

Capacity Assessment Role Play

These cards are designed to be used in CAWST Lesson Plan: Capacity Development (LPD). This lesson can be found in CAWST's Latrine Program Design Trainer Manual.

The purpose of the activity is to conduct a capacity assessment of masons and a sanitation business. One group is the masons and the other group is the sanitation business. Both groups will play the role of consultants conducting a capacity assessment. A consultant pairs with a mason or an individual from the sanitation business and interviews them to identify their capacity needs. After the interviews, consultants regroup and discuss their findings.

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Stakeholder group: The masons

<p>Mason 1</p>	<p>I've been a mason for over 10 years and building latrines for 5 years. I was trained by a sanitation program 5 years ago on technical skills. Back then, we did not have to promote our services; promotion was done by community agents. Now that the program is finished, I have to market my own services. My sales have decreased because people don't necessarily trust my intentions. They also don't necessarily see the value of my work, so they try to lower the price or don't pay me on time. Most of my customers are happy, but I've had a few conflicts that were difficult to resolve. The customer did not want to pay me. I didn't know what to do. I can't afford to work for free. I'm also concerned that it will be harder to work in the sanitation sector; there are so many new design regulations. I can't keep up with the changes, and I don't want to be fined by the government.</p> <p>I work long hours; it is hard for me to attend formal training sessions. I do not want to miss work for training.</p>
<p>Mason 2</p>	<p>I've been a mason for over 5 years. I was trained by a sanitation program 5 years ago on technical skills. Back then, we did not have to promote our services; promotion was done by community agents. Now that the program is finished, I have to market my own services. My sales have decreased because people don't necessarily trust my intentions. They also don't necessarily see the value of my work, so they try to lower the price or don't pay me on time. I would like to provide more latrine options that are adapted to households' needs, but I generally stick to what I know. And let's be honest, households don't really know what they want.</p> <p>I do not think I need any training, I have lots of experience, and I know best.</p>
<p>Mason 3</p>	<p>I've been a mason for over 5 years. I was trained by a sanitation program 5 years ago on technical skills. Back then, we did not have to promote our services; promotion was done by community agents. Now that the program is finished, I have to market my own services. My sales have decreased because people don't necessarily trust my intentions. They also don't necessarily see the value of my work, so they try to lower the price or don't pay me on time. People around me have told me I need to improve my marketing, but I can't be bothered. I'd rather focus on providing services that are in high demand, such as the construction of houses and public facilities. I'm also concerned that it will be harder to work in the sanitation sector; there are so many new design regulations. I can't keep up with the changes, and I don't want to be fined by the government.</p>

<p>Mason 4</p>	<p>I've been a mason for just 1 year. I was mentored by a relative. I'm not very good at getting new customers because people don't necessarily trust my intentions. They also don't see the value of my work, so they try to lower the price or don't pay me on time. I would like to provide more latrine options that are adapted to households' needs, but I generally stick to what I know. I don't understand what households want, and I don't think they know either.</p> <p>Most of my latrines have been of good quality, but a few have collapsed, and I have had to rebuild those latrines free of charge. Thankfully, no one got hurt.</p> <p>I am very embarrassed about my education; I did not finish school and only read at a first-grade level.</p>
<p>Mason 5</p>	<p>I've been a mason for 3 years. I was mentored by a relative and went to a vocational school for masonry. Most of my latrines have been of good quality, but a few have collapsed, and I have had to rebuild those latrines free of charge. Thankfully, no one got hurt. But those households were very unhappy. I wasn't sure how to resolve the issue apart from rebuilding the latrine. I'm scared the households will tell others that my work was not of good quality. They would be lying; I do good quality work. The latrines collapsed because of unstable soil.</p> <p>I work long hours; it is hard for me to attend formal training sessions. I do not want to miss work for training.</p>

