

Cash for Latrines

Key learning and checklist



This document provides guidance on how to use cash for latrines in camp settings. It highlights key lessons from different contexts and captures both cash specific recommendations and general guidance on latrine construction in one document. While much of the guidance emphasises cash restricted to latrine construction, it also technically supports WASH officers on how to best accompany multi-purpose grants should they cover households latrines.

Key findings

- **More latrines constructed within a shorter period of time.** Households show an increased motivation to building the latrines when cash is used as a modality, which leads to increased and rapid uptake in the programme. In the examples reviewed, the cost per latrine is up to 30 per cent lower with this modality, increasing the number of units that can be built with a given budget. Displaced people are encouraged to finish the latrine construction swiftly since most of the cash is usually transferred after completion of the latrine (including technical review).
- **Increased sustainability.** Households demonstrate a stronger sense of ownership and improved maintenance of their latrines if they have constructed them.
- **High beneficiary satisfaction.** Post distribution monitoring consistently reports high levels of satisfaction with cash. Displaced persons appreciate being in the driver seat and making decisions about how to spend the cash.

Ensure authorities and host communities are aware of and support the project, take into account concerns of displaced people in their diversity at the design and planning stage and involve them in the determination of targeting criteria and their clear communication. Ensure that feedback is used to adapt the project.

- **Check and monitor availability and prices of quality material and technical expertise** on the local market.
- **Plan how to mitigate environmental impact** related to the collection of local materials, thus avoiding tensions with the host community.
- **Carry out appropriate training and provide technical guidance to ensure quality control throughout the project.** Households should get technical support to self-organize, purchase or collect appropriate material and construct a high-quality latrine. Trained experts should verify the pit and slab strength and dimensions as well as the quality of the super structure (full structure) before the final cash transfer.
- **Ensure timely disbursement of the cash.** Ensure safeguards are in place to avoid fraud and corruption.

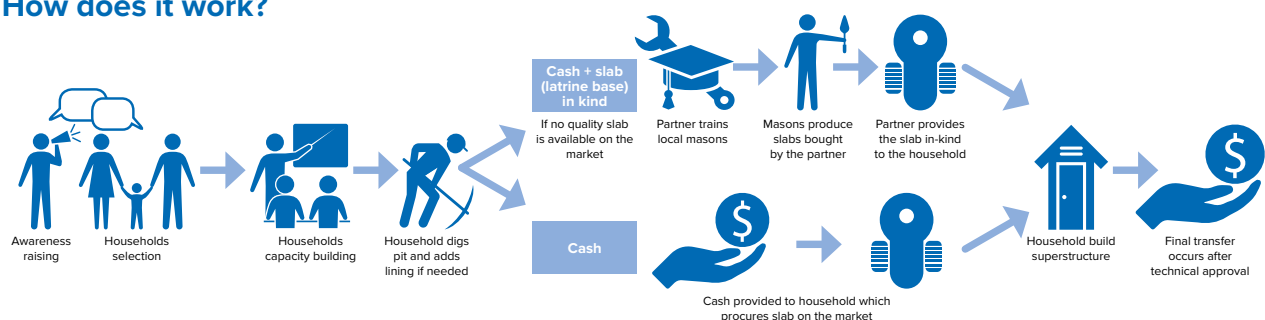
Key Recommendations

- **Match the latrine or sanitation facility design with the toilet culture of displaced persons.** Even if different from the toilets they had at home, latrines should fulfil the requirements of households and cater for specific vulnerabilities.
- **Get buy-in and ensure two-way communication with multiple stakeholders throughout the intervention.**


To maximise WASH outcomes from a cash for latrines intervention, WASH officers should ensure that the core WASH activities, such as appropriate hygiene training, awareness raising, complementary cash for soap or hygiene items, are in place.

Cash for latrines might not be appropriate in contexts where people are on the 'first rung of the sanitation ladder' which requires demand creation and behaviour change.

