



**ACET AND GSSP PROJECT PLAN:
SANITATION SYSTEMS IN NEW ZEALAND**

Version 1.0

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EXECUTIVE SUMMARY

The following document highlights key deliverables and research findings for how ACET-GSSP can work with the Ministry of Health (New Zealand) to implement sustainable sanitation units in rural communities with poor sanitation in New Zealand. Project changes occurred due to information of an import levy which had been implemented by the New Zealand government. The new manufacturers and suppliers of the sanitation units in New Zealand are the Tokin Taylor Co and Total Plastics. Key recommendations for ACET GSSP to establish themselves in New Zealand market have been listed including future project expansions that can arise from the current project.

Key Deliverables

<i>Deliverables</i>	<i>Expected date of completion</i>
Confirm order of toilet systems	February 1st
Assess products for quality	March 3rd
Prepare products for shipping	April 5th
Products leave Melbourne for Auckland	June 15th
Products arrive in Auckland	July 30th
Products come in the Raukumara region	September 1st

Project Changes

<i>Project Changes</i>	<i>Intended Delays</i>
Cancellation of existing fabrication contract with Melbourne Contractors	2 weeks
Cancellation of the contract with Melbourne to New Zealand freighting	2 weeks
Sourcing New Zealand based specialised Engineers and Fabrication	2 weeks
Organise New Zealand Freighting Company for the delivery of sanitary systems	2 weeks
Send project engineer to assess manufactured components	1 month (allows for any changes to design components)
Inform partners in New Zealand of changes to the manufacturing and fabrication process.	1 month
Approve all changes with partners and board members.	2 months (week updates of project development and changes)

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INTRODUCTION

The initial problem ACET-GSSP faced was attempting to find a partnership organisation to work with to emerge in the New Zealand market of sustainable sanitation with their toilet system. Since the acceptance of the proposal to work with the Ministry of Health of New Zealand (*Appendix A*) who have conducted extensive research into poverty-stricken areas throughout the country (Waihu Bay and Whakatane) (Facts about poverty in New Zealand - NZ Council of Christian Social Services, 2020). Since winning the proposal, new information was relayed to the project team that a levy has been imposed by the New Zealand government. The levy is a tax implemented on all imported goods from Australia including the sanitation units to be exported to New Zealand. The levy means the costs of the toilet systems will become more expensive when they arrive in New Zealand. In order for the company to ensure a cheap product, alternative manufacturing, material and freighting options must be considered already established in New Zealand. The aim of the project now is to find a low cost manufacturer and supplier of materials in New Zealand which is located near the Raukumara region on the North island of New Zealand that is able to produce a low cost, sustainable, easily made and environmentally friendly product that is of similar quality compared to the one currently being made in Australia.

Opportunities

Possible opportunities could arise from manufacturing in New Zealand. Creating new contacts in New Zealand will only be beneficial in the long term with the expansion of product production. Increased demand in the toilet systems can be quickly delivered as the products are manufactured in New Zealand. Manufacturing in New Zealand will also boost the economy, generating more jobs for the country with the potential for employment in rural areas such as Raukumara which is a poverty-stricken area. The financial cost of the project could also be reduced the tax on the imported goods will not impact the product cost and the opportunity to explore new materials that are accessible in New Zealand.

Limitations

Project limitations that have arisen following the levy being implemented by the New Zealand government include an immediate financial loss to ACET. If the goods have already been manufactured, they will be shipped to avoid an even more significant financial loss. Current contracts with freighting and manufacturing will need to be cancelled. Time constraints are other issues associated with the levy to fulfil the order for the project if the new manufacturers and suppliers can deliver within the time frame. Renegotiation of contracts with New Zealand manufacturers will be required and could be costly regarding time constraints of the project and no existing history with new partners.

