Asili

INSPIRE EXTERNAL AUDIENCES

Use this document to engage stakeholders and give them a glimpse into the inner-workings of Asili.

DISRUPT THE AID MODEL
Handouts aren't sustainable, but a human-centered business that meets critical needs can be. Use this document to inspire others around our vision for change.

DEFINE NEW POSSIBILITIES
We are creating a sustainable business that offers access to a healthy lifestyle. Use this book to help clarify what the business is and how it works.

DIRECT OUR PARTNERS
We know what help we need and exactly how we will put support to use. Use this document as a way to make the ask tangible and specific.

EDUCATE INTERNAL AUDIENCES

Use this document to introduce staff to the service and show them how they fit into the big picture.
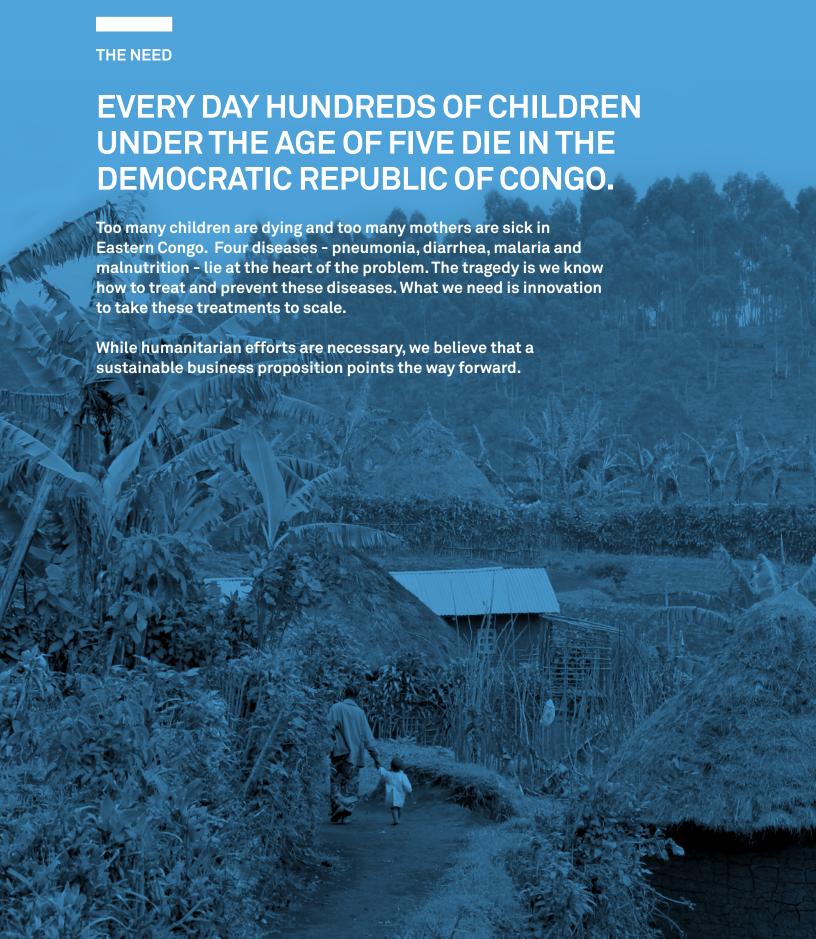
INTRODUCE THE BRAND
The brand is the connective tissue that holds the different services together. It gives our customer a guiding star - something they can trust and depend on.

INSPIRE A COLLECTIVE VISION
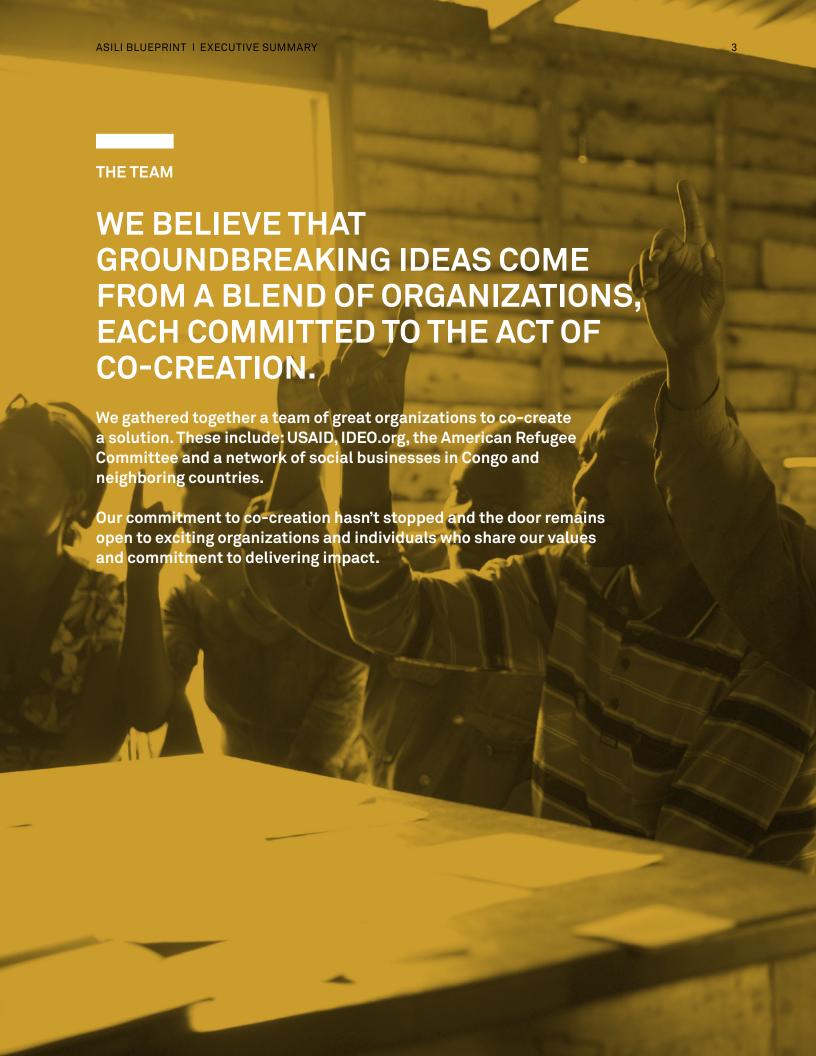Without a community behind it, no venture will succeed. We built this service with the community. This book shows you how we did it and what that collective vision for the service should be.

INITIATE NEW DIRECTIONS
As we learn, grow and adapt we will ask new questions and realize the plans we had in the beginning now need to change. Use this document to help you along the way.

THE NEED

EVERY DAY HUNDREDS OF CHILDREN UNDER THE AGE OF FIVE DIE IN THE DEMOCRATIC REPUBLIC OF CONGO.

Too many children are dying and too many mothers are sick in Eastern Congo. Four diseases - pneumonia, diarrhea, malaria and malnutrition - lie at the heart of the problem. The tragedy is we know how to treat and prevent these diseases. What we need is innovation to take these treatments to scale.

While humanitarian efforts are necessary, we believe that a sustainable business proposition points the way forward.

THE OPPORTUNITY

THERE IS A GREAT OPPORTUNITY TO USE PROVEN BUSINESS MODELS TO SOLVE SOCIAL PROBLEMS…

DELIVERING BOTH SCALE AND SUSTAINABILITY.

We bring a network of proven social businesses together into an enterprise platform that delivers quality products and services at affordable prices. The platform is real - located in villages and virtual - powered by technology.

Every aspect has been built in conjunction with the people who use it. By putting the customer squarely at the center, uncovering and addressing their aspirations, we have designed a service that will sustain and thrive.

THE TEAM

WE BELIEVE THAT GROUNDBREAKING IDEAS COME FROM A BLEND OF ORGANIZATIONS, EACH COMMITTED TO THE ACT OF CO-CREATION.

We gathered together a team of great organizations to co-create a solution. These include: USAID, IDEO.org, the American Refugee Committee and a network of social businesses in Congo and neighboring countries.

Our commitment to co-creation hasn't stopped and the door remains open to exciting organizations and individuals who share our values and commitment to delivering impact.

THE GOAL

WE ENVISION A FUTURE THAT MEETS THE NEEDS OF THE MOST VULNERABLE AND UNDERSERVED.

BE REMARKABLE
Deliver social services at the highest level of quality and consistency

BE EFFECTIVE
Transform communities so that children thrive and families prosper

BE SUSTAINABLE
Demonstrate business models that are viable for the poor, sustain themselves over time and are ready to be scaled

BE GROUNDED
Create community-ownership

BE INSPIRING
Drive new partners to get involved and reduce the under five mortality rate by 10% every year over the next 5 years

THE SOLUTION

ASILI,
A DISRUPTIVE COMMUNITY-OWNED
STARTUP AIMED AT REDUCING
CHILDHOOD MORTALITY.

THE INNOVATION

ASILI USES AN INTEGRATED PLATFORM TO PROVIDE THE MOST ESSENTIAL SERVICES.

Clean water, health services, nutritious seeds, access to technology, and agriculture.

NUTRITION

HEALTH

AGRICULTURE

WATER

MOBILE

Integrated Services
Asili offers a suite of essential services in a smartly branded coherent customer experience.

Membership
A membership model gives customers access to discounted and subscription-based services.

Purchasing Power
Asili empowers the community to invest in a brighter future, while responding to their diverse and fluctuating needs.

Technology
Using single-source technology rich data will be captured about members and this data will be leveraged to facilitate connections between consumers and enterprises. This will include a safe and secure mobile money platform for payments.

Subsidized Services
In order to balance Asili's intent to reduce under-five mortality through an enterprise approach, it will offer subsidized membership to the poorest 10 percent of the community – In effect, subsidizing the member not the business.

THE INNOVATION

WHY IS ASILI DIFFERENT?

Locally Designed

The program uses a ground-up approach that puts the design of the services into customers' hands. Every facet of the service is flexible and designed to meet communities' needs and expectations.

The customers Asili serves have collaborated from the beginning, owning the foundation of the program, and defining its capacity to grow.

Business Driven

Asili believes that a sustainable business deeply rooted in the community can do better than traditional aid. It offers an integrated approach by providing multiple services all directly aimed at reducing under five mortality.
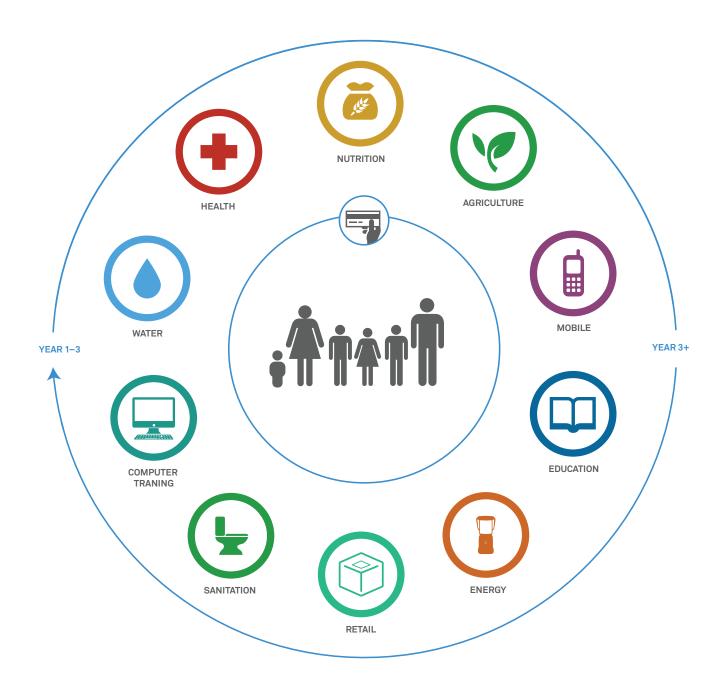
Asili is a plug-and-play business platform that allows the expansion of additional service offerings over time.

Asili incorporates technology to generate meaningful data about customers and transactions, enabling tailored customer experiences.

THE ROADMAP

HOW WILL WE GROW?

Over the course of the next five years, Asili plans to expand its offerings to include energy, education, and sanitation. This growth will enable new jobs and stronger economic development.
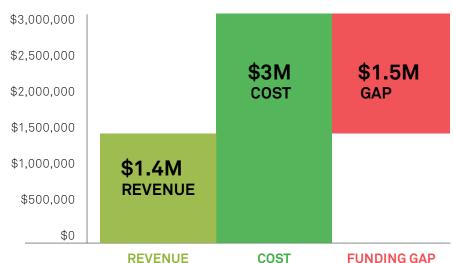

NUTRITION

HEALTH

AGRICULTURE

WATER

MOBILE

YEAR 1–3

COMPUTER TRANING

EDUCATION

SANITATION

RETAIL

ENERGY

YEAR 3+

BROAD ASSUMPTIONS

We assume that within three years, Asili will be operating within five communities. Each community will have water, health, nutrition mobile, and agricultural programs.

	Year 1	Year 2	Year 3
Water Systems	2	4	5
Health Clinics	2	4	5
Nutrition Programs	2	4	5
Agriculture Programs	1	3	5
Mobile	2	4	5

Based on those assumptions
We see a significant funding gap in the first few years of operation.

$1.5M FUNDING GAP IN YEARS 1-3

$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0

$1.4M REVENUE
$3M COST
$1.5M GAP

REVENUE   COST   FUNDING GAP
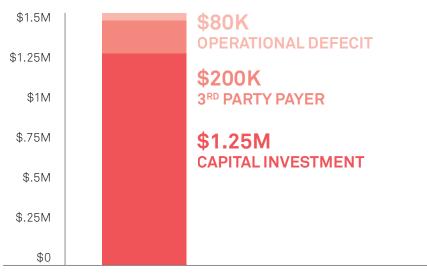
FUNDING OPPORTUNITY

The funding gap for the first three years of Asili is primarily driven by a total capital investment of $1.5M.

