

PhATS Field Note



Sustaining Demand Through Supply Side Intervention
June 2015



HUMAN CENTERED DESIGN

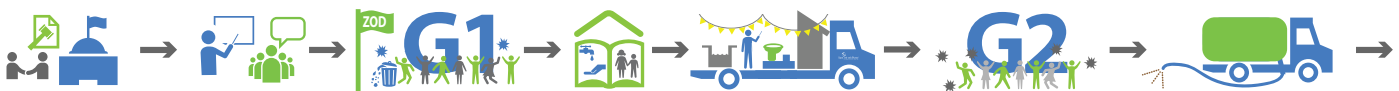
Incorporating Human Centered Design Into Sanitation Marketing

In rural areas of the Philippines, 31% of people do not have access to improved sanitation.¹ Poor access to sanitation has serious implications for health, productivity and dignity. Addressing this frequently sidelined issue is of vital importance.

Traditionally, rural Filipino households wanting a latrine have had to organize construction themselves; buying and transporting materials, employing skilled labor, and paying costs upfront. This has resulted in a perception of toilets as inaccessible and unaffordable luxury items. Government and NGO efforts to tackle this problem through free or subsidized sanitation have failed to provide sustainable solutions, as in many cases, beneficiaries have not valued or wanted the products provided by the Government.

Following the devastating impact of the Typhoon Yolanda, the Department of Health (DoH) and the Philippines WASH Cluster partners have developed the Philippines Approach to Total Sanitation (PhATS) to partner with the national government as they achieve goals set forth in the Philippines Sustainable Sanitation Roadmap and the National Sustainable Sanitation Plan further operationalizing the DoH National ZOD program. It builds on these national instruments envisioning the attainment of a Zero Open Defecation (ZOD) environment with safe disposal of liquid and solid wastes, the promotion of health and hygiene practices and the strengthening of the enabling environment for sanitation and hygiene through a phased and holistic approach.

PhATS: A PHASED APPROACH



GOVERNANCE

DEMAND CREATION

WASH in SCHOOLS

SANITATION MARKETING

SEPTAGE MANAGEMENT

G0: OPEN DEFECTION

G1: ZERO OPEN DEFECTION

G2: SUSTAINABLE SANITATION



SANITATION MARKETING

Sustaining Demand through Supply Side Intervention is the PhATS strategy for facilitation of a balanced sanitation market. This strategy aims to develop and promote low cost sanitation solutions, including the development and bolstering of a working supply chain. Sanitation Marketing (SanMark) is a strategy through which suppliers and service providers market their goods and services to rural households with the aim of increasing demand, improving supply and achieving greater sales and profits while providing affordable products. SanMark is defined as:

"Sanitation Marketing combines social and commercial marketing approaches to stimulate supply and demand for hygienic sanitation facilities for the benefit of poor consumers. It focuses on the development of the marketplace and helps entrepreneurs to produce and supply demand-based multiple sanitation products and services. The aim is to effectively empower consumers and provide them with a choice of affordable options in hygienic toilet facilities."²

Linking Demand and Supply is critical. Creating demand without good supply, or supplying goods and services in areas of low demand, will result in unsustainable businesses and reduce the chances of long-term success. To be effective, PhATS addresses both sanitation supply and demand, while improving and

strengthening the existing governance structures and enabling environments that will nurture, protect and regulate the market these young SanMark enterprises live in.

PhATS was chosen as an appropriate strategy for sanitation development to support and strengthen recent efforts made by the government and its partners to develop the rural sanitation sub-sector in the Philippines. It addresses a key bottleneck impeding progress on WASH in poor and marginalized areas: inadequate access to WASH services (supply); poor hygiene practices and low demand for WASH services and products (demand); and a weak enabling environment for WASH programming at both the LGU (Local Government Unit, or Municipality), provincial and national levels (governance).