ASSUMPTIONS

The project is composed of several assumptions which are;

- The project team size will not change. There will be no additional members or removal of members.
- Waihu Bay and Whakatane are accessible by delivery trucks.
- Manufacturing and procurement will be located in the North Island (Auckland).
- The products will be of similar quality to that of the products manufactured in Melbourne.
- The tax on imported goods exceeds the cost to produce and freight the toilets from Melbourne to New Zealand.
- The New Manufacturers will deliver within the same time frame as the Melbourne manufacturers.
- The cost to manufacture in New Zealand will cost the same price as the manufacturers in Melbourne.
- The order for New Zealand has not been manufactured in Melbourne has not been fulfilled prior to being informed of the new levy.

Considering the lack of information on particular areas throughout rural communities in the North island which the products are intended to be placed, we assume that all locations are accessible by delivery trucks. Due to not knowing the actual cost of the import tax and the manufacturing costs of the toilet system, we assume that it will not be financially beneficial for ACET to pay the import tax. It is also assumed that the original order for the systems had not been manufactured as there would be a substantial financial loss due to dead stock. Other assumption included the project team. They are assuming that all the original members were able to source and locate additional manufacturers without the aid of additional team members. Lastly, the other fundamental assumption was that the manufacturers would be able to produce a product of equal quality to the ones manufactured in Melbourne as they cannot be physically compared.

DELIVERABLES

The key project deliverables are assuming the project is beginning February 1st, 2021.

Original Project Deliverables

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Product Deliverable Details

- Products are sustainable (recycled materials)
- Easily constructed
- Maintain Product functionality
- Accessible by rural and poverty-stricken communities
- Cheap (Break-Even)
- Quality product (longevity)

Adjusted Project Deliverables

<i>Project Changes</i>	<i>Intended Delays</i>
Cancellation of existing fabrication contract with Melbourne Contractors	2 weeks
Cancellation of contract with Melbourne to New Zealand freighting	2 weeks
Sourcing/ Open Tender New Zealand based Specialised Engineers and Fabrication	2 weeks
Organise New Zealand Freighting Company for the delivery of sanitary systems	2 weeks
Send project engineer to assess manufactured components	1 month (allows for any changes to design components)
Inform partners in New Zealand of changes to the manufacturing and fabrication process.	1 month
Approve all changes with partners and board members.	2 months (week updates of project development and changes)

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With the changes to the project, it is accepted that there will be a 2-month delay on the project. It is starting April 3rd and finishing November 1st.

PROJECT CHANGES AND STRATEGY

1. Assess the new levy implemented by the New Zealand government.

It is crucial that the levy that has been passed has been thoroughly read. Revising the tax with the legal team could result in finding a potential loophole in the clause. The possible result is that no changes could be required based on company operations. This step is also crucial because if changes are necessary for the project operations, we must ensure we abide by the rules.

Identifiable risks

- Other issues may arise from the levy such as other hidden clauses which may impact the project duration and procurement of components.

2. Review and cancel current contracts with existing manufacturers and logistics team.

ACET-GSSP will need to review current contracts with manufacturers and freighting groups. The legal team will review and cancel contracts and save money where they can. The result could be a financial loss for the company due to components having already been manufactured. Alternative methods include finding partnered companies in New Zealand with existing Australian groups avoid a financial loss.

Identifiable risks

- Cancellation of current contracts may be costly
- Damage relationships with other partnered groups

3. Sourcing New Zealand manufacturers and freighting groups.

The project engineers will be required to go to New Zealand to source contact locally who are capable of manufacturing and delivering quality components for the project. The engineer will be required to contact or put to tender the project (whichever is financially beneficial). Once a fabricator has been selected samples will be examined by the project engineer for approval. New contracts will be finalised.

Alternative

Manufacturing could be sourced internationally, away from New Zealand and Australia. Production of GSSP products could be cheaper in other nations such as China or South America. These countries do not have the same levies imposed as Australia would for the importation of goods into New Zealand.

Identifiable risks

- Increased costs due to a lack of business relationships with new companies in New Zealand.
- The project run overtime trying to negotiate new contracts.