The third party payer system, which supports the most vulnerable and represents the gap between the community's ability to pay and the cost to provide services is $200k. Finally an operating deficit of $80k represents the losses from running the business over the first three year.

$1.5M

$1.25M

$1M

$.75M

$.5M

$.25M

$0

$80K
OPERATIONAL DEFECIT

$200K
3RD PARTY PAYER

$1.25M
CAPITAL INVESTMENT

FUNDING GAP BREAKDOWN

GET INVOLVED

Asili is poised to offer a new way to deliver social services that save lives and transform communities in DRC and beyond.

Will you join us?
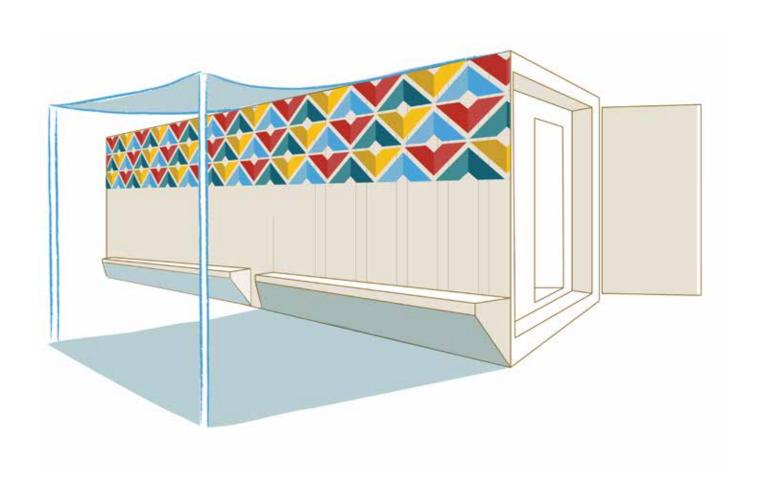
CONTACT US

Daniel Wordsworth
President
American Refugee Committee
(612) 655-1978
DanielW@ARChq.org

Ashish Gadnis
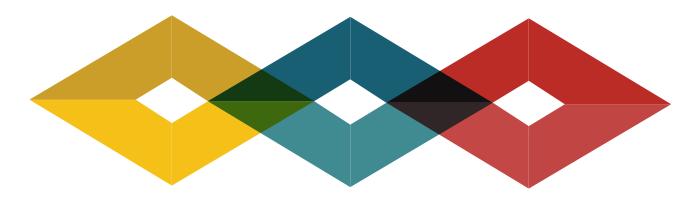DRC, American Refugee Committee
(651) 428 -0749
AshishG@ ARChq.org

Asili

THE BRAND PROMISE

Asili is a solution borne from the community it empowers. Built around customers' needs, and tailored to the rhythms of their lives and livelihoods, Asili delivers the promise of a better tomorrow. Transparent, reliable, and responsive, Asili gives its customers a foundation to live longer, healthier, more productive lives.

The community experiences our brand through:

OUR EMPLOYEES

The brand promise and our brand values (outlined on the following pages) are our guiding star. They help us influence our culture internally and shape the ways we build and operate the service. Every Asili employee should know the brand values and believe deeply in upholding them.

OUR SERVICES

Every branch of the Asili service should fulfill the brand values. As we add new services and grow our offerings, the brand connects all of the things we do together. When a customer interacts with us they should feel our values through the services we provide. For example, this could be access to clean water, healthcare, electricity or education.

OUR CUSTOMERS

Customers perceive and remember us through the brand. They come to trust us when we deliver on our promises, and similarly, reject us when we don't. Our reputation and respect is of the utmost importance. It is critical that we live up to our brand promise and uphold our brand values so the good word spreads.
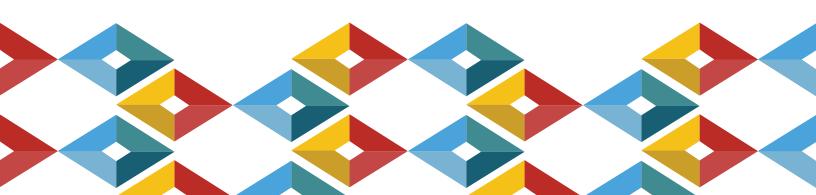
OUR BRAND VALUES

ASILI IS **COMMUNITY**.

"If the community builds it, it will work."

Every aspect of Asili has been built in conjunction with the people who use it. By putting the customer squarely at the center, uncovering and addressing their aspirations, we have designed a service that will sustain and thrive.

OUR BRAND VALUES

ASILI IS **CONSISTENT**.

"When I know what tomorrow brings, I have a happy life."

Asili brings dependable products and services at affordable and consistent prices. We offer the tools needed to flourish day in and day out. Our prices are fixed and transparent within a predictable subscription framework.

We won't run out of the goods our customers need. We won't disappear once we are established. We will remain to support the communities we serve.

OUR BRAND VALUES

ASILI IS **CLEAR.**

"A service that I can't understand is worthless to me."

From hiring, to community outreach, all the way down to clearly listed prices, Asili is committed to transparency, honesty, and openness.

Asili's rules and processes are stated up-front. Customers know what they pay for and their experience will inspire confidence in our services. Our customers leave every interaction with a brighter vision of their futures.

MODEL OVERVIEW

Asili brings a wide range of offerings to villages through a unified and cohesive customer experience. Every Asili experience reinforces the brand values and builds trust.

Asili customer experiences are simple and reliable. Compatibility with local customs and existing customer behaviors are essential to Asili's growth.

THE OFFERING

Multiple outlets, open to the public
Asili interfaces with customers through a number of businesses that offer a variety of essential services. All services and goods are available to the community at fair and affordable prices.
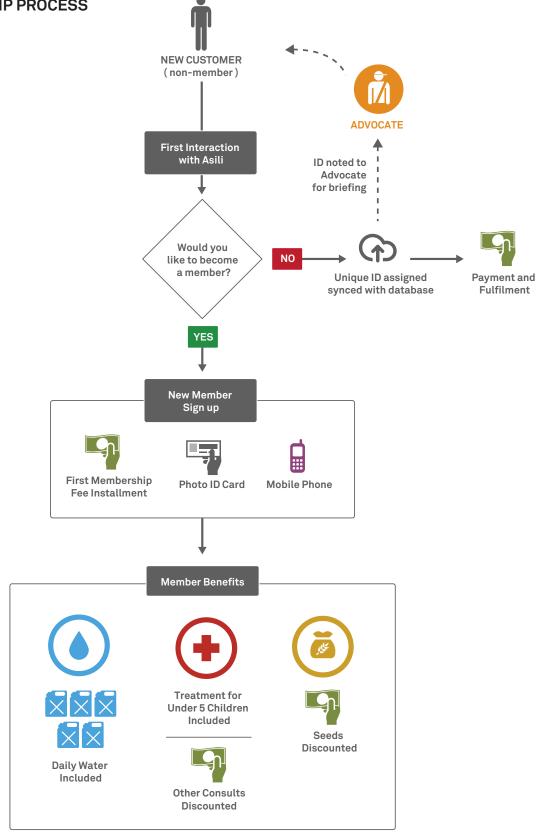
Tailored service, powered by data
A unique ID number is assigned to each and every customer, which enables Asili to cross promote and tailor services for them based on usage patterns and family profile.

Membership and benefits
Asili customers can take advantage of additional benefits and reduced prices by becoming a member. Members pay a monthly fee of $3 and receive a photo ID. Daily water rations, under 5 clinic visits, and reduced medical consultation fees are among membership benefits.

MEMBERSHIP PROCESS

NEW CUSTOMER
(non-member)

First Interaction with Asili

ADVOCATE

ID noted to Advocate for briefing

Would you like to become a member?

NO → Unique ID assigned synced with database → **Payment and Fulfilment**

YES

New Member Sign up

First Membership Fee Installment

Photo ID Card

Mobile Phone

Member Benefits

Daily Water Included

Treatment for Under 5 Children Included

Other Consults Discounted

Seeds Discounted

ADVOCATE

Advocates raise awareness in the community, act as a resource when members have questions, and get feedback on programs as they grow. Although these staff are not in the office, their role ensures that new members join the service, existing members diversify the services they use, and Asili understands why some customers have dropped out.

Advocates connect with the community through workshops, small group meetings, and one-on-one interactions. They are the first point of contact with the community and a consistent presence in the lives of Asili members. Advocates embody the values of the brand and must communicate them effectively while considering local customs and context. Advocates must understand and uphold Asili's overarching goals and values, and strive to become a respected fixture within the community.

THE OFFERING

Sign up and membership information
Advocates help acquire new customers and provide detailed information about the service.

Support
Advocates answer questions about the service, and when necessary, refer members to other resources and points of contact.

Feedback
Advocates collect feedback from the community (members and non-members) in regards to customer service, quality of Asili products, and overall performance of the program.

THE ADVOCATE INTERACTION

Raising awareness

As the program launches and the Asili team needs to raise awareness in a community, Advocates will use large public forums to facilitate discussions. From working with local leaders to address large groups to smaller group sessions with widows' associations, or individuals, the Advocate is the program's ambassador and first point of contact with the community. Advocates are equipped with basic information packets about the services that help them facilitate conversations with potential members. Once a member signs up, they are given a copy of this information to keep.

REFER TO

Membership packet,
Style Guide

Identifying the most vulnerable

The program has funding to pay for the poorest members of the community, who are easily identified by existing structures in the community. The Advocate will meet with political leaders, the local community development organization, and the church to identify a list of the poorest community members. In the case of an individual approaching the Advocate for financial support, the Advocate refers the case to an advisory group consisting of the church, community development organization, and political leaders to get broad support for providing fully subsidized services to these individuals.

THE OUTREACH INTERACTION

Payment and Dispensing
As members choose to sign up or as community members express interest in the service, the Advocate will collect contact information on prospective members. The new member will then receive an ID card with their picture at the clinic.

Following up with prospective and new members
Each week, the Advocate will receive a list of prospective customers delivered from headquarters, which they will then connect with in the community. They will schedule one-on-one or small group meetings to facilitate an information exchange and to answer any questions.

Gathering customer questions, complaints, and feedback
When someone becomes a new member, the Advocate gives them the membership packet which includes basic information about the service. They also explain that an Advocate is available to answer questions via mobile phone multiple days of the week. The Advocates telephone number is included in the folder along with their availability. Advocates compile all questions, complaints, and feedback throughout the week and deliver that information to headquarters. Headquarters should take note of trends within this data and follow up with the necessary information or actions at the bi-annual meeting.

Building coalitions and making feedback transparent and accessible
 Advocates help coordinate and facilitate bi-annual and monthly meetings within the community. They invite all members to attend these meetings and identify members who stand out as strong leaders within the community to be official "helpers" at each meeting. Monthly meetings are held in order to ensure that Asili members have a forum to ask questions or bring attention to an issue and gather support. Bi-annual meetings are an opportunity for headquarters to respond to member feedback and communicate changes within Asili management or services.

It is important to note that the community has the ability to report to headquarters directly about the Advocates performance, ensuring that Advocate remain accountable to the people they serve.

THE ADVOCATE INTERACTION

ROLE OF ADVOCATES ONCE SERVICES HAVE BEEN ESTABLISHED

Referring to experts
During a medical emergency, community members will reach out to the Advocate who will refer them to the clinic. Similarly, if a farmer needs help with her crops, the Advocate can refer the farmer to the Agricultural Extension Officer for support.

Vetting new product opportunities
As program managers introduce new products and services, Advocates will conduct workshops and small group sessions with community members to gauge interest, willingness to pay, and key barriers to purchasing. Over time, there may be a subset of 'early adopters' in the community, which should be identified by the Advocates for this specific task.

Advocates can also collect ideas from the community about services that should be added and provide recommendations to management.

ROLE OF ADVOCATES AS SERVICES EXPAND

Provide recommendations
As Advocates engage with the community, they will become experts on the people they serve. Management should turn to these staff for recommendations about new products and services, areas to improve, and aspects of the program that should be eliminated.

Collect community feedback
As new services are tested, Advocates conduct meetings, small group sessions, and one-on-one dialogue to gather feedback from the community about how beneficial the services or products are and if Asili should invest in them fully.

WHAT YOU NEED

STAFF

Advocate

The Advocate is an important part of the Asili system because this person interacts with customers throughout their membership. The Advocate will receive basic training on health, nutrition, and agriculture so they can answer members' questions.

Qualities to hire for

• The Advocate should have lived in the community for an extended period of time and be well-known and respected.

• The Advocate should be comfortable interacting with a diverse set of actors from community members to political leaders, as well as program managers.

• It is important that the Advocate keep a humble mindset as they take on this role. The position could be misconstrued as a position of power, where they could give preference and priority to their personal network. Instead, management needs to ensure that these community members have a vested interest in improving the lives of others. Setting up a clear set of checks and balances for this role is a critical component for success.

Roles and responsibilities

• **Sales:** The role of an Advocate is crucial to bringing customers into the Asili pipeline. From generating leads to following up with customers, their efforts are directly tied to the number of members.

• **Customer service:** Advocates will support all types of customer needs, ranging from training customers on using mobile phones to taking late night calls for medical emergencies.

• **Coalition building:** Advocates are responsible for building relationships between many different stakeholders. This includes the advisory group that helps identify the poorest community members, leadership within each community, and the members themselves.

• **Living the brand:** It is crucial for Advocates to embody the Asili brand through their actions. This means making community, consistency, and clarity their most important priorities.

MATERIALS

Included in style guide

> Branded uniforms
> Membership packets and associated contents

Tools to develop

> Paper form to collect information on prospective members
> Template for weekly feedback report

FUTURE IDEAS

Advocates as general managers

As the program grows, Advocates are ideal candidates to act as general managers in new communities. Not only will this strategy improve retention but best practices from one location can be easily adopted in others.

