

# Case Study: Program Evaluation and Diagnostics

Date of Services: July - November 2024

**SATO**

PART OF **LIXIL**

## At a glance

FLUSH helped USAID and LIXIL's Partnership for Better Living (PBL) project to assess its mid-term progress, particularly evaluating PBL's effectiveness in meeting program targets and making recommendations to improve in the second half of the USAID project.

## Client Testimonial

*"FLUSH led our team through a rigorous evaluation process that helped bring things to light that we didn't anticipate. Through interviewing stakeholders and partners across multiple areas of SATO's work, we were able to understand that our partners didn't fully understand how they could effectively work with the PBL project, and what they could expect from working with us. It also provided a space for partners to share pain points and challenges, and refine how PBL and the broader SATO team can more effectively support supply chain actors and implementing partners."*

Annie Robinson  
Acting Director  
Partnership for Better Living

## ABOUT THE CLIENT

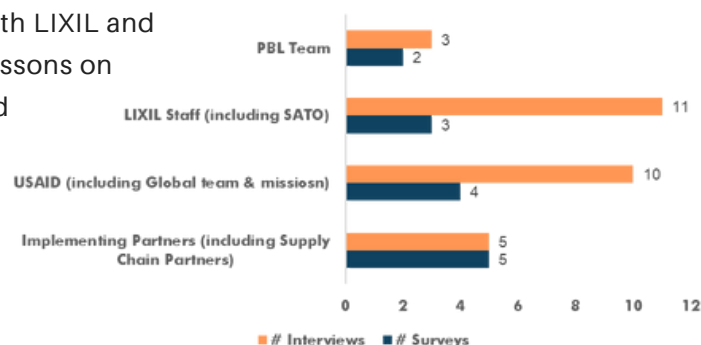
At the time, The Partnership for Better Living (PBL) was a 5-year cooperative agreement between USAID and LIXIL Corporation. PBL's goal was to expand the market for affordable sanitation and hygiene solutions and to improve the availability of its SATO products and the reliability of supply chains for underserved communities in the USAID priority markets. PBL was awarded in 2021, and concluded early in 2025 as part of USAID's restructuring.

## CHALLENGE

The Partnership for Better Living (PBL) needed an independent evaluation to assess progress, effectiveness, and challenges at the midterm of PBL's 5-year project. With ambitious targets to reach more than 2 million people, PBL required critical analysis of their prioritized activities in market research, supply chain development, and partnership effectiveness to determine if the program was on track and to identify necessary adjustments for the remaining project period.

## SOLUTION

FLUSH implemented a comprehensive four-phase evaluation methodology to assess PBL's effectiveness. After conducting an extensive desk review, a quantitative survey, and dozens of stakeholder interviews, the evaluation revealed critical insights. FLUSH's evaluation highlighted the challenge this unique, private-sector led program had in clearly communicating its core program objectives, and the need for clarity about SATO's overall business model and approach to market entry, supply chain development, and partnership opportunities. FLUSH's recommendations led to in-depth discussions within both LIXIL and USAID, and yielded lessons on how private-sector led projects can be shaped, communicated, and accelerated.



## FLUSH'S CASE TEAM

Kimberly Worsham, MIWM, MPA

Prince Antwi-Agyei, PhD

**FLUSH**



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