4. Company and partner Approval

Before executing any changes, all new arrangements, estimations and sample components/designs will need to be reported to exist partners and current ACET global educators and GSSP board members. Upon review, further changes will be made, or the change proposal will be accepted, and the project can move forward with the new adjustments made.

Identifiable risks

- New Zealand Water Treatment Plant may disapprove of the new supplier.
- Time-consuming if the partner is not satisfied with the changes.

Tonkin Taylor Co. (*Appendix B*) were identified as suitable candidates to deliver the project due to having offices located in both Melbourne and New Zealand allowing for easy communication. This will allow for the conveyance of project information more quickly as project engineers can engage with the Melbourne office. Tonkin Taylor Co. will be working in conjunction with the project engineer manager to source recycled plastics within New Zealand. Total Plastics (*Appendix C*) will supply the recycled materials for mould of the toilet system (Services, 2020) using moulds to reduce costs of components. All components will be checked for quality before signing of the new contract—the initial cost to cancel contracts with existing engineering and fabrication groups. ACET-GSSP will be supporting local businesses generating a favourable brand image and new partnerships that are expected to be beneficial for future expansions within New Zealand (Demetriou, Papasolomou and Vrontis, 2010). Despite the changes to the project, ACET-GSSP hopes to maintain the integrity of their initial scope statement of producing a sustainable product that is accessible to those who are unable to afford the product by being cost-effective and of high quality. Through the changes of manufacturers, the product still maintains its initial integrity of being sustainable and reduced consumption of water waste.

SUMMARY OF FINDINGS

Findings have found that New Zealand's attitudes towards sustainability has been positive. With an average of 10% increase of sustainable businesses starting up from 2003 to 2006, there has been a positive drive to be sustainable due for brand image (Grubor and Milovanov, 2017). Other research has noted the implementation and attitudes towards recycling. Bryce, Day and Onley (2005) their positive attitudes recycling was positive; however, the cost to recycle was a deterrent from continuing to recycle. Bosch et al. (2001) have found there is a relationship between poverty and the level of the community's general health and water sanitation. Based on the Minister for Health's report on poverty-stricken areas across New Zealand (DHB Maps and Background Information from the Atlas of Socioeconomic Deprivation in New Zealand NZDep2006, 2020) areas such as the Raukumara region would benefit from affordable and environmentally-friendly sanitation options. Based on current market research, there are already very established wastewater groups in New Zealand. Smarter homes are a waterless toilet company that focuses on producing 'drop-toilets' (Ministry of Business, 2020). The drop toilets are predominately installed in rural areas, however, requires ongoing maintenance. Issues may be faced with the removal of large amounts of waste. However, these current companies do not have any sustainability plans for the manufacturing of their products and are for-profit organisations. To maintain longevity and low costs products, recycled plastics such high density ethylene can be used (Green, 2014).

RECOMMENDATIONS

Project deliverables by ACET-GSSP is based on their project expectations (Appendix F) Based on the research of the current market and attitudes towards sustainability and recycling several ideas to break into the market of sanitation are provided below;

Not for Profit Organisation

ACET-GSSP would benefit from highlight they are a not-for-profit organisation. Based on this brand image, it is expected that the company should be able to produce a high-quality product in conjunction with the Ministry for Health of New Zealand. This is expected to make the product look desirable to communities who are impacted financially. There is the opportunity for the systems to be subsidised by the New Zealand government so all rural communities can have access to the product despite their socio-economic status.

Construction of Sanitation Systems

One aspect the current market has failed do is focus on sustainability in relation to the manufacturing of their products. ACET-GSSP can focus their attention on the construction and materials used to manufacture their product. Using recycled plastics draws focus on targeting the sustainability and environmental impact values which research shows New Zealand value. Using mould ACET GSSP will be able to construct a single sanitation unit from hard recycled plastics which will keep costs low and maintain the longevity of the product.

