

TOOL: KEY INFORMANT INTERVIEW TEMPLATE – KNOWLEDGE AND TRAINING INSTITUTES

SANITATION AND HYGIENE HUMAN RESOURCE CAPACITY NEEDS ASSESSMENT TOOLKIT

EXAMPLE OF A KEY INFORMANT INTERVIEW SCRIPT: KNOWLEDGE AND TRAINING INSTITUTE

~ 10 min	<p>Introduction</p> <ol style="list-style-type: none"> 1. Thank interviewee for their time. 2. Briefly introduce yourself and the capacity assessment: <ol style="list-style-type: none"> a. Who are you b. Who are you working for c. What project is the capacity assessment part of d. What is the aim e. What will be done to achieve that aim 3. Inform your interviewee about confidentiality and anonymity. For example: <ol style="list-style-type: none"> a. The data will be collected and stored without identifying information. b. The interviewees' answers will not be published separately, but will be used together with other interviews, desk review, and country case studies for analysis. Permission will be sought by the consultant for use of quotes in the report. c. The interviewee will be acknowledged as a Key Informant in the Annex of the report, unless explicit anonymity is requested. Ask if they would like to remain anonymous. d. Ask for approval to record this interview for proper transcription. The recording will be deleted immediately upon finalization of the analysis. 4. Explain direction and length of interview. For example: <ol style="list-style-type: none"> a. In this interview, we will dive into sections to gain an understanding of the capacity gaps in X sector, understand different modalities for X sectors' capacity development and their contribution to needed human capital, and understand the barriers and incentives (at all levels) to access, recruit, and retain existing workforce capacity. b. The interview will take xxx minutes. Request if that is in fact the time the interviewee has available. 5. Ask the interviewee if they have any questions.
~10–15 min	<p>Introductory question to gain Context Descriptors—tell me about yourself (your organization, the region of focus of your organization, the experience you yourself have working X country, your expertise in workforce/capacity development, rural, and urban).</p>
	<p>Human Resource Demand</p> <p>Transition—I would like to spend some time speaking with you about your knowledge on the future HR demand (i.e., the expected HR needs of the future). (Keep list of functions ready.)</p> <ol style="list-style-type: none"> a. Across all functions – policy to research/design to implement (mobilize construct and O&M) to deliver sanitation and hygiene for all, what type of HRs are needed? And with what competencies? How is that different for remote, rural-on-road, rural mixed, and urban? (<i>Functions and definitions for rural remote, rural-on-road, rural mixed and urban to be provided to respondent.</i>) b. If you would have to estimate, what is the percentage of these functions are dependent on informal workforce, volunteers (non-remunerated), or untrained (e.g., households)? <i>Probe for evidence from different parts of the country.</i> c. What are cross-sectoral HR dynamics for those working in sanitation and hygiene (e.g., health sector staff performing hygiene promotion; education sector taking responsibility to implement WASH in schools)? d. What are the trends impacting sanitation and hygiene sector capacity? And how will this change the competencies/types of professions/numbers of personnel needed? <ol style="list-style-type: none"> i. Probe for status and challenges affecting sustainability of sanitation and hygiene for all.

EXAMPLE OF A KEY INFORMANT INTERVIEW SCRIPT: KNOWLEDGE AND TRAINING INSTITUTE

- ii. Probe for understanding trends beyond the sector as well (e.g., broader labor market, employment, urbanization, and climate change) and what the impacts are on the demand now and in the future.

Gaps

Transition—so now that we have a broad understanding of what we expect our future HR demand to look like, we understand our current challenges and future trends, and have a rough understanding of the current HR capacity.

- a. What is the overall scale of HR shortages, and then in each function (use Global Analysis and Assessment of Drinking Water and Sanitation [GLAAS] percentages—we have below 50% of what is needed, between 51–74% of what is needed, between 75–94% of what is needed, or 95% or more)? Probe to understand the scale of the gap and if it is missing in sector.
- b. What are typical jobs within those functions that the sector is missing? How is this different for rural remote, rural-on-road, rural mixed, and urban areas?
- c. What are the vacancies that remain unfilled?
- d. What are the competencies that are missing (knowledge/technical/functional skills) across the functions?
- e. Reviewing the trends, what are the competencies that need to be prioritized?

Human Resource Supply/Modalities of Capacity Development for Sanitation and Hygiene

- a. Who delivers the education for sanitation and hygiene
- b. Where does the largest proportion of professionals get their education?
- c. Which organizations/institutes are focused on supporting capacity development? How is this different for rural remote, rural-on-road, rural mixed, and urban?
- d. Who are addressed in these capacity development efforts? *Probe if volunteers/non-rewarded/untrained have access to training.*
- e. What is the role that the various educational/training institutes play? How do you see collaboration? *Probe to understand the regional collaboration & differences.*
- f. How are they responding to sanitation and hygiene sector needs?
- g. What are the gaps and challenges that training institutions face?
- h. What are examples within and beyond your organization that are success cases in developing and sustaining HR capacity?
- i. What were the key success factors of sustainable capacity development? How did that work/initiative sustain itself?

Barriers and incentives to attract, recruit, and retain professionals (optional depending on background/work experience)

- a. What are barriers the sector has to address in addressing the identified capacity gap? *Probe to understand barriers at four levels—sector institutions & enabling environment, organizational, individual, and society.*
- b. To what extent are the HR and/or capacity strengthening actions of Development Partners (DPs) aligned with government and programs? *Probe for examples where it is/is not working and why.*
- c. What barriers do different types of organizations face to attract professionals (e.g., competition and location of work)? *Probe for evidence.*
- d. What challenges do organizations face in retaining staff and why?
- e. What are individual barriers to enter the sanitation sector? *Probe for evidence.*
- f. What are larger societal factors influencing the sanitation profession? *Probe for evidence/examples.*
- g. Optional: What are common career pathways for sanitation professionals such as yourself? *Probe for illustrative example of him/herself and for an example of different professionals in different settings.*
- h. What are examples of programs/initiatives that have enabled the environment for developing jobs and capacities in the sanitation and/or hygiene sector? (e.g., What can we learn from other sectors?)
- i. What are incentives implemented or activities that sector actors have done to attract HR?
- j. What are opportunities for organizations/sectors to increase HR capacity?
- k. How can we overcome individual barriers that people may face to enter the sanitation and hygiene professions?
- l. How can we overcome societal barriers for professionals to enter the sector?

Actions

- a. What capacity gap needs to be addressed immediately?

EXAMPLE OF A KEY INFORMANT INTERVIEW SCRIPT: KNOWLEDGE AND TRAINING INSTITUTE

- b. What opportunities/initiatives/actions are you aware of that address workforce capacity in sanitation/hygiene?
- c. What initiatives/actions are you aware of that are addressing workforce capacity issues in other sectors? *Probe for evidence of why those are working and whether this can be applied to sanitation and hygiene.*
- d. What actions can the sector focus on to address the gaps? What would be the conditions for success? *Probe for actions at the four levels: sector institutions & enabling environment, organizational level, individual level, and societal level. Probe for adaptive actions and transformative actions.*
- e. What role can your organization play in addressing the workforce capacity issues in sanitation and hygiene?

Conclusion

1. Thank respondent for their time.
2. Tell the respondent they are welcome to contact you for further information. Inform them about what will happen next and how they will be informed about the progress (e.g., they will receive the output and they will be recognized in the list of Key Informants). Ask permission for use of the respondents' name in the report.

March 2024

This resource is made possible by the support of the American People through the United States Agency for International Development (USAID). The author's views expressed in this report do not necessarily reflect the views of USAID or the United States Government.