SanMark, as an indispensable PhATS component, aims to strengthen the supply chain and service delivery of low-cost sanitation products. Supply is not simply concerned with the movement of materials but includes developing relationships and linkages up and down the chain and ensuring that supply keeps up with demand but doesn't exceed it. To ensure stability of supply, local resources and environmental conditions should be taken into account among other factors.

THE SAMARITAN'S PURSE APPROACH TO SANITATION MARKETING

Samaritan's Purse (SP), in partnership with the Philippines Department of Health, Department of Education, UNICEF, and eleven other NGOs, is implementing the Philippines Approach to Total Sanitation, PhATS, in the Yolanda Affected Areas of Regions VI, VII and VIII of the central Philippines. The SP SanMark team supports 25 local entrepreneurs with training in low cost sanitation product fabrication, marketing, and business model development, and coaches them as they identify opportunities to make their living selling low-cost toilets. The SP SanMark team

has developed a promotional program, outfitting a flatbed truck as a mobile showroom, taking full-size product models throughout the region.

It is hoped that by November 2015, at least 15 of the 25 entrepreneurs will be able to sustain their businesses and establish good credit history in hopes that they would continue operating their sanitation businesses beyond the UNICEF funded program timeline.

HUMAN CENTERED DESIGN

Integral to the success of the SP SanMark approach is their inclusion of the Human Centered Design (HCD) methodology in its project framework. HCD is a method of developing practical solutions to problems which aims to understand needs, innovate ways to meet these needs, and deliver financially sustainable solutions to serve the needs. The framework seeks to optimize a service or product around how consumers need, can, or want to use it.

Traditionally, product design processes have been technologically driven, pushing for development of new services or products based on a business's technical abilities rather than a demonstrated demand on the part of the end user or consumer. This has led to many breakthroughs but can also limit user choice and force behavioral change to accommodate the service or product.

Developed at the Stanford School of Design in 2001 by IDEO, the HCD methodology was refined in 2008 into an open-source toolkit which could easily be learned and adopted by just about anyone, including small sanitation businesses.

CHARACTERISTICS

- EMPATHY:** HCD methodology seeks to reflect a deep understanding of consumer motivation and need
- COLLABORATION:** HCD seeks to bring together multiple areas of expertise and perspectives
- OPTIMISM:** HCD holds the fundamental belief that everyone can contribute to change
- EXPERIMENTATION:** HCD focuses on learning by doing

1. WHO and UNICEF, 2013. Progress on Drinking Water and Sanitation 2014 Update. [online] World Health Organisation. Available at: < http://apps.who.int/iris/bitstream/10665/112727/1/9789241507240_eng.pdf?ua=1 > [Accessed 09 April 2015].
2. WSP, 2013. Making Sanitation Marketing Work - The Bangladesh Story. [online] Water and Sanitation Program at: <<http://wsp.org/sites/wsp.org/files/publications/WSP-Sanitation-Marketing-Bangladesh-Story.pdf>> [Accessed 13 April 2015].



INSPIRATION

GOING INTO THE FIELD, MAKING OBSERVATIONS AND DOING DESIGN RESEARCH TO UNDERSTAND THE EXPERIENCES OF A TARGET USER GROUP WITH THEIR CURRENT PRODUCT/SERVICES.

IDEATION

A TEAM DISTILLS WHAT THEY HEARD AND SAW INTO INSIGHTS THAT CAN TRIGGER NEW SOLUTIONS OR OPPORTUNITIES FOR CHANGE.

IMPLEMENTATION

THE BEST IDEAS GENERATED ARE TURNED INTO A FULLY CONCEIVED ACTION PLAN. IDEAS ARE PROTOTYPED, TESTED AND REFINED.

The HCD process is applied in three stages: Inspiration, Ideation, and Implementation.

