Sanitation Marketing Toolkit

Latrine Production and Installation Training

Facilitator's Guide

wsp water and sanitation program

psi Laos

CONTENTS

Facilitation Guidelines

LEARNING GOALS

LEARNING GOALS

Participants will learn how to produce a high quality, desirable pour-flush latrine that delivers maximum health benefits, durability, and attractiveness at an affordable price.

LEARNING OBJECTIVES

By training sanitation entrepreneurs in the modules included in this Guide, participants will:

1. Be able to produce latrine products and services at prices that responds to the demands of the market
2. Deliver the latrine products in a way that prevents damage
3. Install latrine products in a way that prevents damage and groundwater contamination

TRAINING PHILOSOPHY

The learning activities in this training are designed to be hands-on, with the aim of allowing "learning by doing" by participants to set them up for successful learning. As new businesses are often recruited one at a time in SanMark implementation, this training has been designed to be implemented with participants from a single business. The training has also been designed to take place "on-site" at their place of business to maximize training time effectively and efficiently, and to ensure that the training is relevant for the business owner. The training will take place in short sessions over three days to respect participants' time with the understanding that they are trying to run a business. Business owners, as well as any laborers that will participate in the production, delivery, and installation of pour-flush latrines should take part in this training.

Training facilitators should guide participants through the activities, acting as coaches while the participants do all of the hands-on work. In order to increase the probability that the participants will be motivated to learn the information, new information is given in small doses and buy-in is accomplished by building upon what they already know from their personal experiences.

Since there is a good possibility that the participants already have some of the information, the focus of the learning activities is to draw the information from them, with additional enhancements made by the facilitator as needed. This may include prompting them with questions that will help them discover the correct or complete answer. Or, it may involve having them review reference pages in the **Manual for the Production and Installation of Pour-Flush Latrines** to try to discover the answers themselves.

ADULT LEARNING THEORY

When facilitating this training, it is important to remember the audience. Trainees will be adults, likely with years of professional experience in business management and ownership. They will have a lifetime of personal experiences behind them that will inform how they evaluate, retain, and use the information provided to them in training.

Adult learning theory is based on this understanding—that adults learn differently than children and adolescents. It is based on several principles that can be applied to the way this training is conducted:

1. **Adults are independent learners.**
   Application: Encourage active participation and incorporate this into the training design. Build on the participants' own experiences by frequently asking for input and sharing.

2. **Adults are self-directed.**
   Application: Use exploratory exercises that allow participants to discover their own answers. Ask questions frequently to encourage active thinking, problem solving and decision making.

3. **Adults learn for now.**
   Application: Teach only relevant skills that apply directly to the participants and that participants can begin using immediately. Make objectives clear at the beginning to communicate the relevance of the training.

4. **Adults learn from trainers and from others.**
   Application: Use participatory activities and draw on participants' experiences, to encourage learning from each other and sharing ideas.

5. **Adults fear failure.**
   Application: Create a safe environment where participants feel free to express themselves without risking criticism.

6. **Adults question the need to learn.**
   Application: Teach only relevant skills and allow participants to apply their new skills through role-playing and practical experience.

7. **Adults learn by listening to others and also sharing their own knowledge.**
   Application: Use participatory activities and build on participants' experiences. For example, ask participants to provide examples when explanation is needed, instead of providing hypothetical examples.

8. **Adults have varied experiences.**
   Application: Link new knowledge to old knowledge and build on learners' experiences.

KEY POINTS WORTH REPEATING

1. Training is for the benefit of the participant. It is intended to build the skills needed to meet their maximum potential as a latrine business. Giving full participation and effort can help them earn more money and expand their business.

2. The **Manual for the Production and Installation of Pour-Flush Latrines** contains all of the information and tools used during the training. Participants are expected to use them regularly in the strategic planning and daily operations of their business.

3. Word of mouth is the most important form of advertisement. Happy customers will tell their friends and you will get more business. Unhappy customers will tell everyone and you will get no business!

4. No matter how well you produce your latrine product, if you don't manage the business side of things well, you will not succeed. You need a good product, good customer service, good recordkeeping, affordable prices, an active sales and marketing team, and good business management skills to reach your highest potential. Refer to the **Business Skills for Latrine Entrepreneurs, Participant's Manual** and the **Latrine Entrepreneur Operations Manual** for more guidance and information on this.

TIMING

Although times given in the following training modules and agenda, you should not allow time spent on one session to run over into the time allotted for the next session. But facilitators will develop their own flow, and times may vary slightly, especially when it comes to drying time for concrete in the rainy season versus the dry season. However, make sure that all activities are completed by the participants.

1. Timing throughout the day is very critical. Wear a watch so that you can keep track of your time.

2. Each section of the training has a specific duration, so it will be very important to open and close each activity in accordance with the agenda.

