

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?	NA	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?	NA	0.5	0.5	0	0.5	0.5	0	0.5	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 ?	NA	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?	NA	1	1	0.5	0.5	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?	NA	1	0.5	1	0.5	1	0.5	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?	NA	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?	NA	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?	NA	0.5	0.5	1	0.5	1	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?	NA	0.5	0.5	0.5	0.5	0.5	0.5	0.5	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
Technological	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)?	NA	0.5	0.5	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?	NA	1	1	0	0.5	1	1	0	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?	NA	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?	NA	1	1	0	0.5	1	1	0	1: Business model promotes equity or ensures inclusiveness in service provision
										0.5: Business model is likely to promote equity or ensure inclusiveness in service provision
										0: Business model does not promotes equity or ensure inclusiveness in service provision
	Social stigma: Does the business model address social stigma issues?	NA	0.5	0.5	0.5	0.5	0.5	0.5	0.5	1: Social stigma associated with provision of emptying services and technology type is low
										0.5: Social stigma associated with provision of emptying services and technology type is moderate
										0: Social stigma associated with provision of emptying services and technology type is high
Scalability	Can the business model be fully scaled to other informal settlements within the city?	NA	1	1	1	1	1	0.5	0.5	1: Business model can be fully scaled and replicated to other informal settlements within the city
										0.5: Business model can be partly scaled and replicated to other informal settlements within the city
										0: Business model cannot be scaled and replicated to other informal settlements within the city

Criteria								Max score
	Franchise (Zoning)	Scheduled desludging	Licensing	Incentivised disposal	Call center	Non-profit	Discreet collection and treatment	
Financial	2.5	3	1	2	3	0.5	3	4
Institutional and Legal	2	2	2.5	2	2	1.5	1.5	3
Environmental and public health	1	1	1.5	1	1.5	1	1	2
Technological	2	2	1.5	2.5	3	2.5	1.5	3
Social	1.5	1.5	0.5	1	1.5	1.5	0.5	2
Scalability	1	1	1	1	1	0.5	0.5	1
Over all	10	10.5	8	9.5	12	7.5	8	15

Criteria							
	Franchise (Zoning)	Scheduled desludging	Licensing	Incentivised disposal	Call center	Non-profit	Discreet collection and treatment
Financial	63%	75%	25%	50%	75%	13%	75%
Institutional and Legal	67%	67%	83%	67%	67%	50%	50%
Environmental and public health	50%	50%	75%	50%	75%	50%	50%
Technological	67%	67%	50%	83%	100%	83%	50%
Social	75%	75%	25%	50%	75%	75%	25%
Scalability	100%	100%	100%	100%	100%	50%	50%
Over all	67%	70%	53%	63%	80%	50%	53%