Social Outlook

ACET-GSSP has drawn particular focus on reducing the number of diseases and sanitation issues faced by rural communities (ACET-Global's GLOBAL SANITATION AND SUSTAINABILITY PROJECT - PDF Free Download, 2020). ACET-GSSP should aim to set up a community fund. Any money that is raised by ACET-GSSP will be put back into other community initiatives which aid to improve the sanitation in rural and poverty-stricken communities continually.

ACET-GSSP should focus on the *social outlook* of the product as it will be the most beneficial for establishing their product in New Zealand. This will be most cost-effective method as well raising a greater awareness across New Zealand of the product and what is aiming to achieve.

FUTURE PROJECT PITCH

Using Design thinking (McDonagh and Thomas, 2010), the future project aims to focus on New Zealand’s progression of sustainability and the environment. Other competitors exist in current market such as ‘WTCNZ’. They have been the leading suppliers of sustainable toilets in New Zealand. To control the majority of the share market as well as look to diversify the product to provide assistance to more rural communities across New Zealand, a new partnership with ACET-GSSP competitors could be made. With the formation of a new partnership with the competition and with the current relations with the Ministry for Health more sustainable products, greater sustainable technology can be shared through collaboration. Prototypes of newly designed sanitation units can be trialled and tested to continually improve Nationwide Sustainable sanitation.

Market Analysis

New Zealand is a progressive country. The country is already heavily involved with looking at sustainability in a range of areas ranging from green energy and recycling. Based on the current trends of environmental preservation, it would be expected that a toilet system that is directed towards humanitarian and conservation of waterways would receive positively by governmental and non-governmental organisations.

Proposed Key Deliverables

Generate New partnership Profiles with Competitors for Joint Ventures	8 th of January, 2022
Improve Product Development/Design	1 st of March, 2022
Expand Operations Nation Wide	1 st of July, 2022

Risks and Assumptions

- There are several associated risks with expanding operations which are listed;
- There will be no more governmental support to roll the product out nationwide from the ministry of health.
 - No other organisations may want to partner with ACET-GSSP to develop the product further.
 - New Zealand manufacturers may not be able to meet demands for a larger-scale project.

Assumptions associated with the future project include;

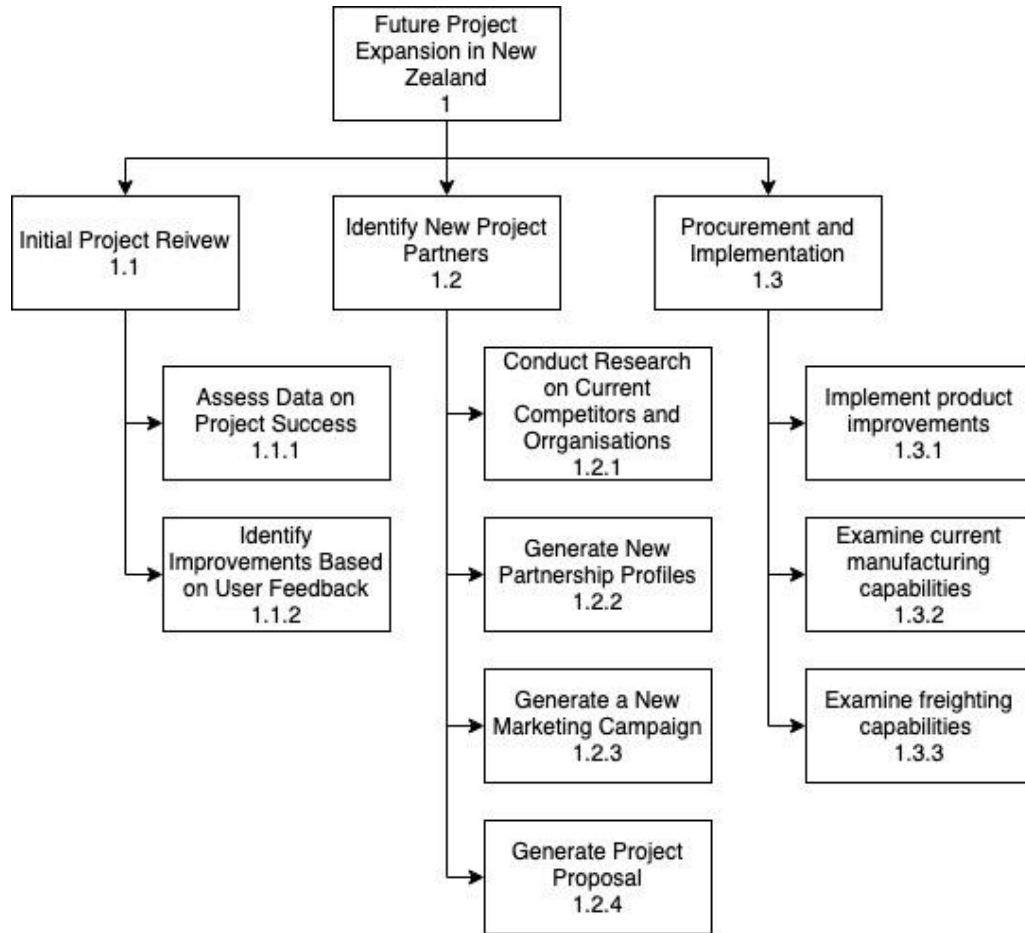
- The current plan is a success
- New manufactures produce quality products.
- Manufacturers can meet supply demands
- Freightling options are available nationwide.
- No additional policy issues with the project.