3. Lunch breaks should be one hour long and included in the agenda. The location should be close by, and the service should be efficient so that all participants can be back to the training facility within one hour.

4. Ten- or fifteen-minute breaks should be given every hour, in order to keep the participants awake and energized. It may be hot outside when completing the construction activities, so be sure to offer cold water and refreshing drinks during the breaks.

5. Make sure to tell the participants exactly when to return from their breaks.

CREATING A SENSE OF TRUST AND EASE

1. Recognize the expertise of trainees. Learn from them by asking them to show you around their business facility and explain their product portfolio, equipment, labor, pricing, etc. Whatever they want to share. Listen and ask insightful questions to learn more about them. This will create a more collaborative learning environment for the participants and facilitators.

2. Ask people at the breaks how the training is going. This contact encourages individuals who were silent before to have the confidence to participate openly in class discussions. This may be because the one-on-one contact gives the individuals the sense that you really care about their satisfaction and success in the program.

ASSIGNING AN ACTIVITY

1. Remember to model an activity, when possible, before having the participant do it, in order to set them up for success.

2. When assigning either an activity, indicate how long they have to complete the assignment.

CHECKING FOR COMPREHENSION

1. With an activity-based training like this one, it is important that you ensure participants understand *why* they are practicing a certain skill or method. You can do this by asking skilled questions during the breaks or during an activity ("So what makes this mixing ratio better than others? Why do you think it's important to dig the pit at least 15 meters away from the nearest water source?").

2. Always use pre-tests and post-tests (Annex A) to evaluate the effectiveness of training based on the learning goals. The information should be used to decide what kind of ongoing support is needed post-training, and to improve the training for next time.

How to Use Pre-Tests and Post-Tests

Distribute pre-test to participants.

Explain the purpose of the pre-test and the amount of time they have to complete the test. Ensure that the participants work independently on this test.

Collect the test once they are completed and keep them in a safe place to compare with post-tests at the end of the training.

DEBRIEFING ACTIVITIES

It is important to give participants an opportunity to ask final questions and to solidify what they learned from activities. After each activity, be sure to facilitate a structured discussion around the activity and what the participants learned, and what questions might remain.

RESPONDING TO PARTICIPANT QUESTIONS

Given the choice between participants who never ask any questions and participants who ask a lot of questions, the latter is better. The fact that they have questions indicates that they are highly interested in the topic—and that's a good thing!

1. When participants ask a question, give them the opportunity to answer the question themselves. They are much more likely to remember the answer when they work it out themselves. Give them prompts to help them find the answer if they are struggling.

2. Remember to summarize and/or validate the correct answer after receiving the answer from another participant. If you don't provide a summary or validation, it may give the appearance that you are deferring the question because you don't know the answer--rather than because it is an excellent training technique.

3. There may be times when you have a sense that the questioner already has an answer for his or her own question. In that case, ask what the questioner thinks. This can provide good validation for the participant.

4. Do not feel that you must answer a question to the complete satisfaction of the questioner. Some questioners may never be satisfied--in fact, they may intend to distract or argue with you, which can unnecessarily tie up a lot of precious time.

5. It is also perfectly acceptable to tell participants if you do not know the answer. This may be especially true for complex environmental health and safety questions, or questions related to the engineering of the product. Just make sure to note the question down and promise to provide an answer once you have had an opportunity to research the issue.

INTRODUCING THE TRAINING

It's important to start every training with an introduction that accomplishes four things:

1. Explains to participants why they're there. This may seem obvious, but saying this aloud makes sure that participants understand what they will get from the training (so they are more invested and engaged), and sets the expectations (so everyone is on the same page).
2. Explains the rules of the training, including expectations around attendance and participation.
3. Explains how the training will be organized. This will help everyone manage their time together.
4. Introduce the tools trainees will be using during the training, including the **Manual for the Production and Installation of Pour-Flush Latrines**. This will help participants become familiar with these tools and save time in the rest of the training.

The introduction could take up to **30 minutes**, depending on the length of the training and the number of topics covered.

Materials for the introduction include:

- Flipchart paper
- Markers
- Tape
- **Manual for the Production and Installation of Pour-Flush Latrines**

WHY YOU'RE HERE

Lead a brief discussion asking participants why they are here, and what they expect from the training.

Emphasize that the training is for the participants' benefit only. It is to give them the skills they need to reach their maximum potential as a latrine business, so that they can earn the following benefits:

- Earn more money
- Develop new skills

- Expand their business (geographically and products offered)
- Meet minimum standards
- Help their communities

RULES OF THE ROAD

Facilitate the group to come up with a list of rules for the training, ensuring that the following are included, in addition to others added by the participants:

- Be here 100%
- Participate actively
- Be on time
- Keep your cellphones on silent
- Practice safety and responsibility (re: production and installation practice)

Attendance policy: Participants who know that they will not be able to attend the entire duration of training should not participate at all.