Call center for customer support

As phone adoption increases and the program scales to multiple locations, a call center would be a good way to support Advocates so they can focus on in-person interactions and the other responsibilities associated with their role.

Youth mentorships as a first line of support

If Advocates find themselves stretched thin across service lines, Asili could consider creating a youth leadership program that empowers local youth to become the first line of customer service in the community.

LEARNINGS

WHAT WE KNOW

Communities value local leaders but not power imbalance

The Advocate will need to be cognizant of this cultural context and maintain a sense of humility and openness as they serve their community.

People enjoy tangible artifacts to document their participation

Paper is coveted because it signals official participation and can be shown off to others. Creating tangible artifacts of Asili membership is a way to allow members to celebrate the brand and bring new members in.

WHAT TO EXPLORE

Advocates selling products door-to-door

Are there some products that customers would pay a premium to have delivered to their homes?

Using mobile phones as data collection tools for Advocates

As Asili builds a database with customer data, applications like EpiSurveyor on mobile phones can allow Advocates to easily collect important household information.

MOBILE

In order to use Asili services, customers need to use their mobile phones for transactions across water, health and nutrition services. Mobile representatives also offer services including deposits, withdrawals, money transfers, airtime top-ups, and training on mobile payments.

THE OFFERING

A phone included in membership
Asili will provide members with mobile phones, including training on making and receiving calls, texting and topping up.

A mobile money bank account
Asili requires members to use M-Pesa to pay for transactions. Members will receive training on how to use this new technology.

MOBILES AND MOBILE MONEY

Introduction to the mobile phone and mobile money
The Mobile Agent provides information on how to use mobile money as well as materials to help support the customer as they conduct mobile transactions. Customers approach this agent for a variety of services including money transfer, deposits, withdrawals and airtime top-ups.

Mobile Agent identifies and serves the customer
The agent records (via mobile phone and paper) the member number, phone number, and a summary of each transaction, including the amount the customer paid.

Payment
Since the Mobile Agent is sitting relatively near the clinic, the agent will deposit all funds collected at the clinic daily.

Transactions are recorded
The agent starts the day with the cash balance on hand and the balance in the organization's M-Pesa account. This sheet should balance out at the end of the day and should be submitted to management at the clinic.

WHAT YOU NEED

STAFF

Mobile Agent
While mobile agents offer telecom services, they are first and foremost Asili employees and should have the same great customer service skills and knowledge of the offering as all other Asili staff.

Qualities to hire for

• Is preferably local to the community and well-known
• Has basic education and is comfortable tallying daily transactions (which will include addition and subtraction)
• Is customer service-oriented. This person will spend a significant portion of their time initially providing training to customers on using M-Pesa. They will need to be patient and comfortable with supporting a variety of community members over time

Roles and responsibilities

• Train customers on using mobile phones, and mobile transactions
• Facilitate transactions for customers who are not able to operate the device themselves
• Sell airtime, facilitate deposits, withdrawals, and transfers
• Record transactions
• Collect payment for services

MATERIALS

Included in style guide
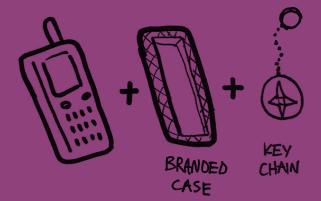> Branded uniforms
> Branded mobile phone cases

Tools to develop
> Sheet to tally daily transactions
> Branded information summarizing mobile services and fees (this information should be included in all membership packets)

FUTURE IDEAS

Mobile accessories for loyal members
Long-term Asili members can receive mobile
accessories that act as badges of membership.
These accessories can include mobile phone
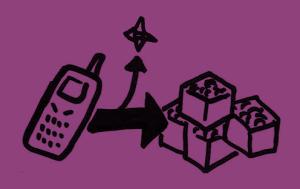cases or new phones.

Education or health savings accounts
Community members expressed interest in financial
tools to help them save for important expenses like
health visits or school fees. Incorporating a savings
account within the M-Pesa platform could be very
desirable for communities.

Mobile payments to agriculture customers
As the agricultural program scales, Asili can generate
revenue if the transactions take place over M-Pesa.
Asili should try to incorporate mobile payments into
the contracts with these customers.

WHAT WE KNOW

Mobiles make the offer compelling... and potentially complicated

Customers are excited about mobiles, it gives people access to a world outside of their immediate village. However there are three issues Asili should consider: If the phone is not completely subsidized, people will not be able to afford it. Networks do not offer seamless connectivity. Mobile money is a very new concept and people will need in depth training. Have a plan to deal with each of these issues when Asili launches.

Use of mobiles for transactions is limited

A study conducted by the GSMA Mobile Money for the Unbanked group indicated that mobile money has had limited penetration, even with more urban and higher income segments of the population. Customers are suspicious of an SMS being the only documentation of a transaction being completed. Plan on testing out different ways to document mobile transactions in order to get people more comfortable with the concept.

Mobile money is often operated by agents

Many of our customers can't read or write, and due to low digital literacy in many developing countries, mobile money transactions are sent and received through an agent. An ideal agent helps all customers with mobile money transactions in a friendly and courteous manner.

WHAT TO EXPLORE

Recovering phones from customers who don't pay membership

Asili assumes that members can pay $3 monthly to maintain their membership, with a maximum of 3 months without paying the membership fee. For members who do not pay this amount, we anticipate that Advocates will retrieve the phones. However, there might be challenges retrieving phones that customers feel are theirs. Asili will need to see how to best tackle this issue.

Mobile phones as outreach

Asili could send messages to pregnant women or young mothers to improve mothers and children's health. Text message alerts could also be sent to the community prior to malaria season to encourage use of bed-nets. These tools will become a low-cost and high-touch channel to communicate with the customer base.

WATER POINT

The centrally located water point is the most frequently visited point of service, because of this, it plays an important role in reinforcing the Asili experience. It is a common point of contact with customers and an ideal place to update them on new information and offerings. Each member has access to their daily allotment of water without needing to pay at the pump, because water is included in the monthly membership fee. Non-members can also purchase water at this location.

THE OFFERING

Water is included in membership

Asili members have access to a maximum of 10 jerry cans per day with their membership. Members can pay for additional water above 10 jerry cans.

Fair price for non-members

Each jerry can of water costs $0.03. Non-members can pay with cash or mobile money.

Gravity-fed system with multiple access points

Members can access water daily, eliminating long and dangerous walks to contaminated water sources

THE WATER POINT EXPERIENCE

Greeting

jambo!

At the water point, the agent greets customers and uses every interaction to reinforce the convenience of the service as well as the benefits of drinking clean water that it brings to the community.

TIP

Large signs clearly displaying prices and member benefits help reinforce the regulations and act as a constant advertisement for Asili.

REFER TO

Signage for services, Style Guide

Clean
Drinking
Water

INCLUDED WITH MEMBERSHIP

20ᴼᴼ
JERRY CAN

Identification

The agent identifies customers before dispensing water. Local knowledge of Asili members is key for the agent to quickly identify people. ID cards and a central database (both digital and analog) are available for verifying membership if necessary.

TIP

Any disputes over membership fees or status should be deferred to the nurse or administrative agent stationed at the clinic. The reason being they will most likely have access to the online database.

Payment and Dispensing Water

Once the customer is identified as a member or has paid, they will start filling their jerry cans.

THE WATER POINT EXPERIENCE

Education and Information
As customers fill their jerry cans, the agent sends their unique ID via text message to the database and receives reminders and tips tailored to the customer.

Example reminders:
"You can take your two-year-old for a free preventative health check anytime. Preventative care reduces the risk of a child getting sick later and needing to go to the hospital. And remember it's included in the price of membership for anyone under five."

"Remember the doctor is visiting the clinic tomorrow and you should go see him based on your last check-up with the nurse."

Data Collection
The agent records water usage per family (both member and non-member) on a daily basis. If the mobile system is down, agent collects analog usage data alongside the fees. This data and the fees will be delivered to the General Manager on a weekly basis.

TIP

Prepare for spotty network coverage, especially in the early years of the program. Create simple and easy tools for analog forms of data capture.

WHAT YOU NEED

STAFF

Water Agent
The water point is operated by the agent. Ideally this person is local to the water point, knows the member families, and has good relationships with the community at large. The agent reports to the General Manager.

Roles and responsibilities

- Collection of usage data
- Collection of fees from non-members
- Providing tips and reminders for members on taking advantage of multiple service offerings

Qualities to hire for

- **Lives near the water point and knows the community:** Although there will be established hours of operation for the water point, there will not be a constant flow of customers at all times. Agents should live near the water point for convenience.

- **Basic math skills:** The agent will need to calculate the amount of water used, track the amount paid, and tally inventory and funds at the end of each day.

MATERIALS

Included in style guide
> Branded jerry cans
> Branded uniforms
> Membership cards
> Branded mobile phone case

Tools to develop
> Data recording book (analog backup)
> Printed member list (analog backup)
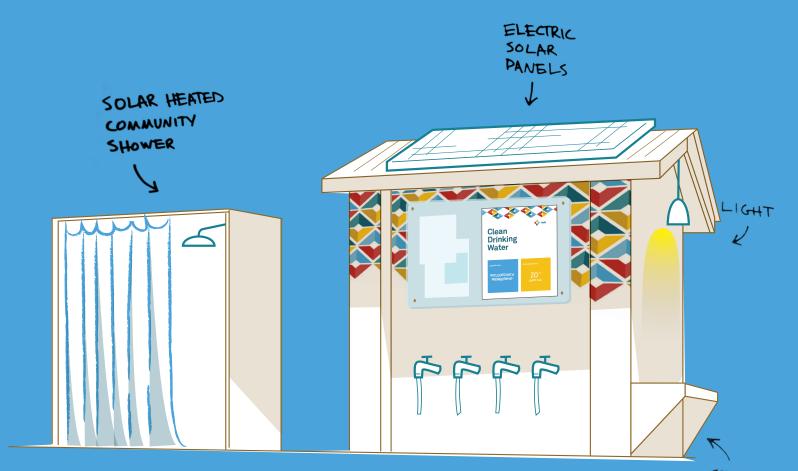
FUTURE IDEAS

Enhanced water-point
Additional units can be added to a water point to
increase utility. These units can range from a simple
and low-tech to substantial improvements.
Some of the examples include:

> Bulletin Board for health and agriculture messages
> Solar Heated Community Shower
> A Light to increase safety and visibility at night and to create a hub for the community
> Seating Area both for the water agent as well as customers

FUTURE IDEAS

Sales incentives for agents when they sell memberships
Asili can offer its water agents incentives such as bonuses or awards with their photo that recognizes their service.

Gifts to long-term members
Long-term members can receive prizes such as a water dolly to make carrying water easy.

Track and display health statistics
As the number of cases of water-borne diseases like cholera and diarrhea decrease, large visual signs at the water point will create pride and entice more people to become members.

LEARNINGS

WHAT WE KNOW

It is the children's role to gather water

Gathering the water is commonly considered the children's job. Water agents will need to be knowledgeable about the community, especially when it comes to children belonging to a specific family.

While we understand the existing norm around children helping with water, we don't wish to encourage it.

Water is a common good and language around paying for it should be treated with care

People take pride in helping with the cost of service and maintenance - but charging for a common good like water is seen as exploitative. When presenting the price of water, make sure your customer understands you are charging for "cost of maintenance" and not for water usage.

Water being rolled into membership makes the offer more compelling

People prefer not to pay at the tap since cash is not always handy and they visit the tap multiple times a day.

The health benefits of clean water may not always be the most compelling selling point

With limited knowledge about disease, water from any tap is often perceived as clean. This creates confusion about the benefits and effects of clean water and often discourages people from paying for it. If people do not understand the value, they may turn to unprotected sources.

Promoting convenience of the service should be the focus in the near term. Asili can introduce benefits of clean water over time.

CLINIC

The clinic is Asili's community hub and embodies the most complete experience of the brand. All aspects of the clinic should be considered and well-designed to set high expectations for the level of service Asili provides across all of its offerings.

Due to a scarcity of medical facilities, this branch of the service will likely be used by members and non-members alike. The clinic is a perfect place to make the brand promise and values tangible, while offering delightful experiences that people will remember.

THE OFFERING

Member Benefits
Members with children under the age of five are seen at the clinic free of charge. Members over five receive a discount on visits ($2) and medicine (30% off).

Non-Member Benefits
Children of non-members pay $1.50 for each visit. Non-members over five pay full price ($3) for each visit and full price for medicine.

High quality care with a special focus on diseases that affect children under five
We anticipate that 80% of consultations for children under five will be the biggest causes of childhood mortality: diarrhea, malaria, pneumonia, and respiratory diseases. Asili clinics will provide highly trained staff, use new and effective medical procedures, and supply effective medicine to treat these diseases.

A clinic that serves the needs of the community, even the poorest
The poorest Asili customers will receive fully subsidized care. Fully subsidized care will be determined by an advisory board built by leadership and respected institutions within each community.

THE CLINIC EXPERIENCE

karibu
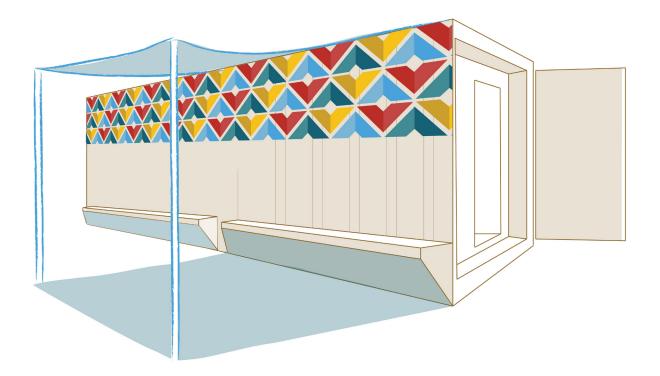
Clinic Exterior

The exterior of the clinic clearly signals that we are different. The brand is celebrated on the container - giving it a distinctly different look and feel from the surroundings. It creates a modern lively presence in the community and signals to the people that this is not another NGO clinic, but a business worthy of being in Bukavu, Kinshasa, or any other metropolitan city in Africa. The area is clean and courteous, staff respond to the people who are waiting in and around the clinic in a timely fashion. A shaded area gives relief from the sun or respite from the rain.