How does it work?



Overview of a cash for latrines programme

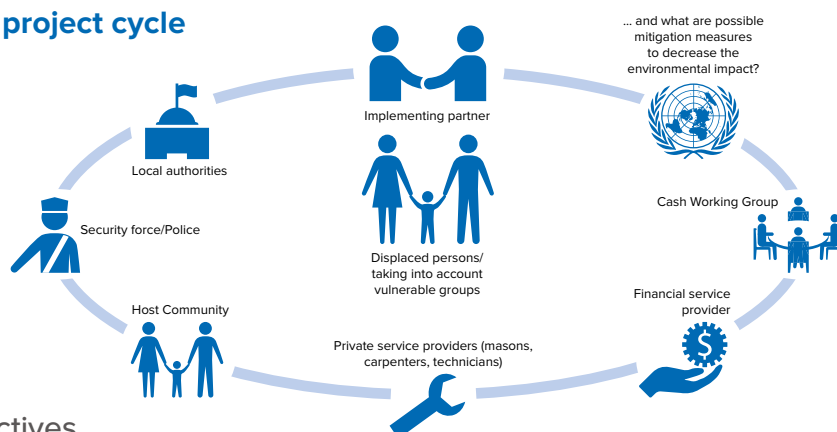
	Assessment	Planning	Implementation	Monitoring/ Reporting/evaluation
Agency	<ul style="list-style-type: none"> • Activate the multifunctional team • Lead cash feasibility analysis: 	<ul style="list-style-type: none"> • Develop cash for latrines SOPs adapted to the context, based on suggested checklists. 		<ul style="list-style-type: none"> • Monitor direct cash transfers • Post distribution monitoring Carry out post distribution monitoring including focus group discussions. Capture learning and share, adjust the intervention accordingly.
Agency with Implementing Partner	<ul style="list-style-type: none"> • Participatory needs assessment • Engage key stakeholders including <ul style="list-style-type: none"> - displaced persons taking into account their age, gender and diversity - host population - local authorities 	<ul style="list-style-type: none"> • Train partners on procedures for cash disbursement. 	<ul style="list-style-type: none"> • Feedback mechanism Analyse regularly formal and informal suggestions by displaced persons and host community to improve programme design. • Quality Control Visit sites to assess the technical quality of the latrine construction and decide with the implementing partner an action plan to improve the programme if required. 	<ul style="list-style-type: none"> • Monitor overall quality of the intervention.
Implementing partner		<ul style="list-style-type: none"> • Design and field test the latrine and adapt according to displaced persons' requirements and feedback. 	<ul style="list-style-type: none"> • Training and capacity building Train households on how to self-organize, purchase or collect appropriate material, dig the pit and construct a high-quality super-structure. Also train on safety aspects. Train slabs producers. • Quality Control Ensure targeted households buy and/or collect proper quality materials for the latrine Monitor construction milestones and quality. 	<ul style="list-style-type: none"> • Data should be collected on facilities produced, progress and lessons learnt. Reports should also include facilities produced, progress, lessons learnt, reports should also include information regarding the quality and utilization of the facilities and partner/ displaced persons experiences with the cash transfer modality.

Checklist per phase of the latrine project cycle

A. Assessment

Engage key stakeholders

Ensure key stakeholders are aware of and support the project, take into account concerns of displaced people in their diversity.



Assess needs and determine objectives

Number and type of latrines required and types.

- Gather data on the number of refugee households with and without a functional latrine through secondary data and observation.
- Gather information on households who may have different toilet needs or require extra support from an age, gender and diversity perspective.
- Calculate the number of latrines to be constructed = desired coverage % * total # of households – # of households with a latrine of sufficient quality already.
- In case of a highly fluctuating humanitarian situation, plan for additional numbers of latrines based on influx scenarios.
- Estimate how long displaced persons will need the latrine for to determine how robust the facility should be. This would be one criteria in the selection between plastic wooden or concrete slab, as well as materials for the superstructure, which influences the cash transfer amount.
- Get expert advise on important technical aspects for latrine construction that will influence the design. These include: water table depth, soil characteristics and hardness, infiltration rate, slope, climate and available space, etc...