OBJECTIVE AND AGENDA

Post a flipchart paper somewhere visible with the objective of the training written on it. Read it aloud and discuss what this means with the participants.

Point out the agenda (sample below). Read through it and explain how you will keep time, and ask the participants to also help you keep on track.

Day One

	Topic	**Time**
1	Pre-test	8:30-8:45am
2	Introduction	8:45-9:15am
3	Moulds and Tools Needed for Latrine Production	9:15am-9:25am
	Coffee Break	9:25-9:35am
4	Procedures for Concrete Ring Production	9:35-10:45am
	Coffee Break	10:45-10:55pm
5	Procedures for Concrete Slab Production	10:55-12:15pm
	Lunch Break & Day 1 Closing	12:15pm

Day Two

	Topic	Time
1	Finalizing Ring Production	8:30-9:00am
2	Remove Slab and Mould and Place Tiles	9:00-10:10am
	Coffee Break & Day Two Closing	10:10-10:20am

Day Three

	Topic	Time
1	Latrine Delivery	8:30-9:40am
2	Latrine Installation	9:40-10:50am
3	**Closing of Training**	10:50am

MANUAL FOR THE PRODUCTION AND INSTALLATION OF POUR-FLUSH LATRINES

Introduce trainees to the **Manual for the Production and Installation of Pour-Flush Latrines**.

Explain that the manual contains all of the information you will learn during the training. Give participants a few minutes to explore the manual and get familiar with its contents.

The trainees will keep this after the training so that they can use it as a reference in their daily operations.

Reviewing Material

Giving a review of material previously learned may also be appropriate in an introduction, especially if the material will be built on during the training. For example, the introduction on the second day of a training may include activities or discussions of what was learned on day one. Trainers should reference previously learned material—even if it was learned in a training given several months ago—to help reinforce the material in the minds of the participants.

CLOSING THE TRAINING

Giving a proper closing at the end of each day or session of training is equally as important as a proper introduction. It gives trainees closure, helps to reinforce key points, and lets trainees know what is expected of them after the training.

A good closing includes the following components:

1. An opportunity for trainees to give valuable feedback on the training, and for trainers to give feedback on how the trainees performed during the training.
2. Motivation to use the skills learned, and to continue growing their businesses. *Show* them how these skills will benefit their businesses using the ROI Calculator (Annex B). This component is most appropriate on the final day of training.
3. A review of key points to ensure that they are fresh in the trainees' minds when they leave.
4. A review of any difficult material one more time, and an opportunity for trainees to ask questions about anything that they didn't understand or want to clarify.
5. Discussion of next steps. This will include monitoring and follow up by the trainer or another agency, and the agenda for the next day of training if training will continue.

FEEDBACK

Give feedback on the overall performance of the participant in the training. Cover all main aspects of training. Keep all feedback positive. If participants did not perform well in one aspect of the training, remind them of the key points, and encourage participants to keep practicing the skill.

Give participants an opportunity to give honest feedback on the training. Note down any suggestions for improvement on a flipchart to make them feel heard.

MOTIVATION

Look at the ROI calculator with enterprises, using participants' sales goals.

NEXT STEPS

Explain that in addition to field visits and phone calls, there are a couple of ways that you will be tracking how well enterprise owners are meeting the standards they've been trained in:

- Monthly reports (Annex C)
- Quality Assurance Audits (Annex D)
- Customer feedback (reported through sales agents and village chiefs)

Show the enterprise owners the monthly reports and QA Audits so that they understand how they will be assessed.

Emphasize that these tools are meant to support the enterprises in addressing any problems or weaknesses so that they may reach their maximum potential as a latrine business.

