outside of the commune center.

Have some form of transport (cow cart/ motorcycle/ tractor) that can help them get materials to their home.

Well-known in their own community.

Will invest in a purchase that is both practical and aspirational, once it is proven.



I want to have a nice house and will invest more money in something that has long term benefit.”

Motivations

- Prioritize children's education.
- Like to be clean and appear clean.
- Will invest in products they believe will last and have long term benefit.
- Desire to continuously improve on house.
- Duty to family & community.
- Doing the 'right' thing, want to do things properly "manara penitra".

Pain points

- Limited access to water.
- May struggle to save up for large purchases.
- Access to high quality building materials.

Other segments to target later

COAST

LATE MAJORITY

Hesitant Copycat

Desires to be like trendsetters, but requires more proof and validation than the Competitive Copycat before making purchases.

Associated Farmer

Farmer who is looking to improve themselves and has joined a farming association. More established, older farmers and rely on farming for their livelihoods. Not looking for new things, so need more convincing. Access them through their association meetings (part of a group).

LAGGARDS

Extremely Remote

Lives in a fokontany that may only be accessible by foot or challenging road. Not well connected to towns, urban centers, and their associated influencers.

Non-Adopter

Whether by tradition, habit, or both, this person regularly open defecates as a part of daily life.

Ultra-Poor

Struggling to meet basic needs, suffering from undernutrition.

HIGHLANDS

EARLY MAJORITY

Champion Mother (Highlands)

Has influence in household decision-making and wants to secure a better future for her family. Needs more convincing before making purchases.

LATE MAJORITY

Investing Farmer

Longer term thinking, focuses time and resources on income-generating improvements, investments in family, and home infrastructure

LAGGARDS

Extremely Remote

(refer to coast description)

Non-Adopter

(refer to coast description)

Ultra-Poor

(refer to coast description)

A photograph of a man and a young boy standing in a field of tall grass, looking out over a valley towards a village on a hill. The man is on the right, wearing a grey shirt and a cap, and the boy is on the left, wearing a red shirt. The text "Supply actors and influencers in more detail" is overlaid in the center.

**Supply actors and influencers
in more detail**

Engage key actors from the supply side: ‘Passionate Mason’



Passionate
Mason

Existing masons who are driven to grow their business and improve sanitation practices in their community

Location: Coast + Highlands

Main income is farming/livestock. Sanitation business is second source of income, but it does not make enough.

Well-known in their community and part of the RANO WASH mason network.

Take initiative and work hard to improve their business.

Have a business location: Space for a showroom and to build a good toilet.

We want the **Passionate Mason** to provide quality services, and be the one-stop shop for buying a toilet so that they can increase toilet sales, become a trusted profitable sanitation business (and make this their main business).



I love building toilet even if it generates very little profits. This job is my involvement in my country's development."

Motivations

Ambitious - want to grow their business.

Have a keen desire to expand their knowledge and technical abilities.

Care about community development: Passionate about helping their community develop and see improved toilets as one aspect of this.

Pride - enjoy receiving recognition and acknowledgement of their achievements.

Pain points

Not enough demand for toilets. Struggle to make enough income from toilet sales, so have to rely on other income sources.

Materials - expensive to buy and transport, not always available locally.

Customers want instalment plans but don't always pay or want to pay after completion.

Engage key actors from the supply side: ‘Hardware Store Owner’



Hardware Store Owner

Medium to large businesses that supply to district-level

Medium-high Income

Supply tools, rope, nails, tin roof, cement bags, and plumbing supplies (city)

Connected to other business actors: well-known in their community.

Have a business location: Large space for raw materials to be kept, (and potential in future to use this space for a toilet showroom).

We want the **Hardware Store Owner** to supply high quality materials so that the **Passionate Mason** has easy affordable access to materials in their local area.



Reaching more customers is important for my business to grow."

Motivations

- To make more money for their business.
- Expanding their network and reach a larger market to sell goods to.
- Having a consistent supply of raw materials and regular turnaround.

Pain points

- Expensive supply chain due to exchange rate
- Challenges with profitability
- Expensive to transport materials
- Forced to price items sold based on market prices and import prices of bulk materials and prefabricated parts.

Engage key influencers: ‘Traditional Leader’



Traditional
Leader

Local traditional elders who provide wisdom and guidance for their community.

In parts of the coast, the ampanjaka (or “royalty”) are well-respected traditional elders whose opinions and validations are important for the community they lead. In other communities it is the “tangalamena” who is the recognized community elder.

