OVERVIEW

Survey Objective & Approach

Overview of Methodology

Jobs in VC - Toolkit

Value Chain Selection

Overview of Survey Instrument

Sampling Considerations

Jobs in VC Pilot - Lessons Learned

On-going Projects
Objective:

Jobs Estimation: “understanding value chain dynamics to estimate how investments and other interventions in the value chain will impact jobs (level, quality, inclusiveness), including investments at the sector or value chain level as well as investments on specific firms in the value chain.”

Value chain studies help us understand:

- The number of jobs
- Where they are located in the VC
- Extent and nature of relationships among actors in a VC

Source: https://nextgenafricanfarmers.files.wordpress.com/2013/06/agri-value-chain.gif
JOBS IN VALUE CHAINS - THE APPROACH

Addressing the jobs challenge, by:

- Quantifying jobs dynamics (number, quality, inclusivity) resulting from interventions & investments in value chains
- Documenting the extent and nature of relationships among actors within the value chains
- Capturing nuances around the decisions to employ capital and labor, train the workforce, and source inputs (including skill development needs) in the value chain
- Exposing differences across segments of firms (large/small, ownership, formal/informal) in the value chain
- Highlighting factors that open or restrict opportunities for jobs impact
OVERVIEW OF THE METHODOLOGY

BACKGROUND (SECONDARY) RESEARCH
- VC Selection
- Generic (global) VC mapping
- Initial counterpart & stakeholders consultation
- Review existing sector information

VALUE CHAIN MAPPING
- VC Mapping
- Developing & implementing sampling strategy

STRUCTURED SURVEYS
- Quantitative Surveys
  - Adaptation of survey instruments
  - Training of trainers & enumerators
  - Data checks and quality control

SEMI-STRUCTURED INTERVIEWS/FOCUS GROUPS
- Qualitative Surveys
  - Adapt qualitative interview tool.
  - Identify & select private-sector firms and key stakeholders for semi-structured interviews.

ANALYSIS & REPORT
- Computing Indicators
- Developing jobs growth scenarios
- Analysis and recommendations

SCREENING TEMPLATE
- Criteria and data sources for screening and selecting value chains

EOI & TOR TEMPLATES
- Terms of reference for hiring external experts

SAMPLING NOTE
- Approaches and methodologies for survey sampling

SURVEY INSTRUMENTS & VCSDP
- Adapted sector-based surveys with variable codes & VC survey design & planning report

INTERVIEWER MANUAL & SLIDES
- Manual and Slides for interviewer training

GUIDELINES FOR SEMI-STRUCTURED INTERVIEWS
- List of indicators derived from the survey modules & potential jobs growth templates

PHASE

ACTIVITIES

TOOLS
Materials Developed

- VC Mapping Guidelines & VC Selection Tool
- Expression of Interest (EOI) Template
- Survey Firm - Terms of Reference (TORs)
- Jobs in Value Chains Surveys:
  - Manufacturing & Agriculture
- Training Tools:
  - Interviewer Manual & Training Slides
- Value Chain Survey Design & Planning Report (VCSDPR)
- Quality Control Framework:
  - Variable codebooks, Data check do files, & Data Weighting Parameters
- Analytical Tool:
  - List of output indicators, Analysis do files, & Scenario generating instructions
- Data Weighting Parameters
- Jobs in Value Chains - Qualitative Tool
VALUE CHAIN SELECTION – PROPOSED CRITERIA

Competitiveness Potential

- Is there a critical mass of diverse firm typologies, present and competitive in regional and global markets? Is there potential to improve productivity, differentiation and increased value addition?

Readiness & Change Potential

- Does the VC represent a large # and share of jobs? Specifically, would improved wages and prices have a major impact on poverty in households? What spillovers does it have on local economies?

Impact on Target Groups

- Is the VC organized and ready to engage in a change process?

Additionality

- What is the potential for crowding out versus complementing? Do government and other stakeholders show financial and political commitment to ensure a sustainable initiative?

NOTE: VCs should be defined in consultation with the government and other key stakeholders.
Firm

Module 1 & 2
Information & Background Characteristics
- Information on respondent
- Main sources of revenue
- Questions on ownership and legal structure of the establishment

Module 3
a) Household Roster
- Demographic characteristics of family members working in the establishment
- Information on duration worked, skills/training, compensation, & any other non-enterprise activities

b) Workforce
- Information on non-family permanent and seasonal workforce
- Questions on duration worked, skills/training and compensation
- Questions on labor & recruiting constraints, and labor to output ratio

Module 4
Production
- Firm production structure, costs, & capacity utilization
- Constraints & prospects of growth

Module 5
Sales & Marketing
- Firm revenue
- Product specific questions
- Questions on consumers & nature of contracts