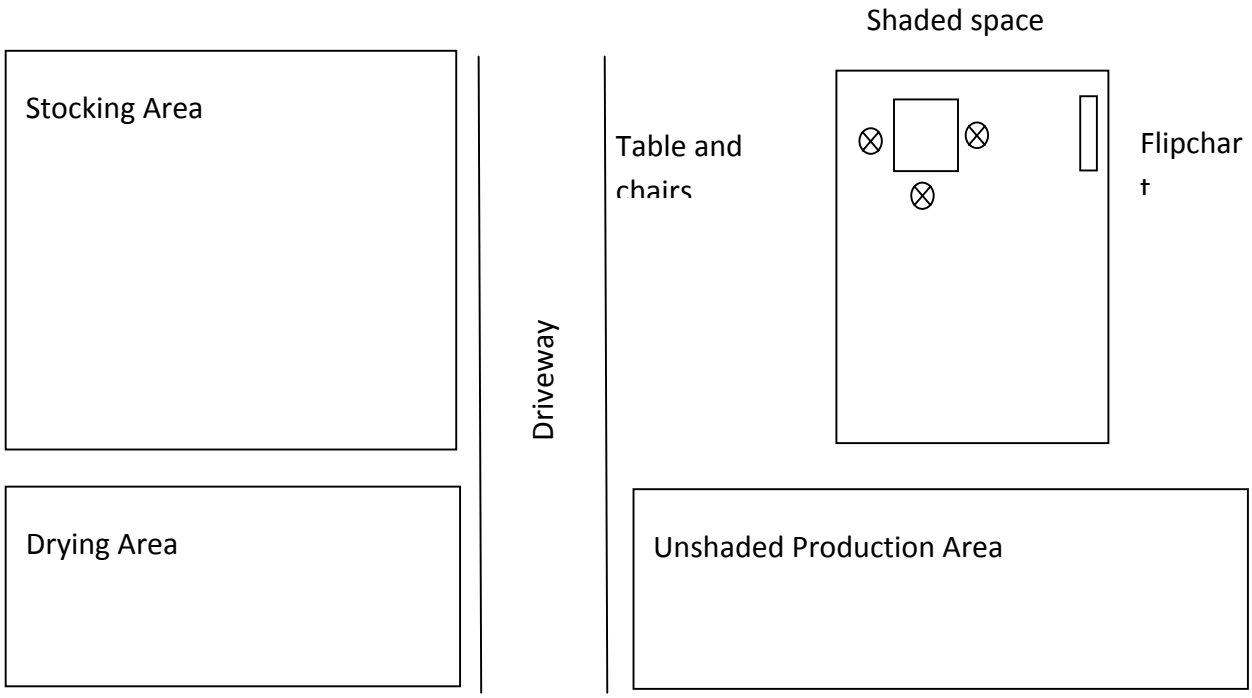
Next steps will be for the enterprise to immediately begin using the production procedures they learned, and to start building up their stock. Remind them that they can find all of the information they need in the **Manual for the Production and Installation of Pour-Flush Latrines**. Walk the trainees through the manual and show them where they can find everything.

Training facilitators should communicate when they will call and when they will be back to visit the enterprise.

Preparing for Training

THE TRAINING LOCATION

Production and installation training should take place at the trainee's place of business. There should be a shaded space available to protect trainees from the sun and rain. This space can be used for breaks and discussion sessions. Chairs and wall space (or a tripod where flipchart paper can be mounted) should be set up to make it a functional classroom space. If large enough, the space can also be used for some technical activities, such as concrete mixing or preparing moulds and wire structures. There should also be a designated area for drying concrete rings and slabs, and for storing stock when it is ready.



NECESSARY MATERIALS

1. Pre-test/Post-test
2. Flipchart paper
3. Flipcharts prepared before the training:
    - Training objective
    - Agenda
4. Tape to hang flipcharts
5. ROI Calculator
6. Monthly report
7. QA Audit and report
8. **Manual for the Production and Installation of Pour-Flush Latrines** (printed back to back and stapled on the upper left side)
9. All equipment and materials listed in the Latrine Production Checklist (Annex F)

OPTIONAL BUT RECOMMENDED MATERIALS AND EQUIPMENT

1. Candy in bowls
2. A bell or other noise maker to signal time warnings for activities or coffee breaks

TRAINING PREPARATION

Time	Activity
2 Weeks Before	Call participants to confirm the date and time for the training
	Confirm that the participant has all necessary equipment for the production, delivery and installation of latrines (share the Equipment and Raw Materials Checklist so they know exactly what they need).
	Prepare and submit budget advance request
2-3 Days Before	Prepare all materials
	Practice
	Call participants to remind them of the training

TRAINING BUDGET

Costs to be considered for enterprise training are:

- Number of facilitators and support staff
- Duration of training
- Distance trainees and support staff need to travel

Because the training takes place at the participant's place of business and most of the materials and equipment used are supplied by the participant, this training should be very low cost. Facilitators should not provide compensation, materials or equipment for the training. During the training, the business owner will be producing actual products which they can sell and profit from. Remember, the training is for their benefit! A budget template (Annex E) can be found in the annex of this document.

TRAINING AGENDA

Below is a sample three-day training agenda. It is designed in this way so that business owners can attend to their regular business duties during the day instead of dedicating full days to the training. The timing is also designed to give concrete products time to properly dry before transporting or removing moulds.

This agenda is suggested for new businesses recruited into the network as a first-time training. However, it is likely that refresher trainings will be required if results of quality audits or feedback from customers suggests that the production quality has slipped below minimum standards. The next section (Training Modules) provides step-by-step instructions for facilitating the training. The training is designed in modular form so that facilitators can choose specific parts to focus on for refresher trainings depending on the needs of the participants.