Competitor Analysis

A significant competitor already in the market includes 'Waterless composting toilets' (What makes Waterless Composting Toilets (Special | Waterless Composting Toilets NZ, 2020)) (Appendix D). Claims on their website, they are the leading suppliers of environmental wastewater solutions. The company claims their product is cheap, sustainable and effective. The company’s toilet is a composting unit that requires bulking agents. The strength the company has is they are a New Zealand based group and controls the majority of the market. The weaknesses of their product, however, is the impracticality of the product. It is not aesthetically pleasing and requires chemical treatment of sewage.

Work Breakdown Structure

The following work breakdown structure highlights some critical activities for the expansion of the project.



Budget Proposal

The proposed budget for the nationwide expansion is expected to come in at AUD 50,000, excluding manufacturing costs. All expenditures account for wages.

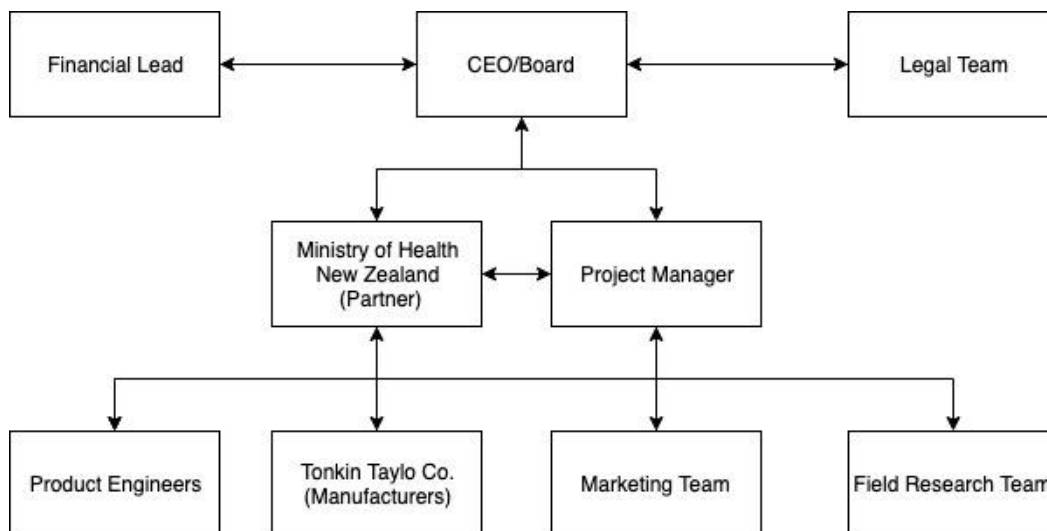
Item	Quantity	Cost (AUD)
Business Expenditures	N/A	\$10,000
Travel Expenses (Air Fares, car rental, accommodation)	N/A	\$10,000
Marketing Campaign	N/A	20,000
Product Design/Research	N/A	10,000
Total	N/A	\$50,000

The allocation of funds is expected to be less than the previous project after establishing manufacturing partnerships.

