

Service criteria	Sub-criteria	Business model								Scoring
		Transfer station	Franchise (Zoning)	Scheduled desludging	Licensing	Incentivised disposal	Call center	Non-profit	Discreet collection and treatment	
Financial	Business profitability: Does the model increase business profitability of private emptiers?	1	0.5	1	0	1	1	0	1	1: Business model increases business profitability through revenue gains or reduced operational costs
										0.5: Business model likely to increase business profitability through revenue gains or reduced operational costs
										0: Business model does not increase business profitability through revenue gains or reduced operational costs
	Emptying costs/ fees: Does the business model reduce emptying costs to households?	1	0.5	1	0	0.5	0.5	0	0	1: Reduces emptying costs to users of on-site sanitation facilities
										0.5: Likely to reduce emptying costs to users of on-site sanitation facilities
										0: Does not reduce emptying costs to users of on-site sanitation facilities
	Subsidy: Does the design of the business require subsidy/ incentives ?	0.5	0.5	0.5	0.5	0	0.5	0	0.5	1: Support from government or donors is not required for business operations
										0.5: Likely to require support from government or donors for business operations
										0: Support from government or donors is required for business operations
	Cost recovery: Are emptying and transport service providers able to cover their full operating costs due to revenue gains in the form of user charges?	1	1	1	0.5	1	1	0.5	1	1: Full operating costs recovered
										0.5: Most of operating costs recovered
										0: Partial operating costs recovered
Institutional and Legal	Public Private partnership (PPP): Is there a legal and regulatory framework that supports the business model through PPP?	1	1	0.5	1	0.5	1	1	1	1: The legal and regulatory framework that supports the business model exists and is being implemented
										0.5: The legal and regulatory framework that supports the business model exists but not being implemented?
										0: The legal and regulatory framework for the business model does not exist
	Legislation/ regulation: Does the business model require close monitoring of service providers for regulatory compliance?	0.5	0.5	0.5	1	0.5	0.5	0.5	0	1: Business model does not require close monitoring of service providers for regulatory compliance
										0.5: Business model likely to require close monitoring of service providers for regulatory compliance
										0: Business model requires close monitoring of service providers for regulatory compliance
	Functionality of FSM service chain: Does the business model improve functionality of FSM service chain and safeguard interest of multiple stakeholders?	1	0.5	1	0.5	1	0.5	0.5	0.5	1: Business model improves functionality of FSM and safeguards interests of multiple stakeholders
										0.5: Business model partially improves functionality of FSM and safeguards interests of multiple stakeholders
										0: Business model does not improve functionality of FSM and safeguard interests of multiple stakeholders

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Environmental and public health	Environmental protection: Does the business model address environmental pollution issues and concerns?	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	1: There is low risk of environmental pollution associated with business model and technology type 0.5: There is moderate risk of environmental pollution associated with business model and technology type 0: There is high risk of environmental pollution associated with business model and technology type		
		Public health safety: Does the business model address public health safety issues and concerns?	0	0	0	0	0	0	0	0	1: There is low risk to public health safety with respect to business model and technology type 0.5: There is moderate risk to public health safety with respect to business model and technology type 0: There is high risk to public health safety with respect to business model and technology type	
			Adaptability to the local context: Does the business model promote use of emptying and transport technologies that can fully adapt to the local context (Informal settlements)?	1	1	1	0.5	1	1	1	0.5	1: Faecal sludge emptying and transport technologies can fully adapt to the local context (informal settlements) 0.5: Faecal sludge emptying and transport technologies are likely to adapt to the local context (informal settlements) 0: Faecal sludge emptying and transport technologies are not fully adaptable to the local context (informal settlements)
	Responsiveness: Does the business model shorten response time for customers to receive services?			1	1	1	0	0.5	1	1	0.5	1: Short response time for customers to receive emptying services 0.5: Moderate response time for customers to receive emptying services 0: Long response time for customers to receive emptying services
		Mixed technology adoption: Does the business model promote use of mechanised and semi-mechanised emptying and transport technology options?		0.5	0.5	0.5	1	1	1	0.5	1	1: Business model promotes use of both mechanised (Cesspool) and semi-mechanised(Gulper) technology options 0.5: Business model likely to promote use of only one technology option 0: Business model promotes manual emptying practices
			Social	Equity/ Inclusion: Does the business model promote equity or ensure inclusiveness in service provision so as to solve FSM problems in underserved communities and geographic areas where relatively higher need exists?	1	1	1	0	0.5	1	1	0.5
Social stigma: Does the business model address social stigma issues?	0.5				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
	Scalability	Can the business model be fully scaled to other informal settlements within the city?			1	1	1	1	1	1	0.5	0.5

Criteria	Business model								Max score
	Transfer station	Franchise (Zoning)	Scheduled desludging	Licensing	Incentivised disposal	Call center	Non-profit	Discreet collection and treatment	
Financial	3.5	2.5	3.5	1	2.5	3	0.5	2.5	4
Institutional and Legal	2.5	2	2	2.5	2	2	2	1.5	3
Environmental and public health	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	2
Technological	2.5	2.5	2.5	1.5	2.5	3	2.5	2	3
Social	1.5	1.5	1.5	0.5	1	1.5	1.5	1	2
Scalability	1	1	1	1	1	1	0.5	0.5	1
Over all	11.5	10	11	7	9.5	11	7.5	8	15

Criteria	Business model							
	Transfer station	Franchise (Zoning)	Scheduled desludging	Licensing	Incentivised disposal	Call center	Non-profit	Discreet collection and treatment
Financial	88%	63%	88%	25%	63%	75%	13%	63%
Institutional and Legal	83%	67%	67%	83%	67%	67%	67%	50%
Environmental and public health	25%	25%	25%	25%	25%	25%	25%	25%
Technological	83%	83%	83%	50%	83%	100%	83%	67%
Social	75%	75%	75%	25%	50%	75%	75%	50%
Scalability	100%	100%	100%	100%	100%	100%	50%	50%
Over all	77%	67%	73%	47%	63%	73%	50%	53%