REFER TO

Exterior Branding,
Style Guide

THE CLINIC EXPERIENCE

Reception Area
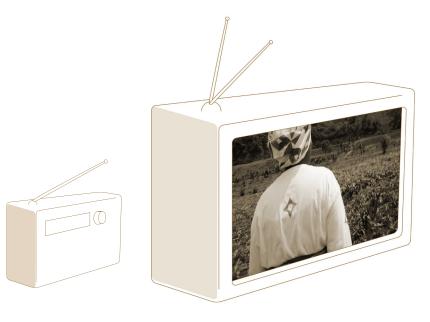
Benefits of membership are made clear and visible in this space. There is a sign with listed prices for the baseline services. The listing will clearly state what diseases are and are not covered for children under five, and generally outline fees for medicine.

Procedure	Member Price	Non-member Price
CONSULT	$2	$3
BASIC MEDICINE	30% DISCOUNT	Full Price
CHILDREN UNDER 5	Included with membership	$1.50

A television set broadcasts useful and entertaining programming, ideally positioned to be visible from the outside of the clinic in the shaded area. Alternatively, a radio can play music and useful messages throughout operating hours. This will create a lively setting and provide a moment of delight, given the absence of music or entertainment in most rural settings.

THE CLINIC EXPERIENCE

Identification and Intake

During member intake, the nurse greets each customer by name. She collects his/her card to identify him/her and accesses their profile in the database.

If the person is not a member, the nurse asks if she would like to join at that time in order to receive the discounted price. If yes, sign up and registration will be completed after the consultation. If no, the person is tagged in the database and referred on to the Advocate for follow up to better understand why they are not interested in membership.

Membership and Status

The nurse reviews the customer's account and their payment history using the database that tracks membership status, payment information, and services used. If they are a member, she then tailors the interaction according to one of the criteria listed below:

REFER TO

Membership Packet,
Style Guide

Green: Encouragement and gratitude
"Thanks for keeping up with your payments."

Yellow: Inquiry and follow-up
"Looks like you are falling behind with your subscription fees. Do you have a plan for catching up with your payments? Would you like to discuss how we can develop a plan to get your payments back on track?"

Red: Respectful denial of discounted services
"You have received a few warnings about your status but have not taken any actions. Unfortunately, we can't serve you at membership prices today. Would you like to discuss how you can get your status back?"

TIP

The nurse conducting the consult must have the ability to discuss member's membership status with them if they are late on payments. They must use their best judgment when assessing if someone needs treatment regardless of payment and how to allocate the fund in the moment.

THE CLINIC EXPERIENCE

Initial Processing
The nurse takes the patient's blood pressure, weight and temperature. She educates the patient on why she is doing this and how these factors contribute to overall health. She also refers back to the records she kept from the patient's previous visit.

Consult
The consultation and medicine prescription can be conducted by either the nurse or a doctor if one is on site. Once the consult is over, the professional updates the patient record directly on a tablet, paper, or through a mobile device that is then transmitted to the database. This information includes initial processing stats and the actions that were preformed and prescribed in the consult.

Prescriptions and Medicine
If the medical professional prescribes medicine that is stocked at the pharmacy, the order is fulfilled on site after the consult.

Referrals
If the patient requires a referral for additional services, the medical professional provides a referral form with clear instructions on when and how to get the services. Diarrhea, malaria, pneumonia, and respiratory diseases are treated at the clinic.

TIP

Data input can be challenging, even for nurses in developed countries. Think about ways to minimize the effort it requires and ways to incentive staff for prompt and proper input.

WHAT YOU NEED

STAFF

Nurse
The nurse is the face of the clinic and an important representative of the brand. She performs a variety of roles during the day and manages the flow of customers and data at the clinic. The nurse works closely with the doctor, who is either on or off site, and all other medical staff.

Doctor
The doctor is in charge of ensuring quality of care at the clinic. In the future, when there are additional clinics the doctor will act as the supervisor for multiple clinics.

Roles and responsibilities

• Patient intake
• Patient processing before consult with doctor
• Providing tips and reminders for members on taking advantage of combined offerings and new information
• Referring non-members to Advocates
• Data input of services preformed and fees paid
• Collection of fees
• Filling prescriptions
• Inventory management
• Consultation
• Diagnosis and treatment
• Updating patient history

Roles and responsibilities

• Balancing finances of the clinic
• Ordering and stocking of medicine
• Overseeing staff and the clinic
• Interfacing with Headquarters

MATERIALS

Included in style guide
> Signage for clinic fees
> Branded uniforms
> Branded collateral

Tools to develop
> Equipment to produce membership cards (this includes having a camera to print a photo on the card)
> Mobile phone / Tablet
> Data recording book (analogue backup)
> Printed member list (analogue backup)
> Referral forms

FUTURE IDEAS

Videos and media for Asili
Videos can help summarize the range of health issues
Asili addresses. Videos clarifying the benefits of
drinking clean water, eating nutritious foods, growing
new and healthy vegetables that are not common in
the area, and even how to prepare new types of meals,
are content areas to explore.

An external certification of quality care
To uphold standards and ensure that the community
receives the services they are promised, we
recommend having a third party conduct quality
audits of services, inventory management, and
customer satisfaction. Making this certificate tangible
and hanging it up in the clinic is a great way to
celebrate a mark of high quality and excellence.

WHAT WE KNOW

People are skeptical of nurses, small clinics and medication

There is a history of inconsistent and poorly maintained health services in the area. As a result of receiving ineffective care, people would rather see doctors over nurses and are willing to pay more for effective medicine if they are reassured of the quality. Promoting the high standards Asili has set and maintaining them year after year will be an important customer retention strategy. Paying special attention to the training they receive and how they put it in action is key.

Proper medical care is often a last resort

People travel very far to access care. Because of this, and the associated costs with a visit to the hospital or doctor, people often wait until the situation is dire. Preventative care is not considered essential for children and rarely takes place. Encouraging people to bring children into the clinic for regular checkups can reduce the severity of health situations in these communities and establish best practices from a very early age. It is important to stress to members that their children under the age of five can visit the clinic at no additional cost.

There is confusion around cost of medical care for the poor

Though it is true that many health services are too expensive for the poor, most doctors say that they would not deny service to a poor person in need of treatment. At the same time we also know that 40% of the patients who visit a clinic in Buhanga do not pay their bills. Additionally, the Mutuelle De Sante has found that members do not pay their bills and tend to view membership fees as the only payment they need to make.

WHAT TO EXPLORE

Including over the counter medicines in the consult fee

We received contradictory information on whether or not over-the-counter medicines should be included in the price of clinic visits. Asili charges for these services separately and should investigate customers' response.

Nurses entering data and providing member support

We have assumed that the majority of traffic at the clinic will be in the mornings or evenings. Therefore, we suggest using the nurses to support entering off line data into the system and providing new member services such as membership cards during the down times. Getting this flow right may take time and experimentation.

NUTRITION

Malnutrition is an critical problem for families in the DRC. Women feed their families what they can find on a day-to-day basis and do not have the opportunity to think about the nutritional needs of their children. Asili makes fortified, high quality seeds available to families, allowing them to improve the health of their children without a significant change in behavior.

NOTE
Because of the nascent stage in planning this program, we have kept the business model and program logic quite simple and straightforward. As the ARC team learns about which seeds, the pricing, and how they will be presented, we suggest taking this model to the community and conducting workshops on whether the service is acceptable. Once the team has a perspective on pricing, we recommend prototyping by selling seeds in the community at a given price and seeing whether it succeeds.

THE OFFERING

Nutritious seeds at a discount
Fortified and certified seeds help mothers support the nutrition needs of their families, but also provide a level of consistent quality so families can be confident about their seed purchases.

Training and support from planting to harvest
Asili will support families with proper training on how to grow, harvest, and consume new foods grown from Asili nutritional seeds.

NUTRITIOUS SEEDS

Visiting the seller

The seed seller briefs the customer on the importance of nutritious foods and describes that the seeds being sold at this location are certified, and have been tested to grow well in local conditions. The certification has been conducted by a national organization that tests the seed's ability to thrive in a variety of land types in the country.

TIP

Customers demand cleanliness, therefore seeds should be in a separate and well-kept location away from the health clinic.

Selecting the seeds

Women select the seeds they want from large bags of seeds in bulk. This allows them to touch and sift through the seeds making them feel confident in their purchase. Fixed prices are displayed with each type of seed.

REFER TO

Signage for services, Style Guide

Payment

The seller charges $15 for a mix of seeds, while members get the same selection for $10. Members pay for the transaction via mobile phone, non-members can pay cash.

Extension Officer Training

Membership includes having an Agriculture Extension Officer provide some 1-on-1 coaching on growing the seeds. In the first few months of the project, the Extension Officer will likely have enough time to visit members' homes individually, but as the program grows, they will likely need to conduct small working sessions with members who are facing the same challenges. Once the Extension Officer has the commitment of 5 farmers, they can conduct a small working session with the farmers who have expressed interest.

The Extension Officer will also conduct workshops in the community about best practices in identifying good seeds, growing these crops, and tips for harvesting crops effectively.

TIP

Providing information on everything from storing the new seeds properly before planting, to harvesting the new plant, is important to grow interest and demand with customers.

WHAT YOU NEED

STAFF

Seasonal seed seller
This person is responsible for selling seeds in the community periodically. They will set up a stand near the container where Asili members and non-members can access high quality, certified seeds.

Agriculture extension officer
See the Agriculture section for more clarity on this position.

Qualities to hire for

• Because this role is relatively low-skill, we feel that the Agricultural Extension Officer, Advocate, and even the Mobile Agent could sell these seeds on a particular day of the week every 1-2 months. Asili could hire a part-time seed seller later when these staff have more activities to manage.

Roles and responsibilities

• Sell seeds
• Collect cash or conduct mobile transactions
• Capture data around each transaction

MATERIALS

Included in style guide
> Seeds in branded bags
> Branded uniforms

FUTURE IDEAS

Communicate certificate of seeds effectively
ARC is investigating purchasing certified and fortified seeds. We think customers will be extremely interested in this aspect of the project. Asili should experiment with ways to showcase certification, whether through a stamp or seal printed on the seed packaging or a pamphlet that accompanies each seed purchase.

Inspiring the community to cook nutritious foods
Asili could host a biannual competition where women cook different dishes using the produce from the seeds purchased through Asili's nutrition program. This will create community excitement while providing an opportunity to educate the community.

Link Asili's nutrition and agricultural programs
There could be a point when the agricultural program begins to provide a supply of seeds for Asili's nutritional program. Some research will be required to see if the quality of seeds gets affected, but this could be a lucrative opportunity for Asili to create businesses within its operations.

LEARNINGS

Seed purchase will be varied

Families plant seeds every 2-3 months in their garden plots of 1 Kare (1/16 of a hectare). Certain crops are seasonal, while others are available year-round. Families are able to create seeds from some crops, but not others. Asili will be introducing new crops that will take time for the community to adopt. As a result, we anticipate seed sales to be unpredictable, especially at first.

Use behaviors people trust and prefer - at least to start

When women buy seeds, they generally travel to a market, and try to judge the quality of the seeds based on visual appearance and sifting through the seeds. However, they only discover the quality of the seed after they have been planted and harvested. Another thing to note is having a lot of competition and options to choose from means a more competitive price for the customer. People may be wary of buying from Asili if we are the only sellers. Positioning the brand and seeds at an existing market to gain recognition is important.

People are apprehensive to try new things

Community members will need a significant amount of outreach and sensitization to learn about new seeds and crops. This will take place through large meetings, workshops, and small group meetings and might take several harvest seasons to generate significant demand.

WHAT TO EXPLORE

What is the right seed mix?

How can Asili balance known and trusted plants with new and highly nutritious seeds? Asili should turn to nutritional experts to understand where the gaps in community nutrition will be as this mix of seeds changes throughout the year.

Will pre-packaged seeds resonate with customers?

We recommend using a subset of users to test how packaged seeds might be received. It will be important to understand which aspects of the packaging are most likely to increase likelihood of purchasing seeds (e.g. describing seeds as certified), as well as the cost implications of various packaging options.

Will tests farms be required to demonstrate the quality of seeds?

Test farms have allowed ASOP to show community members the improved yield that results from using various seeds and techniques to grow crops. We suggest trying this approach while keeping track of the costs to create and maintain a test farm.

AGRICULTURE

Farmers with larger plots of land struggle to find quality seeds, affordable fertilizer, and opportunities to sell their extra produce in markets. Asili not only covers the farmers' cost of seeds for one harvest a year and fertilizer for each harvest, but the program will provide guaranteed income to farmers from the sale of their crops to downstream customers. In return, Asili keeps a portion of the revenue from these customers. As the program supports these farmers their incomes will double or triple with the same amount of effort as prior to the program. From a program perspective, the agriculture component of Asili will be profitable and will subsidize other branches of the business.

THE OFFERING

Seed Loans
The agricultural program of Asili lends highly discounted seeds in return for a portion of harvested crops.

A Guaranteed and Fair Market
Asili identifies market linkages to provide guaranteed income to farmers.

Training and Support
The program provides group demonstrations to start farmers off growing new crops properly and one-on-one follow up support to ensure success.