Proposed Project Team

Role	Quantity
Legal Advisor	1
Financial Advisor	1
Marketing Team	2
Process Engineer	1
Research Team	2
Project Manager	1
Consulting Partner (Ministry of Health of New Zealand)	1
Team Size	9

Communication Tree



The same existing team will be used from the previous project. The new partners (Ministry of Health of New Zealand) have become a new addition to the project team.

Future Project Summary

The project expands upon the predicted success of the initial project is to expand nationwide. An AUD 50,000 budget has been included. A proposed marketing has highlighted key features of the project (Appendix F) as well as the proposed sustainability plan (Appendix G). Key deliverables are to generate new Partnership profiles with ‘WTCNZ’ (Appendix E) and our current competitor ‘Waterless composting Toilets’ reach more isolated rural communities that don’t have access to running water such as areas of Okarito. The project aims to maintain ACET-GSSP goals of humanitarianism views, sustainability and affordability for rural communities. Project duration is intended to run for approximately six months.

REFLECTION

Upon reflection of the course, my understanding of a consultant has grown in depth of their role and capabilities in a project. I understood the role of the consultant was to be an expert on their field but are also required to be able practically apply their knowledge (Ko, Kirsch and King, 2005). The e-book (BUSM4743, 2020) provided by RMIT has provided me with useful resources to becoming a better consultant through utilising design thinking in my projects and handling sudden changes to project conditions. The newest skills I learnt was how to problem solve. Modules 6.1.1 (MyApps Portal, 2020) and onwards illustrated how to identify and adjust for sudden project changes and finding a solution. Having read discussion posts by my peers, I was provided with alternative views on specific topics which challenged by pre-existing ideas of what a consultant was. I now feel I have developed a more synthesised conceptualisation of a consultant and how I can now apply my newfound knowledge to the teaching industry. One of the new journals I read was the evolution of a consultant moving into a digital age and how consultants have been required to adapt to their new environment and the opportunities that have become available for consultants (Financial Services Storytelling 2017). With the skills I have developed, I hope to provide my current school with knowledge on establishing an online e-school.

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APPENDICES

A. PARTNERSHIP PROFILE

Partnership: New Zealand Government (Ministry for Health)

Locations: Auckland New Zealand

Intended Relations: Help rural and poverty-stricken communities have accessible and sustainable toilets.

Organisation Background Information: The Ministry of Health of New Zealand is a health purchasing entity of the government. They support various projects that promote health. These projects range from cigarettes smoking campaigns, homelessness and poverty, immunisation programs. They are heavily involved in forming primary health organisations to remove fee-for-service. The New Zealand Ministry for Health partnership will provide a substantial amount of financial support as well as various contacts to help push the project further in the future when reaching out to other rural communities across the country.

B. TENDERING PROCESS FOR NEW ZEALAND MANUFACTURERS

Company Name: Tonkin Taylor Co.

Location: Auckland 105 Carlton Gore Road Newmarket Auckland 1023

Company Requirement for the project: The company must aim to promote sustainability through their manufacturing and design processes to meet the critical deliverables as proposed by ACET brief. They must also manufacture the required products sanitation units. The company must also be located in New Zealand.

Company information: Tonkin Taylor emphasise green business solutions from manufacturing processes, materials as well as logistics. Not only do they complete fabrications from start to finish, but they also behave as a consultancy group. The benefit of working through Tonkin Taylor is that they have offices based in Melbourne and New Zealand, allowing for secure communication between offices and products.