Day One				
Session	**Topic**	**Activities**	**Time**	**Total Time**
1	Pre-test	Participants complete pre-test	15 minutes	15 minutes
2	Introductions	Discussion about purpose of the training	5 minutes	30 minutes
		Participants and facilitators make rules for training together	10 minutes	
		Develop a SMART objective for the training and explain the agenda for the training	10 minutes	
		Introduce **Manual for the Production and Installation of Pour-Flush Latrines**	5 minutes	
3	Moulds and Tools Needed for Latrine Production	Use the Materials Checklist to prepare materials and equipment	10 minutes	10 minutes
Coffee Break				
4	Procedures for Concrete Ring Production	Gather materials	5 minutes	70 minutes
		Preparation	15 minutes	
		Construct steel wire structure	10 minutes	
		Mix concrete	10 minutes	
		Pour concrete	20 minutes	

		Discussion	10 minutes	
Coffee Break				
5	Procedures for Concrete Slab Production	Gather materials	5 minutes	80 minutes
		Preparation	40 minutes	
		Construct steel wire structure	10 minutes	
		Double check the mould	5 minutes	
		Pour concrete	10 minutes	
		Discussion	10 minutes	
Lunch Break & Day 1 Closing				

Day Two				
Session	**Topic**	**Activities**	**Time**	**Total Time**
1	Finalizing Ring Production	Remove mould	20 minutes	30 minutes
		Discussion	10 minutes	
2	Remove Slab and Mould and Place Tiles	Remove mould and place tiles	60 minutes	70 minutes
		Discussion	10 minutes	
Coffee Break and Day 2 Closing				

Day Two				
Session	**Topic**	**Activities**	**Time**	**Total Time**
1	Latrine Delivery	Practice	60 minutes	70 minutes
		Discussion	10 minutes	
2	Latrine Installation	Practice	60 minutes	70 minutes
		Discussion	10 minutes	
Closing of Training				

Training Modules

MOULDS AND TOOLS NEEDED FOR LATRINE PRODUCTION

Purpose: To prepare all materials and equipment needed to practice latrine production.

Time: 10 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines; Equipment and raw materials checklist

MATERIALS CHECKLIST

Review the Equipment and Raw Materials Checklist together (Annex F).

Ask the participant to use the list to make sure that all necessary tools and equipment are present and easily accessible, and that there are sufficient raw materials to practice latrine production.

PROCEDURES FOR CONCRETE RING

Purpose: To teach business owners and employees how to properly create a durable, high quality concrete ring.

Time: 70 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines, raw materials, ring mould, lubricant, steel wire, trowel, concrete vibrator or steel pole

PRODUCTION

GATHER MATERIALS

Use the **Manual for the Production and Installation of Pour-Flush Latrines** to gather all necessary materials in the correct quantities to produce 3-4 rings.

The number of rings produced is important to ensure that a complete latrine can be installed at the end of training.

PREPARATION

Clean and assemble the concrete ring mould.

Put lubricant in the mould after it has been cleaned and assembled.

Place the mould on level ground.

CONSTRUCT THE STEEL WIRE STRUCTURE

Steel wire is used to reinforce concrete parts of the latrine. Supervise and guide trainees as they construct the structure according to the **Manual for the Production and Installation of Pour-Flush Latrines.**

MIX CONCRETE

Supervise and guide trainees as they mix concrete. Instruct them to use one of the recommended ratios listed in the manual.

Use clean gravel and sand.

Use good quality cement.

Use clean water in the proper volume.

POUR CONCRETE

Watch for the following as the concrete is poured into the ring mould:

- Do not impact the mould while pouring
- Pour into the middle of the mould and use a trowel to spread
- Do not pour concrete along the sides of the mould.
- Do not pour from a great height.
- Water that was not mixed properly into the concrete may rise to the top.
- Use a concrete vibrator or steel pole to evenly disperse the concrete in the mould as it is poured.
- Let sit for at least 2-3 hours before dismantling the mould (longer during the rainy season)
- Recommended to cure the concrete by keeping it wet for 2-3 days to ensure it does not break during transportation or installation.

DISCUSSION

Give participants the opportunity to ask any questions they have about the procedures.

Lead a discussion on how these procedures differ or are similar to the methods they usually use to produce concrete products. Discuss any differences and why these methods may be better, and how they can apply them to their other products to make them stronger and to use materials more efficiently.

PROCEDURES FOR CONCRETE SLAB PRODUCTION

Purpose: To teach business owners and laborers how to properly produce high quality, durable concrete slabs.