HCD IN SANMARK

Failure of many past development strategies for sustainable and affordable sanitation has been attributed to a lack of understanding and failure to engage the complex needs and situational context of the consumer and their life. A key component of PhATS Supply Side Intervention is the development and promotion of low cost sanitation products, or solutions; this process is called Sanitation Marketing. The SP SanMark initiative has used the HCD methodology in its development of products, and business plans. This approach focuses on the users' needs, preferences, perceptions and desires rather than the product/service alone and enables both the consumers and the designers to actively feed into the design process.

HCD employs empathy as a means by which to study and understand existing barriers to household latrine ownership, such

as lack of skilled labor, or perceived inability to pay. SanMark removes these roadblocks, providing a range of affordable and easily accessible sanitation products. The project is experimental with a focus on learning by doing which requires frequent ideation and innovation as the business model and products develop. The SP SanMark approach brings together human resources from multiple disciplines, ranging from experienced sanitation engineers, to university professors, to business owners to local masons, who feed valuable inputs into the design and refining process.

The three phases of HCD help to focus attention on elements necessary for project and business model development. This is because it gives space to reflect on successes and problems such as potential market overcrowding.

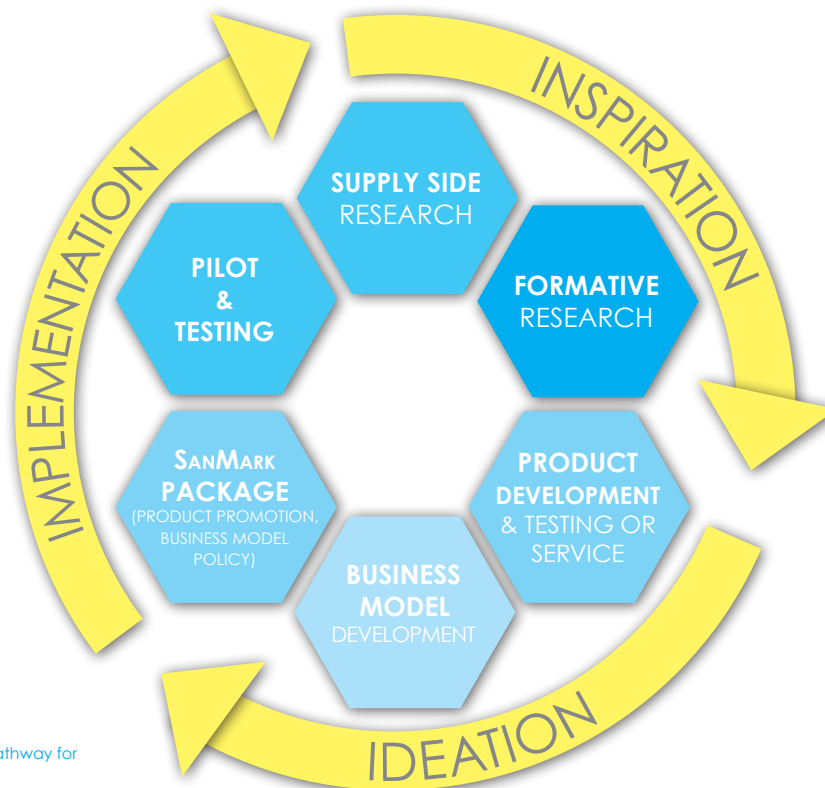


FIGURE: HCD Phases applied to the PhATS Pathway for Change Sanitation Marketing Concept

INSPIRATION
IDEATION
IMPLEMENTATION



INSPIRATION

SP carried out household interviews in Sitio Bangon, Basey, Samar in December 2014 to gain insight into the lifestyle of prospective sanitation product customers. The goal was to understand their expectations, needs and aspirations related to toilet ownership. More extensive research was done by Resources, Environment and Economics Center for Studies (REECS), a Manila-based market research company which was contracted by SP to carry out the HCD 'inspiration' research phase. In accordance with HCD strategy, the research was designed to utilize an array of quantitative and qualitative tools: household surveys, interviews, focus groups and supply chain mapping. In-depth community based research over an extensive area is used to build an understanding of the potential users of SanMark sanitation services. This baseline understanding of the customer informs the next step of the process, ideation.