C. MATERIAL SUPPLIER

Company Name: Total Plastics

Location: Unit 2 – 9 Northside Drive, Westgate, Auckland, New Zealand

Company Requirement for the project: Total plastics is required for the project as they will be the main supplier for the materials required to construct the sanitation units. The recycled plastic maintains the ethos of sustainability and cheap alternative to manufacturing. This is intended to keep the price of the product low. They are also able to distribute

Company information: Total Plastics work with recycled plastics and repurpose them through using moulds. The moulds are to be developed by Tonkin Taylor. Co. which can later be used by Total Plastics to fabricate the units. The company has been involved with various projects with testimonies from other businesses.

D. COMPETITOR ANALYSIS

Company Name: WTCNZ

Location: 8A Woodruff Avenue, Henderson, Auckland 0612 New Zealand

Sector: Water Waste Management

Company Information: WTCNZ is the leaders in sustainable toilets systems in New Zealand. They manufacture and were started in New Zealand. They already control majority of the market with their systems. Their systems are portable and require chemical coagulation agents. The methods to be used in a compost style system for treating waste. There are several concepts designs that ACET GSSP can utilise to their advantage, such as the portability aspect of them. Despite their product being sustainably made, aesthetically they are not pleasing and have issues with smell based on their product design.

E. FUTURE PARTNERSHIP ANALYSIS

Prospecting Partners: WTCNZ

Location: 8A Woodruff Avenue, Henderson, Auckland 0612 New Zealand

Purpose: To have partnership with the leading suppliers in sustainable water waste management in New Zealand to further develop sustainable products to provide sanitation.

Background information: Despite being the leading suppliers in sustainable sanitation they do not have a global reach compared to ACET-GSSP. Their current view is directed towards local sanitation. Their system units are portable and compostable. There appears to be a potential for substantial amount of product development if both ACET-GSSP and WTCNZ could form a partnership.

F. FUTURE PROJECT MARKETING STRATEGY OVERVIEW

Key Objectives of Marketing Campaign for WTCNZ

- Focus the project towards sustainability across New Zealand in particular rural communities of low socioeconomic status. With the use of sustainable toilets, less waste will be required to be removed from the alpine regions.
- Identify that all ACET-GSSP manufacturing is now in New Zealand and is supporting local communities.
- Indicate percentages of money will be placed back into the community through community initiatives.
- Illustrate and highlight potential product growth and distribution WTCNZ products.
- Illustrate how the toilets have already benefited rural and disadvantaged communities in New Zealand from the previous project.
- Show that the Ministry for Health New Zealand has backed the program through the new partnership.
- Highlight the potential for new products that could be developed through collaboration.

G. SUSTAINABILITY MANAGEMENT PLAN

The following highlights the Key Sustainability Highlights for the Current and Future project to maintain ACET-GSSP core beliefs.

- Use recycled plastics/materials from waste products to manufacture ACET-GSSP sanitation systems.
- Maintaining ethical manufacturing processes by supporting local New Zealand business and avoiding overseas manufacturing.
- Aim for a break-even cost analysis. Continue to keep sanitation product as cheap as possible and as accessible as possible by the population.
- Direct the product towards rural and low socio-economic communities to support their sanitation needs.
- All additional profits will be placed into community support programs and further product development/cost reductions of the sanitation units.
- Aim to continually partner up with other organisation aimed at increasing environmental sustainability and community support.

F. ACET-GSSP PROJECT REQUIREMENTS

The following list includes ACET-GSSP project requirements

- Become established in the New Zealand market
- Adapt a plan to reduce the impact of the New Zealand import levy
- Provide sanitation to disadvantaged communities
- Easy construction of sanitation unit
- Construct sanitation parts being environmentally aware
- Provide a low-cost sanitation unit to the public
- Reduce the impact of disease through improved sanitation
- Support disadvantaged communities
- Provide sanitation on a global level
- Find partners in New Zealand to support with development of the sanitation unit.