Time: 80 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines, raw materials, slab mould, lubricant, steel wire, concrete, trowel, concrete vibrator or steel pole.

GATHER MATERIALS

Ask participants to gather all materials needed for concrete production according to the **Manual.**

PREPARATION

Supervise and guide as trainees cut and assemble the slab mould. Ensure that it is made to the correct size and that lubricant is applied before concrete is poured.

CONSTRUCT STEEL WIRE STRUCTURE

Supervise and guide as trainees construct the steel wire structure needed to reinforce the concrete slab.

Ensure that space is designed into the structure to allow for the placement of the ceramic pan and emptying hole (see **Manual**).

DOUBLE CHECK THE MOULD

Check that the space reserved for the concrete pan is the correct size and is place in the middle of the slab.

Check that the hole has been prepared for emptying in the appropriate place.

Make sure the mould is placed on flat, level ground so that the concrete dries evenly.

POUR CONCRETE

Supervise and guide as participants pour the concrete.

Ensure that it is poured halfway (2cm) first, then the steel wire structure should be placed, and the rest of the concrete can be poured.

Instruct trainees on how to use a concrete vibrator or steel bar to evenly disperse the concrete in the mould as it is poured.

A trowel should be used to evenly spread the concrete.

Let the slab sit for at least 2-3 hours before dismantling the mould.

DISCUSSION

Give participants the opportunity to ask any questions they might have about the product or procedures.

Discuss how the procedures used during this activity differ or are similar to the procedures they use to produce their other concrete products. Discuss the benefits of the procedures practiced today and how they might be applied to their other products.

FINALIZING RING PRODUCTION

Purpose: To practice carefully dismantling the ring moulds after the concrete has dried and how to ensure rings do not break during the production process.

Time: 30 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines

REMOVE THE MOULD

Supervise trainees as the mould is removed from the concrete ring.

Make sure to check the hardness of the concrete before dismantling the mould.

Slowly remove the inner mould first and keep the concrete wet to avoid cracking. Remove the outer mould next.

Leave the ring in the sun for at least one day before moving to the stocking area or transporting.

DISCUSSION

Facilitate a discussion on why it might be beneficial to cure the concrete and to let it dry for several days.

Why is it important to produce strong rings?

What do you think would happen if the rings weren't strong enough? (During installation and delivery, for example… how would it make your customer feel, and what would they tell their friends and neighbors?)

REMOVE SLAB MOULD AND PLACE TILES

Purpose: To practice carefully removing the mould from the slab and cutting and placing tiles correctly and cleanly.

Time: 70 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines,

REMOVE MOULD AND PLACE TILES

Now that the slab has had time to dry thoroughly overnight, the mould can be removed. Supervise as trainees cut, place and cement tiles according to the instructions in the **Manual**. Make sure tiles are neat and attractive.

DISCUSSION

Facilitate a discussion on the procedures followed in this activity.

Why might it be important to place tiles very carefully and neatly? How would your customers feel if you did not apply tiles neatly and cleanly? What would this mean for your future sales?

LATRINE DELIVERY

Purpose: To practice carefully delivering high quality latrines in a way that reduces the chance of breaking and damage.

Time: 65 minutes (includes travel time to a location about 20 minutes away)

Materials: Manual for the Production and Installation of Pour-Flush Latrines, latrine parts, truck

PRACTICE

Observe trainees carefully loading the truck with the latrine parts produced during training (or previously produced latrine parts in stock).

Deliver the latrine to designated location. This location could be a customer's household (arranged before the training takes place); or it could be delivered and installed for free at a school, temple or health center as part of a marketing activity for the enterprise; or it could be installed at the place of business as a model latrine.

Ensure that trainees are using all precautions necessary to ensure their safety when lifting and moving the latrine parts, and to ensure that the latrine does not break during the process.

DISCUSSION

Share feedback with trainees on their performance and allow trainees to ask any remaining questions. Lead a discussion on why it is important to follow the procedures in the **Manual** on delivery, and what effect this could have on your customers and your reputation as a business.

LATRINE INSTALLATION

Purpose: To practice safe and high quality latrine installation.

Time: 70 minutes

Materials: Manual for the Production and Installation of Pour-Flush Latrines, latrine parts

PRACTICE

Observe trainees install the latrine that was delivered to the installation site. Support as necessary.

Ensure that trainees demonstrate an understanding of measures taken to prevent contamination of drinking water or groundwater:

- Make sure no water is seen at the bottom of the pit
- Latrine should be placed at least 15 meters away from the nearest well
- In flooding areas, the ground should be built up around the latrine so that it is higher than the surrounding ground.

DISCUSSION

Encourage participants to share lessons learned and challenges faced by them during the installation process. Guide participants in a discussion about how to interact with customers during this installation process, and how to handle their product with care.

