**Sanitation Enterprise Viability and Sustainability Diagnostic Toolkit**

*(Successful – Late-Stage Program)*

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

<table>
<thead>
<tr>
<th><strong>How do enterprises’ average toilet sales compare with their market size</strong> (i.e., unserved households)?</th>
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<tbody>
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<td><strong>Are the majority of enterprises continuing in or exiting the market?</strong></td>
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<td><strong>What is the program’s depth of understanding of factors impacting enterprise profits?</strong></td>
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- **Many entrepreneurs** are active in the sanitation market, and more are entering the market
- Your partners are **present in many districts/counties/communes**
- Entrepreneurs report **medium to high sales** and are satisfied with sales, in general
- Toilet sales are spread uniformly across enterprises
- Enterprises are well-established, with **very low exit rates**
- You are unsure about how enterprises will sustain if the program withdraws support or ends

If these situations are recognizable and relevant to your context, your program needs to **assess and ensure sustainability** after the program ends.

**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 medium to high average sales per enterprise, few exited enterprises, and at least basic knowledge of factors that influence enterprise profits will typically be ‘**Thriving**’ or ‘**Successful.**’
Guidance on Priority Modules for Successful MBS Programs

The toolkit consists of four modules, and as a successful program, sustainability should be your highest priority.

Enterprise Viability & Sustainability Diagnostic Toolkit Modules

We recommend module four for you because,

- **Ensuring sustainability** takes top priority as the program nears its end
- A systemic evaluation of viability factors may not be required as enterprises are already performing well; an exception is the program, or its donor, want to share evidence and lessons with the sector

Contents of the Modules

<table>
<thead>
<tr>
<th>Detailed Guidelines to implement each activity that is part of the module</th>
<th>Sample Templates and Examples for select activities</th>
<th>Data Requirements for each activity</th>
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Download the toolkit at [globalwater.org](http://globalwater.org)