

Sanitation Enterprise Viability and Sustainability Diagnostic Toolkit (Struggling – Late-Stage Program)

You are a sanitation development program implementer, 4-6 years into an MBS program, working with partner sanitation enterprises selling toilets. Do any of the below describe your situation?



You have a few sanitation enterprise partners



Your partners are **present in districts/ counties/ communes**, but enterprise coverage should be widespread by this stage



Entrepreneurs report **low to medium** sales



Many entrepreneurs have lost interest and **shut down enterprises**



You have little insight into the **factors impacting** their **profitability**

If you are observing any or all of the situations mentioned above, then your program needs to:

- **Improve performance** of low-profit enterprises
- **Assess and ensure sustainability** after the end of the program

How to Identify Your MBS Program's Situation

MBS programs can identify with a situation by answering three key questions:

1. How do enterprises' **average toilet sales compare with their market size** (i.e., unserved households)?
2. Are the majority of **enterprises continuing in or exiting** the market?
3. What is the program's depth of **understanding of factors** impacting enterprise profits?

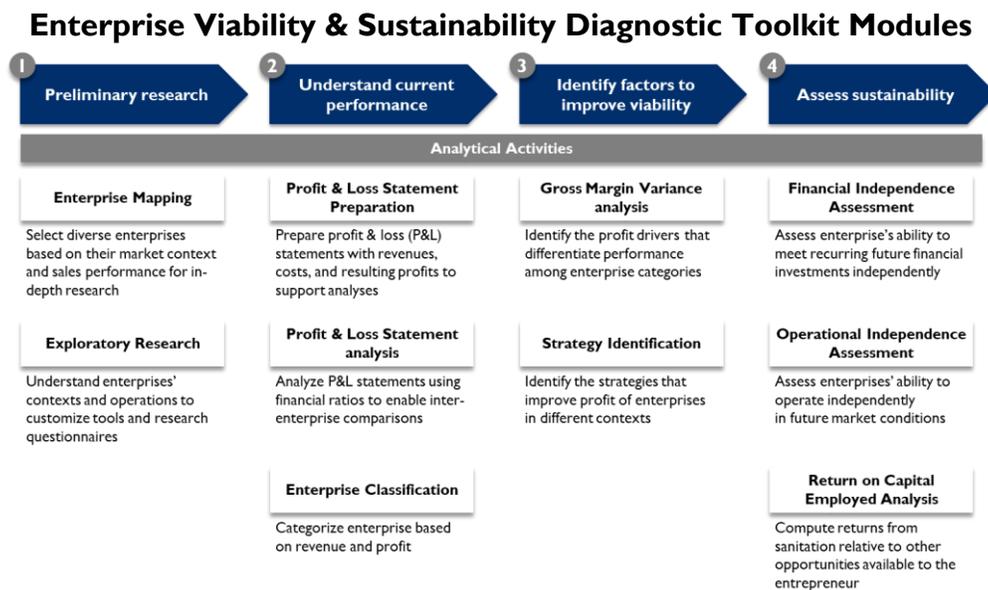


Programs with low average sales, many enterprises exiting, and limited knowledge of profit factors will typically be **'Struggling.'**

Guidance on Priority Modules for Struggling MBS Programs

The toolkit consists of four modules, and as a struggling program, you should focus on:

1. Conducting preliminary research (depending on your understanding of how enterprises track sales & profits)
2. Understanding current performance
3. Identifying factors to improve viability
4. Assessing sustainability



We recommend that you go through all the modules because,

- Understanding current performance and factors to improve viability identifies causes of both variation in enterprise performance and high exit rates, and provides a basis for **remedial measures**
- Ensuring sustainability is critical as the **program approaches its end**
- In-depth viability and sustainability research will require **preparation**

*Note: **Module 1 is optional** if the implementer understands the type of products sold by enterprises and how they track sales and costs. We recommend the exploratory research phase, primarily to **sharpen data collection**.*

Contents of the Modules

<p>Detailed Guidelines to implement each activity that is part of the module</p> 	<p>Sample Templates and Examples for select activities</p> 	<p>Data Requirements for each activity</p> 
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Download the toolkit at globalwater.org