Participant Handout

MODULE SEVEN: Implementation

Overview of MBS Implementation

This module provides the tools needed to start designing and implementing an MBS program and apply useful concepts from the training, such as human-centered design (HCD), to other types of non-market-based programming. This module aims to provide participants with the skills needed to assess whether integrating market approaches into sanitation activities is the right approach given a specific program, communities supported, and clients.

Module 7 Objectives

As participants in this module, you will:

- Discuss the implications of sequencing, timing, and budgeting for MBS programs
- Evaluate whether MBS is appropriate, given the reality of your program and budget
- Identify how MBS approaches consider sustainability and exit strategy as inherent

Planning for Implementation

Program implementation is about making a program work. This includes who, what, where, and how a program will be set up and run. This module covers seven important program implementation considerations for MBS.

1. Assessment and planning

The very first phase of an MBS program is to determine whether it is appropriate for the context or determine where the approach is more likely to succeed. Brainstorm around all possible risk and success factors. Remember that government policies can create both favorable and unfavorable conditions for MBS. If there are *more* risk factors than success factors, it is a good hint to revisit the feasibility of an MBS program or at least discuss with management (and the donor) the risk factors identified. There are many different considerations and you will rarely, if ever, have all of the information you need to make a confident decision. However, try to assess success or risk factors based on existing data wherever possible.

2. Work planning and sequencing

Plan according to UNICEF's process and remember that some phases can be done at the same time. While all phases are necessary, some of the steps may already have been completed by other projects. A key lesson from previous programs is that the start-up period takes much longer for MBS than for other development programs.

3. Staffing and training

Hiring needs will vary for each project and where it is in the project cycle. However, it is likely MBS will require staff members who have more experience with business, marketing, and demand creation than staff who are accustomed to working with traditional WASH approaches.

4. MBS budgeting and work planning

The cost of implementing an MBS program varies by country, scope, goals, capacity strengthening needs, etc. It is important to note that MBS is typically more expensive than many traditional programs due to the length of time it takes to get started.

Key Budgeting Takeaways from Other Programs

Long Startup Period	Plan for a long startup period, the design phase can take up to two years.
HCD Takes Financial and Human Resources	The most successful HCD initiatives within WASH programs are those that are thoughtfully planned out and realistically budgeted from the very beginning. While the HCD process could be resourced activity-by-activity, it is more practical to explore budgeting options for two applications of HCD in a program: (1) "HCD Sprint" (minimum $50,000), and (2) "Full HCD" (minimum $100,000).
Top Talent	Personnel are vital for the success of MBS. You should plan your budget to provide competitive salaries, especially when considering the different recommended skillsets needed for MBS. You may choose to have full-time sales staff to attract top talent, which has implications for personnel budgeting, but be sure to budget the majority of the staff towards the middle and end of the project when sales will accelerate.
Donor Patience	Having a patient donor is vital. Do not promise to achieve sales early in the project, and be sure to negotiate a lot of time for designing and testing your program at the beginning.
Training Costs	You likely will also need to consider costs for training and capacity building for new skills.
Financing	Consider what type of financing will be part of the program and whether you need to consider funds for subsidies or other costs associated with financing

5. Monitoring and evaluation

Monitoring helps measure whether the processes put into place (resources and activities) are performing as needed to achieve the desired MBS objectives. **Evaluation** measures the achievement of longer-term goals. Evaluations are often conducted before program interventions as a baseline measure of the market and again at the end of a program as an end-line measure. Comparison of these measures allows for measurement of the growth of the market. To measure success, it's important to:

- monitor activities and key process indicators at different levels of the market (business environment, enterprise, and consumer levels
- establish open communication channels with market actors
- evaluate impact of the program on market growth and sustainability.

A well thought-out system for monitoring processes will enable implementers to make routine course corrections, modify interventions and tactics, and set short-term targets.

6. Sustainability and exit strategy

In MBS, sustainability is the likelihood that an enterprise remains viable over an extended period of time (i.e., multiple years) without external, non-market-based support. Sustainability is a long-term goal of any successful MBS program. Dimensions of sustainability incude institutional, financial, functional, equity, and environmental. There are many barriers to sustainability and planning an exit strategy from the earliest stages of the design of a program is important.

7. Checking in on your program

Reflect on whether an MBS program will work for your community.

For more information and resources on MBS, visit:
https://www.fsnnetwork.org/PRO-WASH/Market-Based-Sanitation.

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