Annexes

A. PRE-TEST & POST-TEST

Enterprise Business Skills Training Pre-test/Post-test

Question	Yes	No	Don't Know
1. A ring mould can be removed one hour after the concrete is poured.			
2. A person who charges 250,000LAK profit per latrine will always make more money than the business who charges 100,000LAK profit per latrine.			
3. When tiles are placed on the slab, they must dry for seven days before the slab is moved.			
4. You need to set profit goals and sales goals in order to plan your production well.			
5. Keeping good sales records is one way to provide good customer service.			
6. CLTS can help my business by creating demand for latrines.			
7. Latrines should be installed at least 5 meters away from the closest water well.			
8. Keeping good financial records can help you get a loan from the bank in the future.			
9. More people would buy latrines if they could pay in installments.			
10. Nam Saat is a department of the government that can help me succeed in my business.			

Answer Key

Question	Yes	No	Don't Know
1. A ring mould can be removed one hour after the concrete is poured. **Correct Answer:** A ring mould can be removed two to three hours after the concrete is poured.		X	
2. A person who charges 250,000LAK profit per latrine will always make more money than the business who charges 100,000LAK profit per latrine. **Correct Answer:** Using the *low profit, high volume* pricing strategy, the person who makes 100,000LAK profit per latrine might make more money than the person who charges 250,000LAK per latrine.		X	
3. When tiles are placed on the slab, they must dry for two days before the slab is moved. **Correct Answer:** Tiles must have at least seven days to dry before the slab is moved.		X	
4. You need to set profit goals and sales goals in order to plan your production well.	X		
5. Keeping good sales records is one way to provide good customer service.	X		
6. CLTS can help my business by creating demand for latrines.	X		
7. Latrines should be installed at least 5 meters away from the closest water well. **Correct Answer:** Latrines should be installed at least 15 meters away from the closest water well.		X	
8. Keeping good financial records can help you get a loan from the bank in the future.	X		
9. More people would buy latrines if they could pay in installments.	X		
10. Nam Saat is a department of the government that can help me succeed in my business.	X		

B. RETURN ON INVESTMENT CALCULATOR

Enterprise Financial Potential

	Week 1	Week 2	Week 3	Week 4	Total for month
Presentations	2	2	2	2	
Orders per presentation	10	10	10	10	
Total orders per week	**20**	**20**	**20**	**20**	80
Sales agents	***4***	***4***	***4***	***4***	
Enterprise profit	100,000 ₦	100,000 ₦	100,000 ₦	100,000 ₦	
Commission available	8,000,000 ₦	8,000,000 ₦	8,000,000 ₦	8,000,000 ₦	32,000,000 ₦

Presentations per week	2
Orders per presentation	10
Sales agents	4
Enterprise profit	100,000

Enterprise Financial Potential

	Week 1	Week 2	Week 3	Week 4	Total for month
Presentations	2	2	2	2	
Orders per presentation	5	5	5	5	
Total orders per week	**10**	**10**	**10**	**10**	40
Sales agents	***4***	***4***	***4***	***4***	
Enterprise profit	100,000 ₭	100,000 ₭	100,000 ₭	100,000 ₭	
Commission available	4,000,000 ₭	4,000,000 ₭	4,000,000 ₭	4,000,000 ₭	16,000,000 ₭

Presentations per week	2
Orders per presentation	5
Sales agents	4
Enterprise profit	100,000

C. MONTHLY REPORTS

Monthly Sales Report

Enterprise Name:

District:

Date:

Lateine Type		1	2	3=(1+2)	4	5	6 = (4-7)	7 = (4-6)	8 = (3-4-5)	9	10
		Number of Orders from last month not yet delivered	New orders in this month	Total Orders (Last month + This month)	Delivered this month	Canceled	Total paid full	Total unpaid full	Remaining orders to be delivered next month	Current stock	No. of sale agents
With tile	4 ring										
	3 ring										
Without tile	4 ring										
	3 ring										

Reported by:

D. QUALITY ASSURANCE AUDIT

Quality Assurance Quarterly Audit			
I	**Concrete Rings (3 x 40 x 80 cm)**		
		Yes	**No**
1	Produced ring by good mold		
2	Use steel bar (6mm) for reinforcement of concrete rings		
3	Use good quality cement (not expired, used for construction only, stored in clean, dry place)		
4	Gravel or stones scale max 10mm		
5	Use clean sand		
6	Mix concrete using one of the recommended ratios in latrine production manual		
II	**Concrete Slabs (4 x 100 x 100 cm)**		
		Yes	**No**
1	Use wood or steel mold to produce		
2	Use steel bar (6mm) for reinforcement of concrete slab		
3	Use good quality cement (not expired, used for construction only, stored in clean, dry place)		
4	Gravel or stones scale max 10mm		
5	Use clean sand		
6	Mix concrete using one of the recommended ratios in latrine production		

	manual		
III	**Stock Maintenance**		
		Yes	**No**
1	Carrying minimum required stock (parts for ten complete latrines)		