Focus group discussions with displaced persons will help you understand:

- What are the sanitation and hygiene practices, including differences between men and women and people with specific needs?
- What are the material used for anal cleansing and menstrual hygiene management, which influences latrine design?
- What are common construction techniques and what is the capacity of persons of concern (PoCs) and privates sector to carry out the construction?
- Can people collect the material needed, pay upfront for construction materials, provide labour and get compensated after technical approval of the latrine?
- For vulnerable households who can not contribute to labour or material collection, would the community have suggestions on how best to support them? For instance, should groups of able households sponsor vulnerable households, who would use the cash received to compensate the sponsoring families? Another option are latrines that are fully built by the implementing partner.
- Are displaced persons motivated to construct their own sanitary facilities in a cash for latrines programme? Do they feel the camp management agency should provide this service? Do they fear it means they will stay longer in the camp?
- Do people have access to the required tools, equipment and transport to be able to construct a latrine?
- Do people have livelihoods which could help them contribute or pay for their own latrine?
- What are the preferences of displaced persons regarding cash or in kind modalities? Are there barriers to market access for some groups in the community and are the necessary material available?

Focus group discussions with host communities will help you understand:

- How best can the host community be involved in the programme?
- To which extent does cash for latrines represent an opportunity for the host community (e.g. source of increased business)?
- What resource materials or labour could become scarce due to the programme?
- How does the community feel about self collection of materials by displaced persons and what are possible mitigation measures to decrease the environmental impact?

Market access and capacity

Assess the markets for construction materials and tools with key informant interviews in relevant market places and with the community:

- List the core goods and qualities needed for the toilet facilities.
- Are displaced persons entitled to move and can they access relevant markets?
- Observe commodities available in and near the camp (e.g. timber). Be aware of the environmental impact.
- What materials and tools are available on the local markets? What is the average cost?
- Do the available items comply with quality standards?
- Is there a risk of inflation? If yes, how can that be mitigated?
- Can local traders react to changing demand of key commodities?
- Are there risks associated with supply chain such as seasonal transport problems?
- Is transport available to collect slabs, bricks and timbers? At what price?
- If quality concrete slabs are not available on the market, are there skilled masons on site? Is there building expertise on site (skilled technicians, carpenters, builders)?
- Summarize market assessment findings and determine the amount of cash that should be transferred to cover goods, labour and transport.

Protection risks and benefits

Carry out a protection risk and benefit analysis with persons of concern. Be sure to consider the following aspects which are specifically relevant for cash for latrines projects.

- Exploitation of children to work or produce bricks for instance. This could happen at the households level or through local entrepreneurs who sell bricks on the market.
- Accidents during construction of the latrines especially when digging the pit (i.e. the danger of uncovered holes).
- Possible conflicts between refugees and host populations over the exploitation of natural resources.
- Safety risks related to collecting materials in unauthorized or remote areas.
- Accidents during the transport of materials.
- Domestic tensions related to the time and effort required to build latrines and which household member should contribute or how to spend the cash.
- Sexual exploitation and abuse, corruption and fraud.

Typical list of items required to build a latrine:

- ✓ For the superstructure: bricks, mud or mud stones, twigs, cloth, nails, rope, timbers, grass mats, door frame and door.
- ✓ For the pit: tools (e.g. saw, hammer, pick, hack, shovel) usually lent by the partners to households.
- ✓ If concrete slabs are done on site: water, sand, aggregate and cement.
- ✓ Containers (for hand washing, anal cleansing).