THE AGRICULTURE COMPONENT

Community identification

The Agriculture Extension Officer conducts interviews with farmers, researches existing crops that have grown in the community, and needs to gauge interest in a co-op solution to pool harvested produce and sell to wholesalers. This is likely best done through a community meeting, where after presenting the concept, a list of interested participants is created, all questions or concerns are addresses by the Extension Officer, then the upfront payment of $10 per member is collected. If the community has not yet decided on creating a co-op, the Agricultural Extension Officer can spend time with smaller groups of farmers to understand their concerns and see if certain aspects of the program need to be better explained or adapted to meet their needs.

Co-op formation

Once a minimum of 30 farmers have signed up and paid their membership dues of $10 per farmer, the community should elect local leaders to the board of the co-op and agree on the policies and procedures for the organization. ASOP will provide significant guidance in terms of how to best execute this part of the program. The main benefit to this program strategy is the upfront funding of the cost of quality seeds for farmers. Asili will support the cost of seeds for farmers (for two harvests) and then gain revenue from sales of produce for the entire year.

Technical support

A part time or full-time Agricultural Extension Officer provides workshops on planting, tools, and harvesting various crops, we well as tutorials on special topics identified by the community. If the co-op chooses to merge fields of farmers to encourage communal farming, the Extension Officer will help best facilitate that process.

THE AGRICULTURE COMPONENT

Harvest and sales
Either prior to creating the co-op or during the planting period, the co-op and Extension Officer should collaboratively identify a wholesaler or business that is ready to purchase the harvest. It is important for the business to be relatively flexible, as the quantity of output from the community may vary in the initial phases of this program, and the farmers will likely also need to rotate the crops they use. Therefore, companies like caterers, restaurants, or other businesses with high throughput of fresh produce are the best customers.

Recommit for 3 more harvests
After each harvest, co-op members will be asked if they are interested in re-enrolling. Using potatoes as an example, the farmer will pay $10 to participate, and will most likely earn about $150 at each harvest for a total of 4 harvests.

Exit strategy
After 4 harvests (12 months) the co-op should be self sufficient and will not need further infusions of cash from the outside. This is the point at which Asili phases out of this community and shifts its operations to a new one.

WHAT YOU NEED

STAFF

Agriculture Extension Officer
This person is a trained staff member with
expertise in crops that grow in the region.
They are strong teachers and respected
in the community. They are comfortable managing
their time in order to visit multiple communities
throughout the week.

Qualities to hire for

• The Extension Officer should have a certificate
  or degree in agricultural practices and show
  significant agricultural expertise.
• The Extension Officer needs to be a thought
  leader who is open to learning and sharing
  information with the broader community.
  They need to be comfortable leading groups
  of people and conducting live demonstrations.

Roles and responsibilities

• Enrolling co-op members
• Assisting in co-op formation
• Providing training on crops, tools
  and harvesting
• Managing test farms (if applicable)
• Assisting members in identifying market
  partners to buy harvested crops and
  facilitating logistics of purchase,
  transportation and farmer payment

MATERIALS

Included in style guide
> Seed bag signage

Tools to develop
> Pamphlet about the agriculture program
  (This should include evidence of the programs
  impact, such as, income increase for farmers
  and increased crop yields)

FUTURE IDEAS

Training, certification and leadership

Members of the community who have attended a significant portion of the trainings offered by Asili can receive a certificate acknowledging their knowledge. These certificate-holders can then become ambassadors, providing technical support to their peers in the community**.**

Transforming produce

Transforming maize and drying cassava add significant value to crops. Asili could offer these services for a fee to members or consider operating a tool rental service.

LEARNINGS & QUESTIONS

WHAT WE KNOW

Farmers are seeking access to markets

Cost to transport and variable volumes of harvest have limited farmers' access to sell products in markets.

Cooperatives are sound structures for scaling agricultural production

Cooperatives have been successful in the region when there is shared ownership and strong leadership.

Training is required for new and complex crops

Some of the highest-value crops, like potatoes are harder to grow and require additional technical assistance in order for farmers to succeed.

WHAT TO EXPLORE

ARC Portion of crops

What is the balance of the produce from harvest that ARC should plan to sell. It is important to guarantee farmers enough crops to feed their families and create seeds for the following harvest, considering that the exact volume of produce and profitability will likely vary by crop.

Variability in output with new crops

As output and prices vary by crop, ARC should investigate if the incentive for farmers to join the co-op changes.

WHAT WE STRIVE FOR

In the same way our brand values guide our experience and allow us to reflect what matters back to our customers, we have deeply rooted goals for the business that will guide us when it comes to revenue, costs, operations, and decision making.

WE SEE THE POOR AS OUR MOST IMPORTANT CUSTOMERS

Our products, prices, and delivery mechanisms are structured around serving the needs of the poorest. Although increasing prices may seem like an opportunity to increase profits, this goes against our value to serve the needs of our neediest customers.

WE ENSURE LOCAL ENTREPRENEURS ARE PROFITABLE

Regardless of business profitability, staff will be paid competitive monthly salaries ensuring that Asili's management structure remains intact.

WE SEEK REVENUE-GENERATING OPPORTUNITIES

As customers gain trust in Asili and appreciate its services, we plan to cross-sell other useful, life-improving products.

WE DO NOT SHACKLE OURSELVES TO RETURN REQUIREMENTS ON INVESTMENTS

Though based on business principles, Asili is likely to remain reliant on donor funds for at least four years. Therefore, it should be treated as a philanthropic investment opportunity for donors.
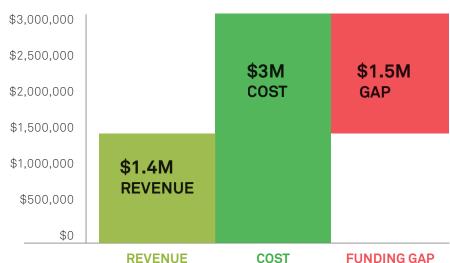
BROAD ASSUMPTIONS

We assume that within three years, Asili will be operating within five communities. Each community will have water, health, nutrition mobile, and agricultural programs.

		Year 1	Year 2	Year 3
	Water Systems	2	4	5
	Health Clinics	2	4	5
	Nutrition Programs	2	4	5
	Agriculture Programs	1	3	5
	Mobile	2	4	5

Based on those assumptions
We see a significant funding gap in the first few years of operation.

$1.5M FUNDING GAP IN YEARS 1-3

$3,000,000

$2,500,000

$2,000,000

$1,500,000

$1,000,000

$500,000

$0

$1.4M REVENUE

$3M COST

$1.5M GAP

REVENUE   COST   FUNDING GAP

KEY DRIVERS OF REVENUE

The biggest drivers of revenue for Asili are agriculture programs, mobile phone transactions, and health services.

YEARS 1-3

Opportunities to increase revenue

Increase the customer base:
Asili will use tools like vouchers and discounts to incentivize customers (members and non-members) to try new services. For example, a regular water customer could be offered a discount to purchase seeds.
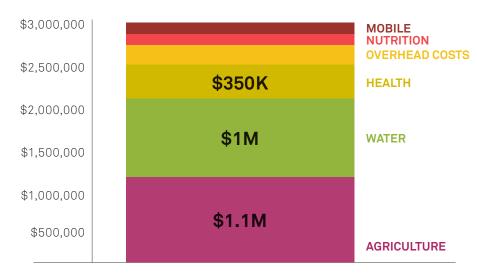
Test pricing:
Although serving the poorest members of the community is a core business value, we recommend testing pricing structures within the first year to understand what is truly affordable to local communities.

Add high-profit value-added services and products:
Adding services like water delivery to customers' homes or high-margin lab services can boost revenue and overall profitability.

KEY DRIVERS OF COST

The biggest drivers of Asili's costs are water, health, and administrative costs. Establishing both water and health programs requires significant upfront capital.

$3,000,000	**MOBILE NUTRITION**
	OVERHEAD COSTS
$2,500,000	
$350K	**HEALTH**
$2,000,000	
$1M	**WATER**
$1,500,000	
$1,000,000	
$1.1M	
$500,000	
	AGRICULTURE

YEARS 1–3

Opportunities to decrease cost

Investigate new water system structures:
We assume that the $200,000 investment for water systems decreases each year, but this remains a capital-intensive approach. This is a high investment given the low price paid by customers.

Adapt a leveraged management strategy:
The model assumes a doctor as the manager for the health component of the system and a nurse to see patients. Though the cost per customer-served decreases annually because the doctor's duties are spread across five clinics, we believe a health manager with a part-time doctor and a nurse could be a more efficient use of funds and skills.

BUSINESS MODEL SUMMARY

WATER

Running a water pump is a relatively lucrative business opportunity once upfront costs are covered. We are aware that ARC might consider other options for water systems in the future, so we assume that the infrastructure costs decrease yearly.

Note: Although the business model may demonstrate water programs losing money month-by-month, this is not the case. If we apply membership fees to revenue of the Water Point, this component of the system recovers its operating cost and is profitable by Month 13.

Assumptions | Water:

	Year 1	Year 2	Year 3
Water systems	2	4	5
Costs per systems	$200-$280k	$100-200k	$100k
% of ASUREP sales per pump achieved	50%	75%	100%

Other assumptions:
> Average sales per day per pump (jerry cans) - 100
> % of customers who are subscribers - 50%
> Price per jerry can (members) - $0.00
> Price per jerry can (non-members) - $0.03
> Average number of jerry cans purchased per family per day - 3
> Monthly salary for pump operator - $75
> Total pumps per water system - 16
> Monthly maintenance cost - $300
> Training cost (every 6 months) - $50
> Monthly admin costs - $50

BUSINESS MODEL SUMMARY

WATER

GAPS IN KNOWLEDGE

Average consumption:
Given that family size ranges from one to more than ten members per household, water usage varies dramatically. We assume a household uses significantly more water on a particular day of the week (e.g. when they wash clothes), thus causing fluctuations in demand. We recommend closely monitoring water consumption at the household level to see if
(1) pricing needs to change based on family size, and
(2) the daily allowance of 10 jerry cans is excessive or appropriate.

Relative maintenance cost:
ASUREP faces substantial parts and maintenance costs on a monthly basis. We assume that the pilot will have a proportional amount of these costs. Where ASUREP has 41 water points, the Asili water system will have 16 water points, so monthly maintenance costs are slightly less than 50% of ASUREP's costs.

THINGS TO TEST

Pricing:
Water is considered a public good, and customers have indicated they are not willing to pay for water directly. They would, however, be open to supporting the cost of maintaining the infrastructure. ASUREP has charged 50 CDF for three jerry cans of water. We will be charging $0.03 per jerry can, which is 27 CDF per jerry can, and close to 90 CDF for 3 jerry cans. This is still likely to be an acceptable price.

Payment frequency:
Would customers prefer to pay daily or weekly for their water? Are they open to paying for water upfront for the entire month? These are areas to study after the pilot launches.

BUSINESS MODEL SUMMARY

HEALTH

Health services that cater to the poorest communities rarely make a profit. Asili is likely to make less profit than other ventures given the low price point that customers pay for services. Additionally, interviews with local clinics and the Mutuelle de Sante indicate that full payment from customers is unlikely. All this information indicates that ARC should assume that the health component of the program will remain dependent on other services or donors for financial support.

Assumptions | Health:

	Year 1	Year 2	Year 3
Number of clinics	2	4	5
Cost per consultation	$6-8.50	$3-4	$3

Other assumptions:

> % of visits from members - 50%
> Average number of visits per family per year - 4
> % of total cases <5 - 45%
> % of cases that are poorest - 10%
> Salary of nurse (monthly) - $600
> Salary of PT doctor (monthly) - $200
> Salary of guard / cleaner - $150
> Cost of basic medicines (monthly) - $200
> Average price charged per visit (members) -$2
> Average price charged per visit (members under five) -$0
> Average price charged per visit (non-members) - $3
> Average price charged per visit (non-members under five) - $1.50

> Average medical sales per visit (member) - $0.70
> Average medical sales per visit (non-member) - $1
> % of clients who buy medicine - 50%
> Assumption for sales on credit that are never paid - 10%
> Cost to set up lab services - $0
> Annual cost to maintain lab - $0
> Mark-up on medicines - 30%
> Cost to run container (monthly) - $550
> Investment cost per container clinic - $26,000

BUSINESS MODEL SUMMARY

HEALTH

GAPS IN KNOWLEDGE

Expected clinic visits:
On average, clinics serving the poor in Africa see 15 to 20 clients per day. This is in line with the clinic data from the Buhanga area we studied. What we do not know is whether the container clinics will draw customers from distant villages, potentially increasing the number of daily visits at the clinic.

Margins for medical supplies:
Pharmacies in Bukavu mark up the price of medicines by approximately 200%. On the other hand, some clinics bundle basic medicines with the cost of clinic visits (~$3). Though medicines could be a source of revenue, it will be important to understand:
> Which medicines are included with consultations
> What is the community's ability to pay
> What is the appropriate mark up on medicines

Staffing:
We assume that each clinic will have a doctor and a nurse on staff. In the first months, when there might only be seven cases in a day, having more staff will result in wasted resources. As the program grows, ARC will need to investigate when additional staff, such as an additional nurse or a receptionist will be required.

THINGS TO TEST

Introduce lab services:
As the number of clinics increases, there may be opportunities to offer higher-margin services such as rapid test or lab services.

New structures to deliver services:
Container clinics are expensive and new to the DRC. ARC should monitor the relative pros and cons of using an imported container relative to building or renting existing structures in communities. Options include mobile clinics, if land ownership is an issue, or renting space from established building in the area.

BUSINESS MODEL SUMMARY

NUTRITION

The types of seeds to be offered through this part of the program are not yet clear. However, we can reasonably assume that the cost of seeds will be $9 per planting season, which means that Asili will sell them at $10 to members and at $15 to non-members.