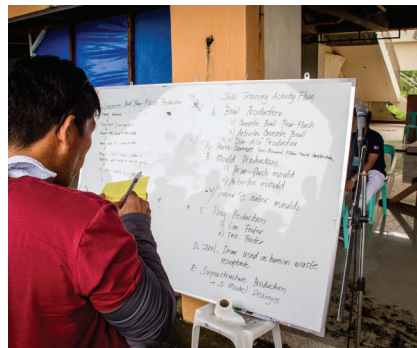
IDEATION

While the market study was being conducted, two product design workshops were carried out using insights gained from the household interviews in Basey. The workshops brought together Philippines-based experts in the field, SP SanMark officers and entrepreneurs to collaborate in ideation. During the workshops, seven product prototypes were developed by sanitation engineers and entrepreneurs.

IMPLEMENTATION

The products and business model considered most appropriate by the group of experts and entrepreneurs were chosen from these workshops and a market trial began, in which SP sent these products – displayed on a vibrantly decorated flatbed truck known as the SanMark Caravan – into neighborhoods across Leyte and Samar. The caravan was accompanied by the SP SanMark Promotions Team, who hosted the exciting sales events. Consumer feedback from this market trial, along with the results of the REECS research, will be incorporated back into the design process in real time.

SP hosted two three-day workshops at the Department of Public Works and Highways (DPWH) Warehouse in Tanauan, Leyte. During the workshops, concepts in Human Centered Design were presented as a method to developing low-cost sanitation products in the Philippines. Participants collaborated in groups to innovate, ideate and implement the methods taught.



ADAPTIONS TO THE HCD METHODOLOGY

A key challenge of using the HCD methodology for the integration of SP SanMark approach into PhATS program was the length of time required in the Inspiration Phase: five months. The PhATS program is designed as a transition program towards development taking note of national strategies which were in

place prior to Yolanda. With a duration of 15 month based on global experiences for large scale rural sanitation programs research could not be finalized before the program itself started and results are being integrated while the program is already under implementation.

BENEFITS OF THE HCD METHODOLOGY

The limited time available for planning and programming due to the nature of the PhATS program as transition strategy from a large scale emergency led to an overlap of Inspiration, Ideation and Implementation Phases. The same limitation enabled adaptation for fast-paced approach that was required. Phases normally implemented successively were successfully merged and adjusted to the Philippines post emergency context.

HCD has a bias toward action, building, testing, and iterating to advance an idea without investing significant time and

resources until the product developer is certain that the particular prototype is ideally suited to the consumer's needs desires and expectations which is seen as supportive for fast tracking of results in an environment where large scale humanitarian response were ongoing with comprehensive engineering capacity available. It encourages rapid prototype development and deployment into the market, while gathering feedback from the market itself: learning, asking, and testing, constantly engaging with the very consumers for whom the product is being designed.

HCD AND SANMARK ENTREPRENEUR TRAINING

HCD has been intentionally incorporated into the sanitation entrepreneur training process. With the long term development of the entrepreneurs in mind, and with an aim to enable the entrepreneurs to be innovative and develop their businesses effectively, the HCD concept has been incorporated both in theory and in practice into the entrepreneur training workshops.