Assessment of financial risks and benefits; political context; cash transfer mechanisms and delivery options

These assessments are not specific to cash for latrines but relevant for any type of cash-based interventions in the country, and usually led by the multifunctional team. Some key aspects for a cash for latrines project would however be to:

- Ensure support of local authority representatives to the cash for latrines project.
- Discuss how the project can comply with environmental protection regulations and what mitigation measures are recommended by relevant authorities.
- Ensure the cash transfer mechanism selected has appropriate geographical coverage in the area of the cash for latrines project.

Cost efficiency

- Assess the costs of the cash for latrines project to the organization, including the cost of the transaction but also the cost of designing, implementing and monitoring the programme. Projects reviewed to develop this checklist note a 30 per cent cost reduction compared with non-cash transfer toilet programmes in camps. Example of cost efficiency calculations are available in the [UNHCR Cash Feasibility and Response Analysis Toolkit](#).

Skills and capacity

Assess the capacity of the agency and implementing partners to carry out a cash for latrines project:

- What is the capacity in terms of market assessment, WASH expertise for latrine construction, community mobilisation and protection?
- What is the capacity of the multifunctional team to support a cash-based approach, including procurement, programme, finance, project control and financial management skills?
- Determine where additional capacity is needed and how to strengthen it.

B. Planning and Design

Determine programme objective, outcomes and implementation strategy

- Determine programme objectives in coordination with a multifunctional team, partners and local stakeholders and adapt recognised standards such as SPHERE excreta disposal standard, UNHCR or national government standards, and key indicators to the local context to develop the logframe.
- Determine targeting criteria and how vulnerable households which can not participate in the latrine construction will be included in the programme. Ensure the decision is informed by the focus group discussions with displaced persons during the assessment phase.
- Based on the information collected during the assessment phase, select which part of the latrine construction should be monetised:
 - Cash for superstructure only:
 - The cash is provided after completion of the latrine (instalments can also be planned depending on the need for pit lining and possibilities to collect construction material or not).
 - Slabs are bought/produced and distributed by the implementing partner.
 - Conditions for cash disbursement: self collected materials approved, pit and finalized latrine approved, as well as handwashing station.
 - Cash for slab and superstructure:
 - The cash is provided in instalments, one part upfront to cover the cost of the slab, lining and superstructure materials if needed, and the rest after completion. Households buy slabs from masons selected and trained by the programme.
 - Conditions for cash disbursement: pit is approved, good quality slab is purchased, self collected materials are approved.
- An incentive can be added after the latrine construction to increase usage and hygiene practices, such as soap and maintenance material in cash or in kind.
- Define value of the cash transfer, number of instalments, and timeframe to complete each milestone.
- Ensure key elements are reflected in the partnership agreement

Design of the latrine

- Develop one or several latrine designs matching the technical constraints as well as the requirements of displaced persons gathered during the assessment. Construct pilot latrines if appropriate and get feedback.
- Agree on one design and develop bills of quantities accordingly.

Keep in mind the following aspects of latrine design:

- ✓ Pit: width and depth and shape depend on soil conditions and envisaged design life. Pit lining may be required if soil is not resistant.
- ✓ Slab: can be of plastic, or timber (e.g. if needed less than a year) or high quality concrete (preferably reinforced).
- ✓ Superstructure: can often be constructed with self collected or produced materials such as branches and twigs, mud walls or mud bricks.
- ✓ Handwashing facility: can be as simple as a tippy tap.
- ✓ To increase superstructure duration, use other type of material such as baked bricks laid with mud or cement mortar, timber door frames and doors, and corrugated iron roofing.
- ✓ Put the earth of the pit around the superstructure as a dike to protect against runoff water.