Quarterly Enterprise Audit Report

Enterprise name: District: Province:

Tel: Date of report:

Score: A= Excellent, B= Good, C= Fair, D= Poor, F= Unacceptable

% Score: A = 100%, B = 75%, C = 50%, D = 25%, F= 0%

# of products in stock = 100%: >10, 0% = <10

Date of audit	Latrine Quality Score (percentage of checklist achieved)		Current number of products in stock	Products stored by engineering process	Materials and equipment kept in system	MIS form quality	Recommendations for improvement	Name of Auditor
	Slab	Ring						

Final Score =

Next steps:

1. Communicate with enterprise owner and share report.

2. Discuss recommendations for improvement.

3. Conduct next audit on (date):

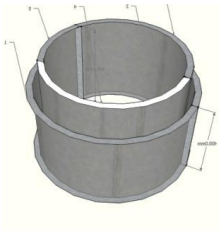
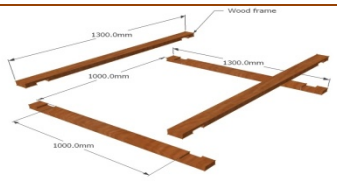
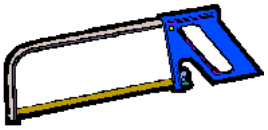
E. BUDGET TEMPLATE

Budget Estimations and Advance Request					
Purpose:					
Date:					
Location:					
No	**Description**	**Unit/Price**	**Qty**	**Total**	**Remarks**
I	**Per Diem: (Full name)**				
1	Training facilitators				

2	District Nam Saat representative				
3	Provincial Nam Saat representative				
4	Trainees				
	Subtotal				
II	**Transportation:**				
1	Transportation compensation for trainees (fuel)				
2	Transportation compensation for non-local participants (fuel, car or motorbike rental)				
	Subtotal				
III	**Stationary**				
1	Pre/Post - test (copy)				
2	Marker (red, black, green)				
3	Pen				
4	Paper color A4				
5	Post it (big)				
6	Flipchart printing (color) + hard compression				
7	Flip chart paper (A-0)				
8	Latrine poster (color) + hard compression				
9	Printing and photocopying				
	Subtotal				
IV	**Misc.**				
1	Coffee Break				

2	Meeting room rental				
	Subtotal				
	TOTAL				

F. LATRINE PRODUCTION CHECKLIST

Item	Description	Sketch
Equipment		
	Steel mould for concrete rings -Inner mould -Outer mould -Steel wire	
	Slab Mould - Can be constructed using wood or steel - Dimensions of wood planks or steel bars: 4cm x 8cm x 120cm - Steel wire	
Tools		
	Concrete Mixer - Volume: 0.2 m³ or 0.5 m³	
	Shovel	
	Trowel	
	Hammer	
	Metal Cutting Saw	
	Measuring Tape	

Raw Materials		Amount (for four rings and one slab with tiles)
	Cement	36 kg (less than one bag)
	Sand	76 kg
	Gravel	128 kg
	Water	24 liters
	Steel Bar	50 meters
	Steel Wire	2 meters (approximate)

C. MONTHLY REPORTS

Monthly Sales Report

Enterprise Name:

District:

Date:

Lateine Type		1	2	3=(1+2)	4	5	6 = (4-7)	7 = (4-6)	8 = (3-4-5)	9	10
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6	Mix concrete using one of the recommended ratios in latrine production		

	manual		
III	**Stock Maintenance**		
		Yes	**No**
1	Carrying minimum required stock (parts for ten complete latrines)		

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	Slab	Ring						

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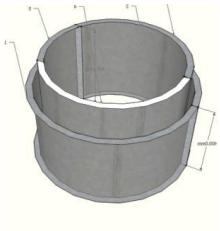
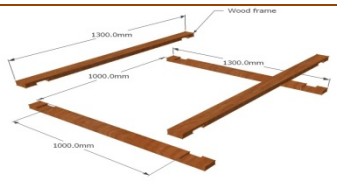
	Steel mould for concrete rings -Inner mould -Outer mould -Steel wire	
	Slab Mould - Can be constructed using wood or steel - Dimensions of wood planks or steel bars: 4cm x 8cm x 120cm - Steel wire	
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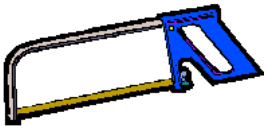
	Hammer	
	Metal Cutting Saw	
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