Stakeholder group: Sanitation Business

<p>Business Owner/Director</p>	<p>I started a sanitation business that focuses on manufacturing slabs and building latrines. I used to work on my own, but over the past 5 years, my business has grown. We have 20 people working in the business now. I am the director. It's been challenging—I've always done manual labour, and now I'm a director of a business.</p> <p>I want to keep growing the business, but I know I need to understand how the new sanitation policy will affect our operations. The government wants us to provide evidence that we are doing good work, but I told them we will not spend money on monitoring and evaluation. We do good work, and we know we do.</p> <p>I think the best way for new workers to learn is through on-the-job experience. Training days cost too much money and are a waste of time.</p>
<p>Bookkeeper</p>	<p>This is my first job. I'm related to the owner of the business and was put in charge of bookkeeping. I did an online course to learn the basics of bookkeeping, but I'm not sure I'm doing it the best way. The work is challenging—when we do the budget at the end of the year, nothing adds up. I wish I was provided with a bit more guidance and mentorship. My supervisor doesn't have time to mentor me, at least that is what my supervisor says. I have a lot of responsibility, and I have no one to help me and no way to improve my bookkeeping skills</p>
<p>Human Resources</p>	<p>I am in charge of human resources (HR). I have worked for various organizations both in government and private companies. I've been at this business for 1 year. Overall, the business is doing good, but it could be a lot better. As we grow, we really need to think about our finances. We currently only have one bookkeeper, and that person is underqualified. We should be providing professional development opportunities, but we don't have a policy on staff training and retention. We prefer to provide short-term contracts to fill in gaps when needed.</p>

<p>Factory Worker</p>	<p>I work at the factory. I manufacture slabs. I am good at my job and mentor new workers at the factory. I ensure quality control. I actually have a lot of responsibilities, but I am not paid well for what I do. I get paid the same as a new worker. I've tried to mention this to human resources (HR), but they say we don't have the budget to increase salaries. I would like to talk to the director about my pay; I feel like the director might have a better understanding of my job. However, the director is always busy, and it feels impossible to say anything.</p>
<p>Female Admin</p>	<p>I am an admin worker. I help with whatever is needed. That is what I was hired to do—provide support however I can. While not the most efficient way to manage the business, it's the system we have in place. I'm frustrated that I am payed the least amount at the business despite having qualifications to do this job. I feel like I'm treated differently because I am a woman. The director often sees me as their secretary, but that is not my role. I end up working two jobs and working long hours without being paid extra. I'm too scared to say anything, though. My comments would not be well-received, and I would likely be fired.</p> <p>I am worried that I will be singled out in any training sessions because I am a woman, and that possibility makes me very uncomfortable.</p>

Cheat Sheet for trainer: Capacity needs of the masons and sanitation business.

	Mason 1	Mason 2	Mason 3	Mason 4	Mason 5
Capacity needs	Marketing	Marketing	Marketing	Marketing	Conflict resolution
	Conflict resolution	Understanding user preference	Understanding design regulations	Understanding user preference	Masonry skills
	Understanding design regulations	Understanding design regulations	No desire to improve work quality	Masonry skills	No desire to improve work quality
	Potential barrier to capacity development: lack of time	Potential barrier to capacity development: attitude	Potential barrier to capacity development: attitude	Potential barrier to capacity development: reading level	Potential barrier to capacity development: lack of time

	Business Owner/Director	Bookkeeper	Human Resources	Factory Worker	Female Admin
Capacity needs	Policy	Financial management	Financial management	Monitoring and evaluation (“no chance to give feedback to leadership”)	Low pay (Human Resource needs)
	Monitoring and evaluation (“I am the director, and I know best”)	Project management	Training staff	Training staff	Leadership
	Leadership	Leadership	Project management	Low pay (Human Resource needs)	Gender equality
	Potential barrier to capacity development: attitude	Potential barrier to capacity development: base skill level	Potential barrier to capacity development: high staff turnover		Potential barrier to capacity development: gender