C. Implementation

Awareness raising, targeting and capacity strengthening

- Share information on project implementation and cash transfer modality with key stakeholders and their representatives (refugee committees, village leaders, refugees, local entrepreneurs, local authorities, host population).
- If the budget is not available to cover all households in need of a proper latrine in the camp, set up a selection committee in charge of household selection based on agreed criteria. Ensure selection of vulnerable households even if they can not contribute to the physical work.
- Train the team and the implementing partners about the latrine construction programme and the cash transfer component.
- Train local technicians in order to ensure the quality of the construction (e.g. the masons are trained on slab production).
- Train households on:
 - How and where to buy necessary material, including information about quality, prices, locations and transport.
 - How to dig a pit according to the required dimensions, how to line it (if needed), when and how to place the slab, how to build the superstructure, and how to take key safety precautions.
 - When and how the cash transfer will take place.
 - Specific procedures for vulnerable households which can not produce the latrine themselves.

Information to be shared at the implementation phase

- ✓ Project objectives
- ✓ How does the cash transfer work?
- ✓ Targeting criteria
- ✓ Construction stages and deadlines
- ✓ What is expected from whom at which stage?
- ✓ Feedback and complaint mechanisms
- ✓ Prevention of corruption, fraud, sexual exploitation and abuse

Learning from the field: In a cash for latrines programme in camps in Chad, the selection committee included

- UNHCR field, WASH and protection officers
- Local government representatives
- A central Refugee Committee and Refugee Representatives
- Implementing partners

The targeting and selection of households proved to be a time consuming process (6 weeks).

The main challenges were the lack of involvement of some stakeholders at the design phase, during which targeting criteria had been discussed, as targeting was influenced by politics and tribal considerations.

Construction

Loan of tools to eligible households

- Tools for digging the pit, lining (if needed) and building the superstructure are provided by the implementing partner on a loan basis to eligible households or groups of households. Groups of households may keep the tools throughout the project to support them with latrine maintenance.

Technical visits by the partner

- Households are visited by WASH specialists
 - ✓ Before construction starts to agree on the latrine location
 - ✓ After the pit is dug and slab is placed
 - ✓ After the superstructure construction and completion of the latrine for final quality control triggering the final cash transfer
- Self collection of material should be regularly monitored. Households should adhere to the environmental guidelines provided at the project start as discussed with local authorities and host community.

Production of slabs (in case no high quality slab available on the market)

- The partner can hire local masons from the host and refugee communities, train them on how to manufacture quality slabs and provide them with the necessary materials. The partner can also organise training for masons, so the masons are able to manufacture the slabs in their own workshop. The partner will then buy the slabs from the masons.
- The partner will distribute the slabs to the households, after pit verification.
- The partner should supervise how the slab has been placed over the pit for each household.
- Quality assurance of latrine slabs should be ensured by implementing partner through slab testing.

Cash transfer

- Pay the cash transfers through the selected cash transfer mechanism depending on the programme design in one or more instalments.
- Ensure swift disbursement after payment conditions have been fulfilled by households and approved by programme staff.
- While cash is sometimes still disbursed in hand or electronically through the partner, the aim is to transition to a direct cash disbursement by the agency in the near future. This should be factored in when signing partnership agreements: the implementing partner will still have the essential role of targeting, technical supervision and monitoring but the cash transfer per se will be done by the agency directly, through the financial service provider procured by the operation.

Example from the field: Cash transfer procedures in a cash for latrines programme in camps in Chad

- UNHCR transfers fund to the implementing partner ADES corresponding to the total number of latrines approved for the programme.
- ADES head office transfers the funds to its field offices in the camps.
- ADES chief WASH engineer submits weekly a request for the release of funds to the head of the field office in order to release the amount equivalent to the number of latrines finished and approved.
- The head of the field office validates and orders the payment by his accountant.
- The accountant goes to the camp with the chief WASH engineer to give cash in hand to the eligible households against signature under the control of the chief WASH engineer, the sanitation committee of the camp, the refugee steering committee and the local government. The household member ID is photocopied.

In 2017, the cash transfer for a simple improved pit latrine in camps in Chad and DRC was between 30 to 45 US\$ plus 15 to 35 US\$ for the slab or slab materials.