Once the types of seeds on offer is finalized, the ARC team needs to take the following actions: First, ARC must investigate the community's acceptance of the types of seeds selected, the likelihood to purchase, and the amount they are willing to pay. Then, they must decide how the seeds will be sold. Women are used to going to a market and selecting seeds from various sellers. Having fixed prices at a single location will be new for them, so ARC should determine whether to sell seed packets or to have open bins with seeds for customers to select. The team must then settle on pricing for members and non-members. If customers are able to mix and match their own seeds, perhaps ARC charges members $10 and non-members $15 for the same quantity and types of seeds. If the packets of seeds are decided in advance, this becomes a more straightforward transaction.

Assumptions | Nutrition:

	Year 1	Year 2	Year 3
# of communities with nutrition program	2	4	5
% community adoption	1-5%	10%	15%

Other assumptions:
> % of customers who are members - 50%
> Price to members per harvest - $10
> Price to non-members per harvest - $15
> Average number of harvests per year - 3
> Average cost per month for technical staff (PT) - $300
> Part-time staff to sell seeds every 2 months - $0
> Cost of seeds - $9

BUSINESS MODEL SUMMARY

NUTRITION

GAPS IN KNOWLEDGE

**Community adoption
of new seeds:**
Because the model of bringing
seeds to the community is new,
we assume that adoption will be
quite low over the first three years.
We assume that community
members will wait to see the crops
of their peers before taking the
leap to purchase these seeds.

**Community acceptance of buying
seeds in a non-market context:**
Community members sometimes
travel several hours to purchase
seeds. They seemed excited about
having seeds near their homes in
their communities. However, they
also value competition that seed
vendors provide in a market
context. ARC will need to monitor
the purchasing behavior of
customers and conduct interviews
to understand what drives
customers to purchase or not
purchase seeds from Asili.

THINGS TO TEST

**Share staff costs when the
agriculture program is present
in the same community:**
If the nutrition program is in the
same community as an agricultural
program, or nearby, we recommend
hiring a full-time person who can
oversee both programs and provide
training and technical support.

Incentives to try:
Since this program area is
a new concept for many
community members, we suggest
incorporating vouchers or
discounts to encourage customers
to try products before making
a purchase.

**Are the prices accessible
to the community?**
Asili will be sourcing, transporting,
storing and distributing seeds to
its operations. This could raise the
price to be higher than a market,
but because the seeds will be
available within the community, it
is possible women will be open to
paying a premium to access quality
seeds conveniently. Asili should
test a variety of prices to identify
the best price to
sell seeds.

**What is the mark-up ARC expects
to charge?**
We have assumed that Asili
charges members a 10% mark-up,
while non-members get charged
closer to a 40% mark-up. It will be
interesting to experiment with
prices and margins over time.

BUSINESS MODEL SUMMARY

AGRICULTURE

We have assumed in each community where Asili launches an agricultural program, 100 farmers will join, and an additional 100 farmers will join in each consecutive year. Asili will provide farmers seeds and fertilizer once a year. At the end of each harvest, the program will allow farmers to keep one-third of all harvested crops to consume and for propagation of the next harvest. Asili will take the remaining 2/3 of the harvest and sell them to downstream customers including catering companies. Asili will channel back a percentage of sales back to farmers, with a greater percentage each year (see table below).

Assumptions | Agriculture:

	Year 1	Year 2	Year 3
# Agriculture programs	1	2	5
Number of co-op members	130(ASOP)	430	930
Rebates to farmers	50%	60%	70%

Other assumptions:

> Production per harvest per farmer - 692kg
> Percent of production sold in market - 67%
>Percent of production for propogation - 22%
> Percent of production for consumption and loss - 11%
> Market price per kg - $0.50

> ARC cost of seeds per co-op member in Q1 - $390
> ARC cost of seeds per co-op member in Q2 - $174
> Harvest revenue to ARC from each co-op - $150
> Anticipated drop-out rate (quarterly) - 5%
> Salary of agronomist (monthly) - will work 50% - $600

BUSINESS MODEL SUMMARY

AGRICULTURE

GAPS IN KNOWLEDGE

**Profitability for
non-potato crops:**
Prices for seeds and market for
crops other than potatoes are
unknown and could significantly
change the profitability of the
agricultural model.

**Market demand for a
variety of crops:**
For the pilot, ARC has identified
ATS, who will be purchasing the
potato crops from farmers. It is
critical to understand what types
of products are demanded by
catering companies and if it is
feasible to build more linkages like
this as the program grows.

THINGS TO TEST

Member fees:
Are members willing to pay more to
join the agriculture program?

ARC portion of crops:
As ARC introduces crops beyond
potatoes into the agriculture
program, crop yield, food
requirements of farmers, and
market prices will determine
whether joining the program is a
useful investment of time and
resources for farmers. ARC might
need to adjust the portion of the
overall yield kept by farmers
based on each crop to keep
farmers engaged.

BUSINESS MODEL SUMMARY

MOBILE

Through a partnership with Vodacom, pilot customers will receive a mobile phone with their subscription. Payments will be made using mobile money from which a percentage will go to Asili. Customers will pay at the clinic to charge the batteries on their mobile phones.

Assumptions | Mobile:

	Year 1	Year 2	Year 3
Percentage of customers who will use mobile transactions	10%	20%	30%
Population of community	1500-3000	4500-6000	7500

Other assumptions:
> Fee from deposit/ withdrawal - 0.5%
> % of customers who will deposit/ withdraw - 25%
> Average amount of deposit/ withdrawal - $5
> Average airtime purchase per customer - $5
> Cost per $1 of airtime - $0.76
> ARC fee from transactions - 0.5%
> % of customers who will use mobile transactions - 10%
> Revenue from charging single phone - $0.20
> Number of times members charge phone per month - 3
> Number of phones charged per month - 29
> Salary of mobile staff - $300

BUSINESS MODEL SUMMARY

MOBILE

GAPS IN KNOWLEDGE

Cost of mobile phones:
ARC has not yet received confirmation if Vodacom will provide phones for free to the program. If these phones are not free, ARC should assume an incremental $10,000-$20,000 in costs for the pilot.

Potential success using mobile payments:
Given that women are not primary users of mobile phones, we suggest allowing a period of 6 months for customers to adopt mobile payments into their daily behavior. We believe that adopting mobile payments will be a significant challenge for this audience and will require significant training and support.

Uptake of supplemental services:
In addition to requiring customers to pay for services through their mobile phones, ARC has the opportunity to make revenue from deposits and withdrawals from mobile accounts, top-ups on airtime and services to charge mobile phone batteries at the clinic. What is unclear is the demand for these services, as mobiles will be new to the communities and the willingness to invest in maintaining access is unknown.

THINGS TO TEST

Pricing for phone charging services:
Electricity is not a commodity easily found in the communities where ARC is planning to offer services. It is possible that customers might be willing to pay a higher price than $0.20 to charge their phones at the clinic.

Retention strategies:
As Asili grows, incentives to engage customers might include giving members a Asili-branded phone cover after 1 year of membership or offering a new phone after being a member for 2 years. ARC will need to evaluate if such incentives actually increase customer retention over time and if the cost is worth the benefit.

SCENARIOS

The funding gap for the first three years of Asili is primarily driven by a total capital investment of $1.5M.

The third party payer system, which supports the most vulnerable and represents the gap between the community's ability to pay and the cost to provide services is $200k. Finally an operating deficit of $80k represents the losses from running the business over the first three year.

$80K
OPERATIONAL DEFECIT

$200K
3RD PARTY PAYER

$1.25M
CAPITAL INVESTMENT

FUNDING GAP BREAKDOWN

HIRING & TRAINING

Asili will offer a new level of customer service that is rarely experienced in the DRC. In order to achieve this, Asili employees will need to have great customer service at the forefront of each and every interaction with both members and non-members. A few techniques are listed below to help find, train, and refine skills.

Identifying potential employees:
As Asili expands into new communities, there are opportunities to engage local community members and identify leaders who could be staff for the enterprise after it launches. For example, ARC could challenge community members to identify a list of the poorest community members or to help quantify the number of children under 5 in the community. Those community members who exhibit the most enthusiasm or creativity in executing these tasks could provide a shortlist of candidates.

Training on customer service:
The Orchid Hotel is known for having the best customer service in Bukavu, and interviews with staff and management showed us that the most important training approach is through demonstration. By having team members see what examples of good customer service are, they can quickly learn how they should act in various situations. Management should create a list of scenarios and have staff act as though they are serving actual customers. After each role-playing scene, the group can debrief about what went well or didn't go well, so they learn as a group.

Practicing and refining skills:
New hires should practice their communication techniques and soft skills by running through different scenarios, scripts, and role-playing activities on a weekly basis. New Advocate hires should practice these things daily at least for the first month. As employees become more comfortable with providing great customer service, and skilled in talking about the services connected with membership, these exercises can be scaled down.

MANAGEMENT AND OVERSIGHT

Asili has two managers at each regional location - the doctor who is responsible for managing clinics, and the general manager, who oversees the water, nutrition, agriculture, and mobile programs, in addition to any other programs that are added to the system. These managers report to ARC staff on a regular basis. The roles and responsibilities of these individuals are outlined below.

1. General Manager
The general manager should be familiar with the community they serve. They should have a passion for serving the needs of the poor, as well as a commitment to provide a high quality of service without compromising core aspects of the program. Feedback from the community should be collected about this person's performance and reviewed often.

Responsibilities:

Administration:
> Conduct weekly meetings with all employees to review latest data and troubleshoot any challenges encountered by staff
> Train new staff across service areas and refine communication and customer skills
> Coaching staff on payment conversations if a member is behind on their membership fees

Outreach:
> Manage Advocates, review rate at which they sign up new members, most recent challenges faced

Water:
> Manage Water Agent, review data from water points to identify anomalies in data (e.g. consumption trends, costs incurred), manage maintenance and repairs

Nutrition:
> Manage Seed Sellers, track sales by type of seed, propose changes to seed strategy based sales data, reorder seeds as necessary

Agriculture:
> Support agronomist as they select locations for agriculture programs. Manage the Extension Officer and negotiate purchase agreements with purchasers of produce

Mobile:
> Manage Mobile Agent, review transaction data, identify opportunities to increase sales or potential errors in data

Anticipated challenges:
People expressed fear about nepotism, favoritism, and corruption coming into play with this role. Creating structures for the General Manager to be held accountable by the community is critically important in order to make sure Asili is truly serving and responding to the needs of the community.

Asili might need to consider having a second general manager as the program grows.

MANAGEMENT AND OVERSIGHT

2. Doctor
The doctor should have over 10 years of experience treating the health needs most commonly faced in the community. This person should ideally have experience managing a business so they are comfortable calculating the profitability of the organization, and understand how and when to order supplies so stock-outs are not an issue. As the project scales to multiple locations, this person will also be able to manage multiple clinic locations.

Responsibilities:
> Diagnosis and treatment of complex cases
> Inventory management
> Budget management
> Staff management of nurse, guard, and cleaning staff

Anticipated challenges:
Doctors are rarely trained in management skills, so managing staff, budgets, and reports might be difficult depending on the person hired.

FOSTERING COMMUNITY OWNERSHIP

Asili hopes to create ownership for the program in communities, eventually exiting and leaving the operation and management of a well run co-op in their hands. Community ownership is particularly important in the DRC for reason listed below.

Risks Around Power
Community members are particularly conscious of power dynamics. Checks and balances are required to ensure that, regardless of level of power in the organization, the community has the ability to shape how Asili functions.

Maintaining Transparency
Given that some members of the community may receive assistance with paying for services through the third party payer fund, the financial benefit that this select few receive could create tension within a community of already distressed families. Open forums in which community members decide which members get these benefits will be key.

In the initial stages, we believe there are three primary ways to build community ownership:

Generate buy-in from existing institutions:
Communities already use elections to identify local leaders, such as political figures and members of local community development associations. Meetings should be held prior to launch and more formal agreements should be made in order to put in place a 'Board of Directors' like system when the co-op is formally established. This board should provide periodic advice on the business and operations in order to contribute to the locally designed and owned nature of Asili.

Large group forums:
Broad participation from the community is important, and we suggest that twice a year the program conducts a large community meeting to solicit feedback on the types of service offered, quality of staff, and ideas for improving the offering in the future. Based on this feedback changes in management may need to be made.

Feedback anytime:
Customers should always have a mechanism to submit complaints which will be reviewed by program management on a weekly basis. Feedback cards and boxes to leave comments should be placed at every clinic. Members should have open dialogue with Advocates about questions and complaints. Consider including an Advocates' phone number in every membership packet.

INTEGRATING CUSTOMER DATA INTO THE EXPERIENCE

ARC has the opportunity to integrate data from across the system to improve the customer experience, track health statistics, and promote uptake of services. It has been assumed that most of the data collection will take place digitally, either through data collected from M-Pesa transactions or entered manually at the clinic facility into a database. Given spotty coverage and anticipated challenges of integrating new technologies, we recommend having both digital and analog tools to support the program. Examples are listed below.