The ampanjaka and the tangalamena will not be the trendsetters, but any new program, service, or promotional campaign must have their blessing to be successful.



People in the community respect me and seek my wisdom for challenges and decisions they face.

Motivations

- To maintain respect of their community
- To uphold traditional values and norms within the community
- To help their community maintain stability and health

Pain points

- Threat of not being taken seriously or being regarded as obsolete
- Modernity & new ways of life potentially uprooting traditional systems

Engage key influencers: ‘Motivated Chef Fokontany’



Chef Fokontany

Elected leader of the fokontany, or smallest administrative unit in Madagascar

Location: Coast + Highlands

Medium income: Often has a separate source of income in addition to being the chef fokontany.

Well-known decision maker in the community. Maintains a goal to develop the fokontany.

May lead the VSLA group in their village.

Role model when it comes to sanitation behavior. Others follow their lead.

Open to new idea because of the willingness to develop the fokontany and inspire the community.



People follow me and expect me to guide them in good decisions for the community.”

Motivations

- To be re-elected
- To gain respect from the community
- To be a role model
- To help the community develop

Pain points

- Low wage provided by government
- Challenging to get people to change behaviors

A photograph of a man sitting on a toilet in a rural setting. The toilet is a squatting toilet with a white ceramic bowl and a green and white patterned tile floor. The man is shirtless, wearing dark pants and sandals, and is smiling at the camera. The background shows a dirt area with some trees and a building with a corrugated metal roof. A blue pipe runs along the ground between the toilet and a large concrete cylinder on the left.

Case Studies

Professionalizing a Salesforce: iDE Cambodia

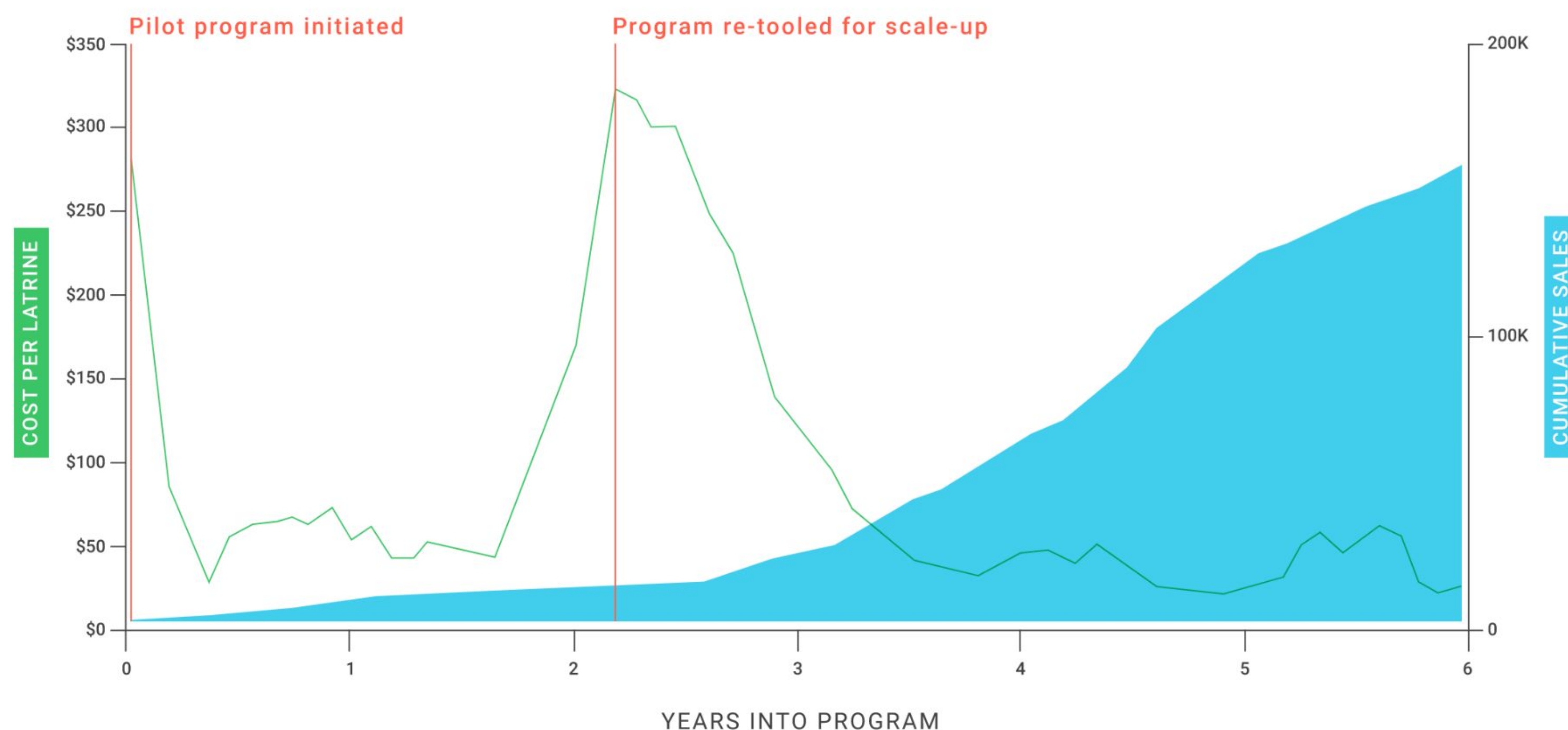
In less than a decade, iDE Cambodia has facilitated more than 300,000 improved latrine purchases through designing new, affordable, aspirational products, creating a robust supply chain, and managing an effective marketing and sales team. Its journey to scale marks one of the most successful rural sanitation marketing initiatives in the world.