45-60 minutes
SURVEY FEATURES

- Standardized survey implementation, including guidelines for fieldwork, supervision, training, reporting, call-backs and documentation: quality control.
- Currently the only tool available to measure the impact of any interventions in value chains on jobs.
- Captures detailed information on constraints to growth and jobs.
- Inclusive of vulnerable populations e.g. producers not linked in the chain directly.
- Output includes value chain mapping of informal sectors.
- In depth coverage of the value chain for selected product of interest.
Recommended sample size:

- 500 interviews

Selection process of value chain should include this estimate

For example:

<table>
<thead>
<tr>
<th>Number of firms in a stage of the value chain</th>
<th>Selected sample firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 29</td>
<td>All</td>
</tr>
<tr>
<td>30 – 59</td>
<td>30</td>
</tr>
<tr>
<td>60 – 239</td>
<td>50%</td>
</tr>
<tr>
<td>240+</td>
<td>120</td>
</tr>
</tbody>
</table>

Various approaches that can be considered:

**Scenario 1:**
Full list of firms available along with activities, size, and location

**Scenario 2:**
Information available on lead firms at top of chain, but none on informal firms at bottom

**Scenario 3:**
No sufficient information on any firms

**RELEVANT APPROACH**

- **Scenario 1:**
  Standard Random Sampling, Registry must be up to date, Must select sufficient replacement firms

- **Scenario 2:**
  Standard random sampling at each VC level where population known, Carry-out Block enumeration/mini-census for other nodes and do cluster sampling within

- **Scenario 3:**
  Carry out ‘mini-census’ to identify population of firms, Collection details of population data including stratification information in this first stage
Generalizability of results: Pilot results suggest significant heterogeneity exists across value chains, making these studies largely self-contained. Moreover, the complexity and potential of analyzing specific sectors comes with an added cost and time component required to reach the informal sector.

VC Mapping: Critical first step, however it is important to identify & isolate the main components and activities to consider depending on where the focus of the analysis lies.

Sampling: Listing informal sector is a big challenge, involving being able to identify the specific VC activity actor are involved in, procuring contact information and (ideally) information about the size of operation. Approaches tend to vary between regions/sectors.

Length & complexity of the questionnaire: The current survey has been simplified & the overall duration reduced to approximately 1 hour compared to 2 hours. However, with each new VC there is a need to revisit and adapt questions for the benefit of the respondents and to gather unique industry insights.

Continued standardization of TORs: There is a need for clear expectations regarding fieldwork, supervision, training, reporting, call-backs and documentation standards.

Timelines & budget: Similar to most rigorous quantitative surveys the tool takes 7-8 months to implement from start to finish i.e. from the hiring of consultant firms until a final weighted data set is available for further analysis.
## ON GOING PROJECTS

<table>
<thead>
<tr>
<th>Country</th>
<th>Value Chain</th>
<th>Partner</th>
<th>Team Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebanon</td>
<td>Waste Recycling, Horticulture (Potato)</td>
<td>WB</td>
<td>Thomas Farole, Peter Mousley</td>
</tr>
<tr>
<td>Tajikistan</td>
<td>Tourism, Construction Materials</td>
<td>WB</td>
<td>Victoria Strokov, M. Ihsan Ajwad</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>Cattle (Beef &amp; Milk), Poultry</td>
<td>WB</td>
<td>Michael Weber, Irina Schuman</td>
</tr>
<tr>
<td>Nigeria &amp; Tanzania</td>
<td>Agri-Commodity Traders (Cashew &amp; Pigeon Pea)</td>
<td>IFC</td>
<td>James Emery, Hayat Abdo, Yanni Chen, Kalyan Neelamraju</td>
</tr>
<tr>
<td>Zambia</td>
<td>Livestock (Poultry &amp; Aquaculture), Construction</td>
<td>WB/ILO</td>
<td>Sudha Balakrishnan</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Leather &amp; Leather goods, Footwear, Light Engineering Products, Plastic</td>
<td>WB</td>
<td>Thomas Farole, Michael Engman</td>
</tr>
<tr>
<td>Tanzania</td>
<td>Horticulture (Tomato)</td>
<td>WB</td>
<td>Ruchira Kumar, Javier Sanchez-Reaza</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Horticulture (Cashew, Cassava &amp; Pigeon Pea), Agribusiness (Forestry &amp; Wood Products), Construction</td>
<td>WB</td>
<td>Ian Walker</td>
</tr>
<tr>
<td>Tunisia</td>
<td>Olive Oil, PAM (Aromatic and Medicinal Plants)</td>
<td>WB</td>
<td>Michael Weber, Jade Salhab</td>
</tr>
</tbody>
</table>