# Interview guide for Private sector players

**Section I: Integrated Sludge Management**

**Contents:**

1. Assessing the technical capacity of the player
2. Refining our understanding of business model economics
3. Assessing barriers and enabling factors for PPP
4. Assessing level of interest in proposed contract options

**Assessing the technical capacity of the player**

1. Which of the following services do you offer?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Activity | Have undertaken in the past (Y/N) | Are planning to undertake this activity in the near future (Y/N) | Have not undertaken this activity in the past, but have the technical ability to do in the future (Y/N) | Do not have the technical ability to offer this service in the near future (Y/N) |
| **Refurbishment of septic tanks with manhole covers** *(Replacing closed septic tanks with manhole covers and repairing broken septic tanks)* |  |  |  |  |
| **Regular septic tank emptying** *(Cleaning septic tanks using septage emptying trucks and disposing waste safely)* |  |  |  |  |
| **Construction, O&M of sludge drying bed** *(Construction of proposed septage treatment plant treat fecal waste along with their operation and cleaning)* **and sale of septage** |  |  |  |  |

1. What other services do you offer?
2. Which states/cities/areas do you offer these services in? How far are these areas from your location?
3. Are you planning to expand into other areas in the near future? Can you offer these services in selected city?
4. Can you provide us additional insight into your septic tank emptying business:
   1. What technology do you employ for cleaning septic tanks?
   2. How many septic tanks do you clean daily (on average)?
   3. How frequently do you clean each tank (on average)?
   4. How many septage emptying trucks do you have? What is the capacity of each truck?
   5. How many staff members do you have for cleaning septic tanks (including drivers of trucks)?
   6. What is the lifetime of a truck?
5. Can you provide us additional insight into your septage treatment plant construction business:
   1. What type of septage treatment plant have you constructed?
   2. What types of O&M activities do the constructed septage treatment plants require?
   3. How many septage treatment plant have you i) constructed ii) operated and maintained?
   4. How many people do you employ for i) construction ii) O&M?
   5. What kind of machinery do you have for i) construction ii) O&M?

**Refining understanding of business model economics**

1. For each of the above business model that you operate: What are the major fixed and variable costs?
   1. Fixed costs (Capital and other fixed costs)
   2. Variable costs (Salary, operation and maintenance costs)
2. What is your expected return?
3. How do you finance capital investment (equity/debt)?
4. What interest rate, if any, have you paid on loans?
5. Do you pay taxes on your profits? What is the average tax rate?
6. Who pays for your services (households, municipal or other government authorities, other)?
7. What is your method of collection of revenues (annual contract, monthly fee or charge per service delivery)?
8. How much do you price your services at?

**Assessing barriers and enabling factors for PPPs**

1. Have you entered into PPPs with public sector/LGs for provision of your services before?
2. What do you think are the risks associated with entering into a PPP?
3. Do you have suggestions on how to manage these risks?
4. Do you have a preference for contract that only involves O&M vs. one that involves O&M + Capital investment?

If yes to question 5

1. What was the reason that you entered into a PPP as opposed to providing the services privately?
2. Who was the public body that you contracted with?
3. What kind of contract did you enter into?
4. What was the duration of your contractual agreement?
5. What services were you required to provide in that contract?
6. What was the role of the public body in the PPP?
7. What were the challenges that you faced in the i) provision of services ii) interacting with the public body?
8. What were the positive factors in the contractual agreement and contracting process?
9. Would you undertake PPPs in the future?

If no to question 5

1. Were there any opportunities where you considered entering into a PPP or a management contract?
2. (If yes) could you describe the opportunity?
3. (If yes) why did you not choose to enter in to the PPP or management contract?
4. (If not), would you consider undertaking PPPs in the future? If not, why not?
5. What would have to change in order for you to enter into PPP contract?

**Section II: Assessing level of interest in proposed engagements in selected cities**

*Questions*

1. Would you be interested in this contract opportunity?
2. (If not) Why are you not interested in the opportunity?
3. (if yes) Given the CAPEX and the OPEX required, what is your return expectation from the project annually? Do the estimated returns meet expectations
4. (if yes) Are you willing to put in the capital expenditure (if necessary)? If not, why not?
5. (if yes) How will you raise the funding required to execute the particular contract?
6. (if yes) What is your preferred payment structure?
7. (if yes) Do you have any preferences around contract length?
8. What are the perceived risks? Do you have suggestions on how to manage these?
9. How could the local government change the contract terms to make this more attractive (e.g. by changing frequency of payment)?
10. (If not) If these conditions are met, would you be interested in this opportunity?

**Section II: Sale of septage**

**Contents:**

1. Understanding the dynamics of sale of septage from sellers
2. Understanding the dynamics of sale of septage from potential and current buyers

**Understanding the dynamics of sale of septage from sellers**

1. What kind of industries/players are interested in purchasing treated septage as compost?
2. Who do you sell the compost from treatment plants to?
3. What is the volume of septage generated?
4. What is the volume of septage sold annually?
5. What is the rate at which septage is sold?
6. Have you faced any challenges in the process?

**Understanding the dynamics of sale of septage from potential and current buyers**

1. Could you give us details about your business activity?
2. Do you use compost in your business?
3. Have you used treated human bio compost of human origin?
4. (If yes) How much do you buy monthly/yearly?
5. (If yes) How much more do you need per year?
6. (If yes) How much do you pay for it?
7. (If no) Why have you not used it?
8. (If no) What would help you consider purchasing human bio compost?
9. How much would you be willing to pay for purchasing human bio compost?