[Read more about iDE Cambodia's sanitation marketing journey here](#)

One of the key takeaways from iDE's Cambodia's experience is that a well-trained sales force and a standardized selling, training, and coaching process is critical for rapid uptake by households and replication in new locations.

[You can read more about the lessons learned here](#)

Cumulative Latrine Sales v. Cost per Unit Sold



In iDE's flagship sanitation marketing program in Cambodia, the program cost per household decreased tenfold from its height of \$326 per unit to \$35 per unit.

The iDE Cambodia sanitation program took 6 years to scale, so it is important to design a strategy with realistic goals and expectations in mind given the timing and situation, and everything needs to be tested and piloted.

Building a Viable Social Enterprise in Ghana: The Sama Sama Story

In early research, iDE learned that if a Ghanaian was triggered by a Community Led Total Sanitation (CLTS) intervention, there was no available next step for the person or family to take other than constructing a toilet on their own, which often led to frustration. iDE also learned Ghanaians in the north expected NGOs to provide products and services for free; as a result, iDE felt that we needed a ***separate entity to distinguish our market-based work from other NGOs***. This insight led to a clear value proposition for the creation of a social enterprise called Sama Sama.

The vision for Sama Sama was to create an aspirational commercial brand to deliver WASH solutions and provide households with a simple one-stop-shop solution for buying a toilet. The social enterprise has now evolved from simply selling latrines into a service provider focused on creating viable market-based solutions that address rural Ghanaians needs for safe and effective sanitation across the value chain. Along the way, iDE has discovered how to build a motivated and energized sales force, how to be smart about expanding, and how to increase usage through fun and innovative marketing.

[Read about the growing pains of establishing a sanitation market in Ghana here](#)



Public private partnerships to achieve success: iDE Bangladesh

Microentrepreneurs are selling latrines in rural Bangladesh, and have improved the quality of life for over 1,000,000 people so far. This is a major milestone—for iDE’s WASH team and for our partners, who dedicated two years to lay the foundation for this market system, and then a year and a half to catalyze sales.

[Read more about the early foundation that paved the path for the success of iDE Bangladesh here.](#)

For a look at the public private partnership model that has contributed to iDE Bangladesh’s success, [click here](#)

For an in-depth look at the HCD field research insights and learnings to both strengthen the market for hygienic sanitation and identify opportunities for sanitation marketing in Bangladesh Rajshahi district, [click here](#).



The value of iteration and prototyping: iDE Ethiopia

Starting in 2010, the Government of Ethiopia adopted Community-Led Total Sanitation (CLTS) as the preferred strategy for local government and civil society organizations to improve access to hygienic latrines. However, with the single priority to reach 100% coverage, the government began to recognize that CLTS was resulting in numerous DIY solutions, such as digging a hole in the ground, which were often neither desirable nor sustainable. In response, the government released the “National Sanitation Marketing Guideline,” which encouraged development practitioners to develop desirable and affordable sanitation technologies and business models to generate demand for and deliver more affordable, desirable, and sustainable solutions to customers.

iDE Ethiopia began to explore ways to meet this challenge, and embarked on an iterative prototyping journey to reach an effective product and model that it continues to implement today.

[Click here for more information about iDE Ethiopia’s latrine and business model prototyping journey](#)



THE INNOVATION LAB

Thank you

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