Activity	Analog solution	Digital solution
Member enrollment	> Paper enrollment form > Membership card > Paper receipt for payment provided to customer	> Enrollment using a form on the mobile phone > M-Pesa payment for membership fee > SMS text as receipt of transaction
Water point purchase	> Member signs paper form at water point with name, member number (if applicable), number of jerry cans purchased and amount paid.	> Member provides card > Water Agent sends SMS` to database to capture member ID, amount purchased, which member of family collected water > M-Pesa transaction receipt supplements data on transaction
Health clinic consultation	> Paper registration form with member information, and symptoms > Nurse updates paper form during examination > Doctor updates paper form with prescribed medicines if necessary > Paper receipt for payment provided to customer	> Database entry of member symptoms into digital record > After the consultation, data is entered into the database > Pharmacy adds transaction data into member record > Customer receives follow-up SMS to customer to check on symptoms
Mobile top-up	> Paper form captures transaction type, amount of transaction, and balance of funds in the till > Membership card presented > Paper receipt for payment provided to customer	> Database entry of member symptoms into digital record > After the consultation, data is entered into the database > Pharmacy adds transaction data into member record > Customer receives follow-up SMS to customer to check on symptoms

INTEGRATING CUSTOMER DATA INTO THE EXPERIENCE

Activity	Analog solution	Digital solution
Member status forms to Asili staff	Each week, management distributes a paper form to all customer-facing staff with the names of all members and non-members who have been purchasing Asili products and gives instructions on how to manage the client interaction: > Members with green highlights next to their name: They are in good standing with Asili services > Members with yellow marks next to their name: membership payment has not been received for over a month and their membership privileges might get revoked if they don't pay > Members with a red mark next to their name: They have exceeded the 3 month limit of paying for services. Provider of services should turn this person away from the pump	Customer-facing staff sends an SMS with the customer's membership into the database. Database responds to staff with instructions. For example: > Proceed with transaction - member is in good standing! > Caution member that they have missed a membership payment > Alert! Membership has been suspended until payment is received. Do not proceed with transaction.
Support membership sign-ups and cross selling services to customers	In the same document, non-members will be flagged. For example: > Non-member at water point who has used services for several days can have an alert with the script: "Member would have saved $2 if they signed up for membership. Visit clinic to sign up and get water included in membership daily" > Also, for members who have not used all services, the paper form might have a flag saying: "Member has only used water services. Let them know that treatment for <5 children is also free!"	Customer-facing staff sends an SMS with the customer's membership ID or phone number into the database. Database responds to staff with instructions. For example: > Member would have saved $2 if they signed up for membership. Visit clinic to sign up and get water included in membership daily" > "Member has only used water services. Let them know that treatment for <5 children is also free!"

QUALITY CONTROL & GUARANTEES

The Asili experience is anchored on the promise of quality to its customers. This will be demonstrated through the customer service experience, the feedback of customers, and the improved health outcomes of communities in the areas where Asili operates.

However, these experiences alone are not enough to support the promise of quality. It is important for ARC to hire a third-party organization to support these claims. We recommend hiring outside organizations every two years to evaluate quality.

Services and products that should be routinely monitored for quality
> Health services being provided
> Medical supplies being in stock when customers need them
> Quality of seeds sold through nutrition programs
> Effectiveness of the agriculture model on health
> Mobile payments as accessible and useful to the community

Creating a seal of quality that can be easily applied to different situations is a way to make quality tangible and real for customers. Consider displaying this seal on seed bags, clinic walls, and water point kiosks.

Consistent "pulse checks"
While a comprehensive research approach is the only true method to measure direct impact, we suggest using an external firm to conduct a 'pulse check' through customer and staff interviews for each of these areas to ensure that communities are getting what they expect from the brand and that the quality of services is held to the same extent across the system.

ADDING FUTURE SERVICES OR PARTNERSHIPS

As new services are added to Asili, we recommend using this series of questions to ensure that the products and services are adding value to the community while remaining a financially sound investment.

Does the community want it?
When a new service or product is being considered for Asili, we recommend, as a first step, conducting a meeting with community members and leaders to understand if there is a need and interest. Getting customer sign-ups at these meetings directly will provide some insight into whether the model will be successful in the community.

What is the business model?
Does each transaction result in profitability for Asili? How much effort will it take to sell this product or service? What is the estimated cost in terms of staff and infrastructure to launch this product? Based on the costs, we believe that Asili should be guaranteed either a flat fee or a percentage of sales for each unit sold.

Is someone already doing it?
If there is already an organization offering these products or services in the community, we recommend collaborating and integrating into Asili rather than creating a competitive offering. By integrating with existing partners, Asili will gain scale faster with a customer base. You also show people that you are interested in building on the things that work in their communities currently.
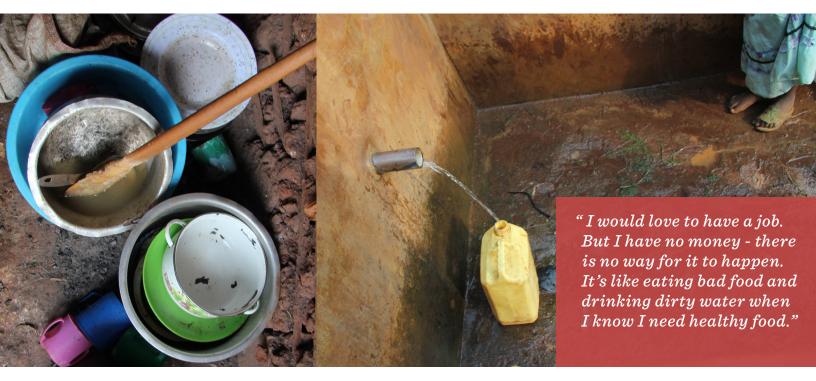
Will it integrate into the system?
Is the theme and approach for this product compatible with the other Asili offerings? Can it be a community-owned solution? Is it transparent and convenient relative to what the community experiences now? We recommend comparing each of the potential opportunities with Asili's brand values and design principles.

PHASE 1: INSIGHTS & DESIGN PRINCIPLES

During phase 1 the IDEO.org team traveled to the Democratic Republic of Congo to uncover insights about people, their behavior, their desires, and what they most need in a service designed to provide health, water, and nutrition. Using these insights we then crafted Design Principles that would guide all aspects of our decision making and concept generation going forward.

An activity that was crucial to the formation of these insights and design principles was a collaborative design session. After visiting multiple villages and interviewing women in their homes, we asked seven women to participate in a two day session at the ARC office in Bukavu. Through a series of activities structured to gather input about how women want to access health, water and nutrition services, as well as how much they can realistically afford, we developed two service model ideas rooted in their input.

INSIGHTS

" *I would love to have a job. But I have no money - there is no way for it to happen. It's like eating bad food and drinking dirty water when I know I need healthy food.*"

WOMEN AND THEIR FAMILIES ARE IN SURVIVAL MODE

Day to day needs trump long term planning.

Daily realities keep people from aspirational thinking.

FAMILIES HAVE LIMITED CASH ON HAND AT ANY POINT IN TIME

Other than harvest time, no one has more than $1 cash on hand anytime.

People were not sure if they could afford a small weekly payment of $1-2 for water and health services.

Farmers knew they needed training, but they had immediate needs for seeds and fertilizer.

THERE ARE FEW SOURCES OF INSPIRATION IN THEIR LIVES

There is limited exposure to the outside world.

Cell phones are not widespread.

There are few examples of successful businesses.

___

INSIGHTS

"I would not try any of these other soaps that I do not know. If it gives me a skin problem the money will be wasted."

THEIR CIRCUMSTANCES HAVE MADE THEM RISK AVERSE...

The idea of 'new' is not very enticing.

They have concerns about new offerings (e.g. mixing medical services with agriculture).

People shop with intention.

...SO CREATIVE SOLUTIONS ARE RARE.

Almost all women said they would like to start a small business nearly all said they would sell maize flour.

There is no planning for unforeseen expenses like health emergencies or changes in seed prices.

INSIGHTS

"Since my husband died, my community has become my family. They help me get food and pay my children's school fees."

PEOPLE LEAN ON EACH OTHER TO SURVIVE THROUGH TOUGH TIMES.

Associations for widows and orphans provide ongoing support.

Churches supports those with the greatest need.

THINGS THAT WORK ARE BUILT AND MAINTAINED BY THE COMMUNITY

A few examples include:
> Merry-go-rounds
> AUSREP water model
> ASOP cooperative

We also saw a community-built and maintained clinic.

INSIGHTS

"We do not get paid for our work. We are volunteers. We do it because it moves the community forward. We are teachers. People come to us for advice."

WHEN THEY DO ADOPT NEW IDEAS, THEY RELY ON TRUSTED LEADERS.

The King, Nyumba Kumis, and the widow's association leader are a few leaders people mentioned.

NGOs and churches have had success spreading their specific messages (healthy pregnancy, exclusive breastfeeding).

THIS IS WHY BEING A LEADER OR TEACHER IS HIGHLY PRIZED.

Leadership is a form of a non-monetary job to many people.

There is pride in being the person to disseminate information.

INSIGHTS

"If you give a person too much power they favor their friends and family. He gives to them first and you get nothing."

PEOPLE ARE CAUTIOUS ABOUT HOW NEW IDEAS MIGHT CHANGE OR DISRUPT POWER DYNAMICS.

The women told us those who are managing should not accumulate too much power.

They also valued competition. They explained it helps keeps corruption and power in check.

SOCIAL NORMS ARE THE ONLY FORM OF RULES AND REGULATIONS.

Exclusivity is frowned upon by many in the community.

Community based decisions are unanimously attractive.

INSIGHTS SUMMARY

WOMEN AND THEIR FAMILIES ARE IN SURVIVAL MODE

THINGS THAT WORK ARE BUILT AND MAINTAINED BY THE COMMUNITY

FAMILIES HAVE LIMITED CASH ON HAND AT ANY POINT IN TIME

WHEN THEY DO ADOPT NEW IDEAS, THEY RELY ON TRUSTED LEADERS

THERE ARE FEW SOURCES OF INSPIRATION IN THEIR LIVES

THIS IS WHY BEING A LEADER OR TEACHER IS HIGHLY PRIZED

THEIR CIRCUMSTANCES HAVE MADE THEM RISK AVERSE...

PEOPLE ARE CAUTIOUS ABOUT HOW NEW IDEAS MIGHT CHANGE OR DISRUPT POWER DYNAMICS

...SO CREATIVE SOLUTIONS ARE RARE

PEOPLE LEAN ON EACH OTHER TO SURVIVE THROUGH TOUGH TIMES

SOCIAL NORMS ARE THE ONLY FORM OF RULES AND REGULATIONS

DESIGN PRINCIPLES

The following are guidelines that informed all aspects of the creation of the brand, service, and business model. They are a concise articulation of many of the insights we just shared, re-framed so that we can use them as directions for design.

ALLOW FOR BROAD PARTICIPATION AND OWNERSHIP

Community members want opportunities for ownership, yet they fear the exclusivity that comes with power. A successful model will harness the community's interest in improving health outcomes while providing roles for leaders at many levels.

RESPOND TO DYNAMIC AND DIVERSE NEEDS

Most families have less than a dollar a day pass through their hands. Others have sudden medical expenses or their crop yield was not what they had hoped. They need a solution that is flexible, inclusive and adapts to their fluctuating circumstances.

DESIGN PRINCIPLES

LEVERAGE TRUSTED INSTITUTIONS AND NETWORKS

In a context where new concepts and ideas are rare, merry-go-rounds, associations, and churches have proven to be trusted sources of information. Simultaneously, community members look forward to opportunities to lead and teach their peers. We plan to bridge these experiences by using existing structures, while creating new roles like community ambassadors.

BUILD TRUST THROUGH TRANSPARENCY

With the little money they have, community members need to be sure that the service they are purchasing are a worthy investment. Businesses should plan to provide transparency on pricing, fees, membership and management structures.

DESIGN PRINCIPLES

DEEPEN ENGAGEMENT DURING EVERY INTERACTION

Whether describing the health benefits of clean water at the clinic or sharing market prices of potatoes at the water point, each interaction is an opportunity to provide useful information about improving a family's health. By designing assets and interactions that give people a clear path to health by connecting them to other aspects of the integrated offering, we hope to encourage customers to keep coming back.

LEAD WITH UTILITY, RETAIN WITH DELIGHT

As customers use the services they need to care for their families, they will engage with assets and interactions that provide a clear path to improved health.

Repeated positive experiences with a well designed and compelling brand deepen user engagement and will establish Asili as an exciting highly anticipated part of daily life.

DESIGN PRINCIPLES

BRING THE OUTSIDE IN

Lack of electricity and public transportation have resulted in communities living in isolation. As customers access concepts from the outside world, whether through posters on improved planting practices or videos on preventing diarrheal disease, we hope to inspire and inform people in new (and modern) ways.

DESIGN PRINCIPLES SUMMARY

RESPOND TO DYNAMIC AND DIVERSE NEEDS

BUILD TRUST THROUGH TRANSPARENCY

LEVERAGE TRUSTED INSTITUTIONS AND NETWORKS

DEEPEN ENGAGEMENT DURING EVERY INTERACTION

ALLOW FOR BROAD PARTICIPATION AND OWNERSHIP

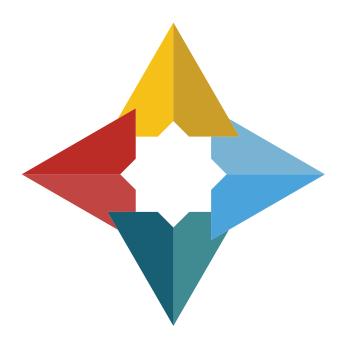**LEAD WITH UTILITY, RETAIN WITH DELIGHT**

PHASE 2: PROTOTYPING, ITERATION & REFINEMENT

In phase 2 the IDEO.org team returned to the DRC ready to test out two service models and brand directions with potential customers. We began by engaging women from the phase 1 design session as well as new individuals who had not been a part of these initial conversations. Through their feedback we were able to quickly understand what service model best met their needs and what brand attributes resonated with the majority of people.

We asked women who were excited about the service and who could articulate the offering back to us, to go out into their communities without us and talk to people about it. This approach was taken in order to give us a true read on people's reaction to the offer and potential interest in signing up. It also allowed us to better understand the role of the Advocate and how important that person might be in acquiring new customers and representing the Asili brand.