INSPIRATION

Entrepreneurs were introduced to the HCD concept & inspiration phase

Field studies of sanitation products in the Philippines were presented using learnings & experiences of earlier humanitarian programs

IDEATION

Product design and Pricing were brainstormed

HCD further explored with a focus on entrepreneurial innovation with hands-on latrine ideation tasks

IMPLEMENTATION

Skills training in product production

Skills training in marketing



HCD WORKSHOP PRESENTERS AND FACILITATORS

**ENGINEER
DR. ELMER SAYRE**

Founder and CEO
Water, Agroforestry, Nutrition &
Development (WAND) Foundation

**ENGINEER
JOSE (BOJI) GENDRANO**
Dep. Executive Director & Research Officer
Philippine Center for Water & Sanitation

ANALIZA MISO
Dir, Sustainable Sanitation Center
Xavier University
Cagayan de Oro, Philippines

MARIELOU REALUBIT
Sanitation Marketing Manager
Samaritan's Purse International Relief,
Philippines

**ENGINEER
CESARIO SAYRE**
Executive Director,
Asset-Based Community Development
with Equity (ABCDE) Foundation

**ENGINEER
ROLAND ACOMPANADO**
CONSULTANT
RURAL SANITATION

Entrepreneurs took part in practical seminars, where they were introduced to the HCD methodology and its benefits, and were able to take part in practical HCD activities, such as group latrine ideation and rapid prototyping of scale models, while providing feedback to the group.

SUCCESS SO FAR

Adapting the HCD approach to merge and/or overlap inspiration, ideation and implementation phases allowed for a completion of both HCD and construction skills workshops for the entrepreneurs within one month. Entrepreneurs were then able to start construction, and in a further month were able to establish credit lines with CCT, the partner MFI, and barangay promotional events and sales could begin.

After only six weeks of promotional events, over 1,200 orders were placed. In addition to private community orders, some sanitation entrepreneurs were awarded a contract for the municipality of Giporlos, Western Samar, to construct and install 400 toilets using funding provided by UNICEF directly to the municipality. SP facilitated the bid and helped the new business owners navigate the government bidding process.

The new businesses have bid on contracts to build 1,000 household toilets beyond the PhATS implementation area. The cash transactions will go a long way to building the capital of these small businesses and establishing their ability to accept and fill large contract orders.

Many of the entrepreneurs are continuing to implement further cycles of the HCD methodology, allowing inspiration, ideation and implementation to flow naturally within their current business platforms. More than one sanitation business owner has been contracted to construct a toilet model based on one of the developed products, but with personal modifications to the design added by the customer. This is certainly a success which can be attributed to the use of the HCD method.



MAIN LEARNINGS

The SanMark approach embedded in the PhATS program has incorporated HCD in its product, business plan and entrepreneur development. The approach focuses on the users' needs rather than the product/service alone and enables both the target market and the entrepreneurs to actively feed into the design process loop. The emphasis on rapid prototyping, treating beneficiaries as customers and continual real-time refinement of the model have made HCD a great compliment to the SanMark process. Incorporating HCD is a value added proposition for the business owner because it connects them with their customers on a very basic level. HCD emphasizes understanding the customer's "problem," rapid prototyping and testing solutions without heavy

investment (lowering risk) on the side of the entrepreneur, then gaging customer acceptance in real-time in the marketplace and ideating and innovating on the spot in order to refine the product and make it more acceptable to the customer. The HCD process is a safeguard for the entrepreneur. HCD works to mitigate risk. If properly followed HCD helps entrepreneur to invest in time and resources only in a product that customers really want. If followed, HCD leads an entrepreneur to successfully respond to a need in the market, resulting in higher customer satisfaction and a successful, financially viable business for the sanitation entrepreneur.



FOR MORE INFORMATION:
VISIT OUR WEBSITE: WWW.UNICEF.ORG

OR CONTACT:
SIMONE KLAWITTER, PHD
WASH TEAM LEADER YOLANDA RESPONSE
SKLAWITTER@UNICEF.ORG

KRISTINE WAGER
KNOWLEDGE MANAGEMENT SPECIALIST
SAMARITAN'S PURSE INTERNATIONAL RELIEF
KWAGER@SAMARITAN.ORG

OR WRITE TO:
UNITED NATIONS CHILDREN'S FUND
PHILIPPINES COUNTRY OFFICE
MANILA, PHILIPPINES