D. Monitoring and Evaluation

Market monitoring

- Monitor market regularly to identify changes in availability and prices of core goods, or market access by refugees.
- In case of major changes, adapt the programme, with for instance a modification of the transfer value, a switch to in-kind provision of material and other appropriate measures in consultation with key stakeholders.

Monitoring of complaints and feedback mechanism

- Ensure regular review of formal and informal complaints and feedback mechanism.
- Monitor lead-time between complaints/feedback reception and response.
- Use constructive feedback to improve programme design and increase displaced persons satisfaction.
- Cases of fraud, abuse and sexual exploitation should be dealt with according the relevant agency policy.

Monitoring of the intervention

- Monitor indicators for the intervention, combining WASH indicators (such as quality, utilization and beneficiary satisfaction with the latrines), and cash-based intervention related indicators (such as timeliness of the cash transfer, correct transfer value, ability to spend the cash).

Post distribution monitoring

- Adapt the cash-based intervention's post distribution monitoring survey to reflect the programme objectives.
- Organise focus group discussions.

Evaluation

- Look at the evolution of the WASH Indicators, especially focusing on number of persons per latrine and number of households having access to familial facilities.
- Success of the programme is evaluated by looking at achievement towards Sphere Standards as well as the quality of the facilities (excreta is properly separated).

Case study

Construction of family latrines by Central African refugees in the camps in the Democratic Republic of Congo



Main activities:

- Awareness raising.
- Households selection based on targeting criteria.
- Provision of tools to household to dig the pit.
- Verification of the pit and in-kind supply of the slab by the partner.
- Slab placement by the household and verification by the partner.
- Collection of material and superstructure construction by the household.
- Technical verification of the finalized latrine by the partner to trigger cash transfer.
- Transfer of cash in hand by the partner.

Protection risk analysis and mitigation measures:

- The comprehensive cash and protection risk analysis also applies for the cash for latrines project. See below a few examples of risks:

Risk	Potential Implication	Impact	Likelihood	Risk Classification	Mitigation Measure	Responsibility
Accident when digging the pit/or with open pit	Health consequences	high	low	high	Distribution of protection equipment, training on how to avoid this risk	Implementing partner
Inflation	Increase in the cost of material to build latrines	high	medium	medium	Monitoring of price/price negotiation for slabs bulk procurement by partner	Partner supply/admin finance
Some people might not be able to do the work themselves	Lack of active participation to the latrine construction	medium	low	low	Monitoring of price/price negotiation for slabs bulk procurement by partner	Implementing partner and protection staff

Main Achievements

- 780 family latrines constructed respecting quality standards.
- Active participation leading to increased construction capacity, ownership and improved maintenance.
- Reduced logistics costs.
- High satisfaction with the cash component, spent mostly on basic needs and livelihoods.
- Project seen as a source of additional income for some refugees and host community members (construction/labour, materials collection and brick making).
- No reported intra-family conflicts related to the cash use.

Number of beneficiaries: 780 households
 Project period: 2016.
 Area: North and South Ubangi
 Implementing partner: ADES
 One-off cash in hand transfer of 35 US\$ plus slab in-kind

Targeting criteria

- Households have no family latrines since arrival at the camp.
- Household composition: greater than 3 members.
- First come first served basis.
- Family latrines for people with specific needs are fully built by the partner without cash transfer.



Challenges

- Time consuming process to gain partner and refugees ownership of the approach.
- Environmental impact related to the use of local materials should be mitigated further.
- Targeting criteria should be clearer and better communicated.
- Delays between latrine approval and cash transfer.
- Technical support and monitoring could be improved as well as issues of quality of latrine doors.
- Lack of systematic feedback and complaint handling.
- People with specific needs lament the lack of access to the cash transfer: community-based support should replace full construction of latrines by partners.