THE LOGO

Asili

Logotype

Logomark
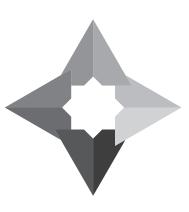
Black & White Logomark

Horizontal Lockup
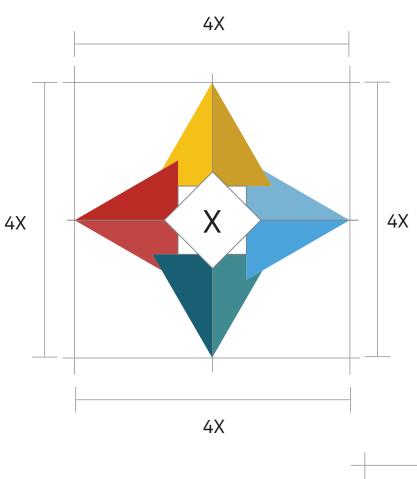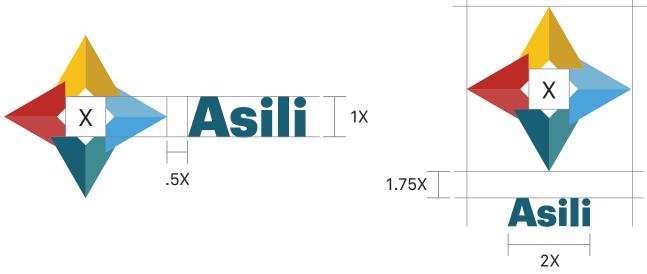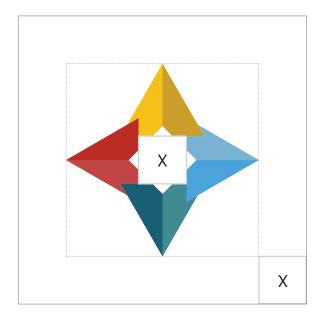
Vertical Lockup

DIMENSIONS

4X

4X

4X

4X

X

X

Asili

1X

.5X

X

1.75X

Asili

2X

ACCEPTABLE USAGE
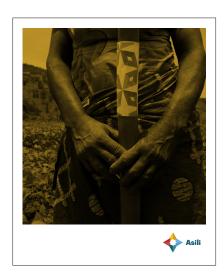
Give the logomark white padding
The logomark must always be on a white background. Make sure to have at least one x width of whitespace around the logomark
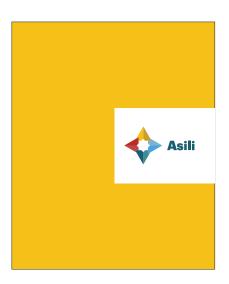
Crops
The logomark can be cropped. When cropping, make sure that all 8 colors are visible.

Make sure the logo lockup is on a white background
The logo lock up should always sit on the bottom right hand corner or on top of a white area.

UNACCEPTABLE USAGE

Don't use diagonal lock ups
The logo lock up should never be diagonal. It must be either vertically locked up or horizontally locked up.

Keep the logotype with the logomark
Never use the logotype by itself. It should always accompany the logomark.
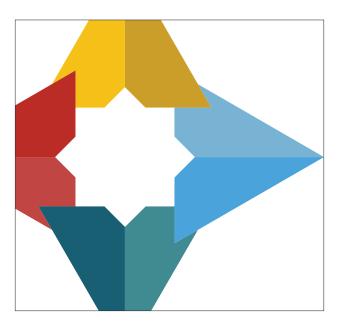
Don't use color backgrounds
Please don't put the logomark on top of a color background. The logomark must always be on top of a white background.

Don't rotate the logomark
Please don't rotate the logomark in any other angle. Rotating it will change the logomark shape and the way the mark is read

Don't use random colors
Please only use the designated colors on the color page of the style guide. Using other colors will break the brand.
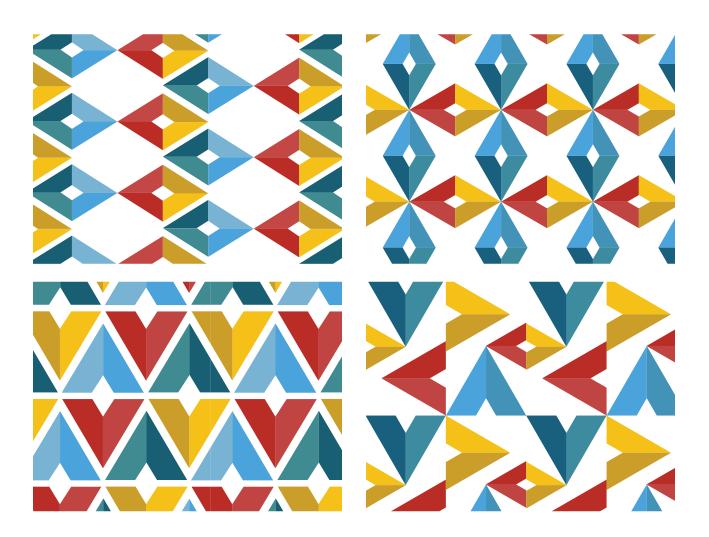
Don't outline the logomark
Outlining the logomark changes the way the logomark is expressed. Stay away from any forms of outlining.

ACCEPTABLE PATTERN USAGE

How to use pattern
Patterns are used as decorative elements and a visual tool to ehance the experience of the brand. All patterns should be constructed of abstract arrow shapes that do not directly mimic the logo. Patterns can and should be applied to a range of products, signage, exterior elements, and fabrics. Consider making wax block prints out of these patterns for a variety of uses.

UNACCEPTABLE PATTERN USAGE

Don't add extra graphic elements

Don't put colors in the background

Don't make a pattern out of the logomark

Don't break the arrow shape

Don't make a pattern out of the logo lockup

Don't use non-brand colors

BRAND COLOR

Dark Yellow   *Light Yellow*

R:204 G:157 B:26   R:244 G:192 B:26

PMS: 117U   PMS: 115U

C:21 M:37 Y:100 K:1   C:4 M:24 Y:99 K:0

HEX: #CB9D2B   HEX: #F4C0LA

Dark Red   *Light Red*

R:188 G:48 B:39   R:192 G:69 B:67

PMS: 711U   PMS: 710U

C:19 M:95 Y:100 K:8   C:18 M:86 Y:75 K:5

HEX: #BC2F26   HEX: #BF4543

Dark Blue   *Light Blue*

R:77 G:163 B:218   R:122 G:180 B:212

PMS: 2915U   PMS: 2905U

C:65 M:22 Y:0 K:0   C:51 M:16 Y:8 K:0

HEX: #C4DA3DA   HEX: #7AB3D3

Dark Yellow   *Light Yellow*

R:15 G:96 B:115   R:192 G:69 B:67

PMS: 3155U   PMS: 7713U

C:93 M:56 Y:45 K:12   C:76 M:33 Y:40 K:2

HEX: #0F6073   HEX: #428991

TYPEFACE

1. Primary Typeface

Aa Aa **Aa**

Akkurat Light

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0

Akkurat Regular

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0

Akkurat Bold

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0

2. Secondary Typeface

Akkurat?
Akkurat is a very clean and well recognized typeface that works with a lot of different styles and combinations. It's sturdy and clean forms expression of cool elegance and rational competence.

How to use it
Use Akkurat as the primary body and header type. When signifying a chapter of a section make sure that you use Akkurate bold all caps.

Aa

Sentinel

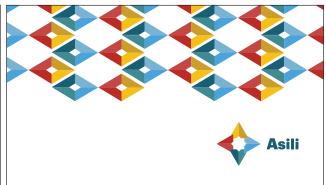*A B C D E F G H I J K L M N O P Q R S T U V W X Y Z*
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0

Sentinel
Sentinel is a modern serif typeface that expresses sophistication and elegance. It's unique and must be used sparingly.
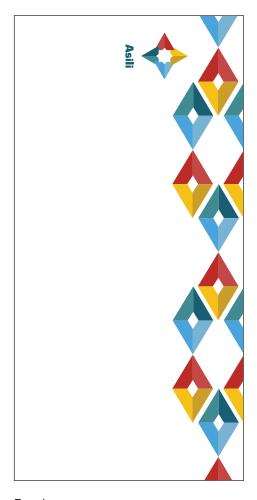
STATIONERY

Front of business card

Back of business card

Abraham Leno
Country Director

American Refugee Committee
Av. Muhumba #13
Quatier Nyalukemba, Commune D'Ibanda
Democratic Republic of Congo

abrahaml@arcrelief.org
+243825358843 / +250 787611819

Letterhead

Abraham Leno
Country Director

American Refugee Committee
Av. Muhumba #13
Quatier Nyalukemba,
Commune D'Ibanda
Democratic Republic of Congo

abrahaml@arcrelief.org
+243825358843
+250 787611819

Dear Mr./Mrs. Lorem ipsum

Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed
diam nonummy nibh euismod tincidunt ut laoreet dolore magna
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Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse
molestie consequat, vel illum dolore eu feugiat nulla facilisis at
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Nam liber tempor cum soluta nobis eleifend option congue nihil
imperdiet doming id quod mazim placerat facer possim assum.
Typi non habent claritatem insitam; est usus legentis in iis qui
facit eorum claritatem. Investigationes demonstraverunt lectores
legere me lius quod ii legunt saepius.

Claritas est etiam processus dynamicus, qui sequitur mutationem
consuetudium lectorum. Mirum est notare quam littera gothica,
quam nunc putamus parum claram, anteposuerit litterarum
formas humanitatis per seacula quarta decima et quinta decima.
Eodem modo typi, qui nunc nobis videntur parum clari, fiant
sollemnes in futurum.

Sincerely,

Envelope

ASILI COLLATERAL

Front of uniform

Back of uniform

ASILI COLLATERAL

Backpack

ASILI COLLATERAL

Hat

ASILI COLLATERAL

Wax block printed cloth

MEMBERSHIP PACKET

What's included:
1. Membership card
2. Basic membership information
3. Membership status and payment information
4. Frequently asked questions

MEMBERSHIP PACKET

What's included:
1. Membership card

MEMBERSHIP PACKET

What's included:
2. Basic membership information

What You Get

MEMBERSHIP + 📱

$3 per month (x12)

FREE
Limited to 10 cans a day

DISCOUNTS ON SEEDS

DISCOUNT ON CLINIC VISITS
Free for children under 5

See the savings:

Member Prices	Non-member Prices
$2 (30% off medicine)	$4 (no discount on medicine)
$10 seeds	$15 seeds
Included in membership	100 CDF for 5 cans

MEMBERSHIP PACKET

What's included:
3. Membership status and payment information

How payment works

Asili

We realize money is tight and keeping up to date on membership dues is not always feasible. That's why members have a grace period of ten days to pay membership dues or fees for service. The rules of payment are listed below.

GREEN

Your membership fees have been paid. You have no outstanding balance for services. Thank you!

YELLOW

Membership dues or other service fees have gone unpaid for up to 10 days. An Asili employee will speak with you about payment options in order to resolve the situation and continue your membership benefits without interruption.

RED

Membership dues or other service fees have gone unpaid for over 10 days. At this time you will be denied service. Please speak with an Asili representative in order to resolve the situation and reinstate your membership.

MEMBERSHIP PACKET

What's included:
4. Frequently asked questions

Frequently Asked Questions

**Does membership cover the cost
for 1 person or 1 family?**
The $36 membership, paid in $3 monthly install-
ments, provides benefits for your entire family.

**What about people that have joined the
Mutuelle de Sante already? Is this connected
to that scheme?**
No. This is a separate service that is not connected.
In the future it is possible that a partnership could
be formed and people belonging to both may receive
discounted hospitals visits.

**What if my community already has access to
convenient tapped water (or health or seeds)?**
If there are existing program in the community
that has the ability to fulfill a community's needs
we plan to support those institutions rather than
compete with them. We want to understand what
support they need in order to better serve the
community and, when possible, we will collaborate
with them.

Can I give birth in the clinic?
No.

**Can I get loans or credit for these services if
I don't have money at that time?**
No.

I can't read or write. How will I use this service?
Every person employed by Asili will be able to assist
you in operating the phone and transferring money
via M-Pesa.

**I don't know how to use a cell phone.
How can I use this service?**
After receiving your phone, you can go to the Asili
mobile agent in your community and they will teach
you how to make calls and how to transfer money.
You can always ask any Asili agent for help. Anyone
can use the service without becoming a member
and receiving a mobile phone. Paying for each
service via cash is always acceptable. However,
you do not get the discount on the service if you are
not a member and if you do not use your M-Pesa
account to make those transactions.

**I don't have electricity and can not charge my
phone. How can I use this service?**
There will be a charging station at every Asili clinic
where you can charge your phone at a reasonable
price.

My phone was stolen, what do I do?
Unfortunately Asili will not be able to give you a
new free phone. However, we will help you transfer
the balance of you M-Pesa account to a new phone
when you are able to get one.

**What confirmation do I have that all these services
are high quality - especially the seeds?**
All of our services are inspected annually and
certified by an external water, health, and
agriculture expert.

**Can I pay up front for water and other services,
rather than hassle with paying every single day?**
Yes you can. The M-Pesa account serves as a bank
account, and you can save a significant amount of
money through this channel.

BRANDED PRODUCTS

Mobile phone cases

BRANDED PRODUCTS

Water containers

SIGNAGE FOR SERVICES

Clinic signs

Clinic Fee

Asili

	CONSULT	BASIC MEDICINE	CHILDREN UNDER 5
Member Prices	$2	30% DISCOUNT	Free
Non member Prices	$4	Full Price	Free

SIGNAGE FOR SERVICES

Water point signs

Asili

Clean Drinking Water

MEMBER PRICE

INCLUDED WITH MEMBERSHIP

NON-MEMBER PRICE

20^{CDF}

JERRY CAN

SIGNAGE FOR SERVICES

Seed wholesale packaging and customer takeaway bags

EXTERIOR BRANDING

Container clinic

EXTERIOR BRANDING

Clinic tent

EXTERIOR BRANDING

Brick and mortar clinics