

TOOL: KEY INFORMANT INTERVIEW TEMPLATE – EMPLOYERS

SANITATION AND HYGIENE HUMAN RESOURCE CAPACITY NEEDS ASSESSMENT TOOLKIT

It is advised to include both Technical Managers and HR managers/personnel in these interviews. To triangulate the data collection and validate findings further, consider organizing a focus group discussion with staff members.

EXAMPLE OF A KEY INFORMANT INTERVIEW SCRIPT EMPLOYER

~ 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 b. The interviewees' answers will not be published separately, but will be used together with other interviews, desk review, and country case studies for analysis.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 in X country/region/locality, your expertise in workforce/capacity development, rural, and urban).</p>
15 – 60 min	<ol style="list-style-type: none"> 1. Reviewing the list of functions: What function(s) is your organization responsible for? And (if relevant) for what area (population and geography) is your organization responsible? 2. Which actors fulfill the other functions in your geographic area? Are there gaps in actors who take responsibility for any of the functions? If so, why? 3. Are hygiene and sanitation both addressed by your organization? (and are there specific jobs for these sectors, or are roles combined with others). <ol style="list-style-type: none"> a. If combined, how much time is spent on sanitation? b. How much on hygiene? c. Are there reasons for this? 4. Does your organization have the right numbers and competencies (skills, knowledge, ability) required to deliver on its responsibilities across the geographical area and population? <ul style="list-style-type: none"> • if yes, how has your organization managed to achieve this? • if no, could you provide an indicative % of how many staff you are short off? (e.g. is it less than 10%, 25%, more than 50%). Where is the shortage highest geographically? Why?

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	<ul style="list-style-type: none"> • if no, what could be the cause(s) of the capacity gap? (This should help flag shortages in staff, workload and/or time availability challenges, gaps related to staff attitudes, organizational capacity constraints (e.g., lack of materials, equipment, finances, etc.), attrition, or turnover.) • if no, how do you manage this situation? (e.g., possible strategies: partnering with others, stimulating private sector engagement, involvement of volunteers.) <ol style="list-style-type: none"> 5. What job positions do you have? (describe titles and rough responsibilities)? (<i>How many?</i>) 6. What is the composition of your workforce? (E.g., gender (across regular staff and management, and by types of job) (level of) education, age.) 7. Are there standards on employment ratio per population? Are you meeting that ratio? 8. Are there vacancies that are difficult to fill/remains unfilled? Why? 9. Are there gaps in competencies present? [<i>probe for what skills, knowledge, abilities or attitudes are missing?</i>] <ol style="list-style-type: none"> a. In light of upcoming future trends, plans etc., what skills, knowledge, attitudes or even jobs will become important? [<i>Also record the trends and plans</i>] 10. How are you planning for these new jobs/ skills? <ol style="list-style-type: none"> a. How do you work as an organization with other organizations to communicate your needs to the education/capacity development sector? b. (How) are you planning for internal development of staff's capacity? 11. What are key institutions involved in training, skills development, and sector capacity strengthening that your staff members (have) benefit(ed) from (include those beyond education only)? [<i>probe for internal and external capacity development</i>] <ol style="list-style-type: none"> a. Is there equal access for your staff to capacity development? b. How do the initiatives respond to your needs as an organization? 12. Are there career pathways for the staff? <ol style="list-style-type: none"> a. Internally in your organization b. Where do people move on to, after working in your organization? Is there a career path for any of the jobs? (provide an example) 13. In general, in your context, what are barriers to attract, recruit, retain, or promote HR in sanitation and/or hygiene? [<i>probe for rural, urban, youth, gender, marginalized populations, and address barriers at the four levels of capacity (sector institutions and enabling environment, organizational, individual or societal level)</i>]
60-70 min	<p>Actions</p> <ol style="list-style-type: none"> 1. What capacity gap(s) need(s) to be addressed immediately? 2. What opportunities/initiatives/actions are you aware of that address the workforce in sanitation/hygiene internally and/or at sub-national level? 3. What initiatives/actions are you aware of that are addressing workforce capacity issues in other sectors? [<i>Probe for evidence of why those are working and whether this can be applied to sanitation and hygiene.</i>] 4. What actions can the sector focus on to address the gaps? What would be the conditions for success? <i>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.</i> 5. What role can your organization play in addressing the workforce capacity issues in sanitation and hygiene?
70-75 min	<p>Conclusion</p> <ol style="list-style-type: none"> 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.
Staff Group (optional)	<p>Focus Group Discussion (separate from the managers)</p> <ol style="list-style-type: none"> a. What is your position and what have been your career paths to get into this position? (everyone can draw it and hang it up). <ol style="list-style-type: none"> a. [<i>probe: If attracted from other sector, how did the organization manage to attract you?</i>] b. [<i>probe: Are your positions temporary or permanent?</i>] c. [<i>probe: what is the education you received prior to coming to this job</i>] b. What were your motivations to apply for this position and this organization?

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- c. Were you readily able to perform the duties you had to fulfill? *[probe why/what level of training you needed to do your work?]*
- d. Are you currently able to perform the duties you have to fulfill?
 - a. What is enabling you to perform your duties? *[probe all 4 levels of capacity – sector institutions and enabling environment, organizational, individual, society].*
 - b. What is/are the barrier(s) for you to perform your duties? *probe all 4 levels of capacity – sector institutions and enabling environment, organizational, individual, society].*
- e. What are skills/ knowledge areas you deem important for your job in the future? Are there plans to develop yourself professionally to meet those demands and if so through what?
- f. Do you wish to continue to work in sanitation/hygiene? Why/why not?
 - a. *[probe: is there a clear path for you to follow?]*

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