

# TOOL 12 SEMI-STRUCTURED INTERVIEW GUIDELINES

JOBS IN VALUE CHAINS SURVEYS



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# INTRODUCTION

This tool provides a summary of key issues to be covered in the semi-structured interviews and focus groups, a suggested sampling approach and examples of questions that may be included in the semi-structured interviews. Three suggested tools have been discussed in this document: 1) focus groups discussions (FGD), 2) selected “life stories”, and 3) key stakeholder interviews (KSI).

## APPROACHING THE INTERVIEW – BEST PRACTICES

Note that since key informant / expert interviews tend to be conducted with high-level managers and are more conversational in nature, it is important that the interviews be led by a relatively senior and experienced member of the team. This is important both for substance as well as for ensuring and maintaining buy-in of the firm and the wider private sector.

A few considerations for ensuring effective interviews:

Build trust: Legitimately, some interviewees can be wary to discuss strategic information about the organization or share sensitive information, particularly about their financial performance. It is important to set the conditions for an open transparent conversation right at the beginning of the interview to prevent any potential mistrust from minimizing the usefulness of the whole session. Some key principles:

- Frame / introduce the project and its objectives and output; set the expectations.
- Make the interviewee comfortable that their information and data they provide will be kept confidential (“this information will be aggregated but not shared”)
- Do not share strategic information from other firms that have been interviewed or even discuss the names of any specific firm.
- A business owner will often view the interviewee as part of the government (given that projects will normally be government sponsored), so chances are he/she may be wary to share sensitive information (e.g. margins, profits, informal employees, etc), or may take the opportunity to share everything that does not work with the government policy and procedures today: be prepared to allocate some minutes to let them talk before redirecting the conversation to the real key issues.
- Some interviewees may be unwilling to discuss margins, profits, informal employment and related issues because of concerns over government regulations or taxation. This is a prerogative that should be respected.

## Learn from the first set of interviews

- During a round of VC interviews, an analyst goes through a steep learning curve so it makes sense to schedule the interviews accordingly. Things like the stages of the value chain or the names of who are the top players in the industry, for instance, constitute basic information that can be established in literally any interview, since any VC member will be able to answer that. Therefore, it may be wise to schedule those companies with the most advanced business models in place for later on, so that the interviewer can gain basic knowledge beforehand and allocate most of the interview time with sophisticated companies to discuss winning strategies are

## **Bring value (value goes both ways!)**

- Interviewing is not a one-way conversation or just an information-gathering exercise. Through discussing international trends and learnings from other countries or even asking informed questions that make them think about potential strategic avenues, the interviewer can provide value to the interviewee – this will make them more likely to engage in a longer discussion and offer more strategic insights. It will also help establish and maintain a longer-term relationship.
- Think of these interviews as a part of the PPD process. Every interviewed company must automatically become a ‘believer’ in the initiative. This is of course easier when the value chain initiative is clearly geared towards implementation.

## **Timing**

- Usually an interview may take around 60 minutes, any time beyond that should be agreed on with the interviewee. If the interview finishes with unanswered questions it may be prudent to confirm his or her willingness to potentially respond to a few additional questions by email.

## **GUIDANCE ON KEY ISSUES TO ADDRESS**

### **Business background**

This section provides some basic background on the business and is critical to set up the rest of the interview. Key issues to cover:

- Description of the business, its ownership, and operations in the country
- History of the business – major events and turning points in the organization’s history, especially the rationale behind changes in strategic direction (if any)
- Where does the business fit in the value chain map?
- Basic facts about the locations, sales, employees

### **Product, markets, and strategy**

This section focuses on understanding the business strategy, where it competes in the market and its opportunities for expanding and upgrading. Key issues to cover:

- Discussion on the business’s products and services and strategic segmentation
  - Overview of key products
  - Strategic positioning – which segment do they participate in?
  - Who are the business’s main competitors and how does it compete?
  - Identification of prevalent segments active in the national / local value chain
  - Nature of the global and national market
  - Trends and changing patterns in the global and regional / national value chain
  - Structure and governance of the value chain (where relevant) – key players
- Market channels
  - Domestic v regional v global participation
  - Number and nature (size, type) of customer
  - How does the business interact with its customers and how does this shape their development strategy?
  - Degree to which they sell in an open market or through contracts with key firms
  - Based on these market channels, what is the stability of prices and volumes?
  - What are the benefits and the drawbacks of the different market channels?
  - Does the business receive technical assistance from its customers?
  - How does the business find out about changing technologies? How does it find out about prices?

- Opportunities for new market development and challenges to existing markets / segments
- Growth plans

### **Production structure**

This section particularly applies to any business's with manufacturing processes, but is also relevant for agricultural producers. The focus here is to understand production structures and the use of capital and labor, but this is also the key discussion around costs, margins, and productivity. Key issues to cover include:

- Structure of production and main technologies used
  - Age and condition of machinery and equipment
  - Plans to upgrade equipment / technology? barriers to doing to?
- Cost structure and competitiveness– for each of below: 1) costs; 2) are they competitive?; 3) constraints to overcome
  - Inputs
  - Production
  - Delivery and marketing
- Potential areas of constraint to discuss:
  - Availability and cost of inputs
  - Quality/ standards (national and global)
  - Nature of business – size, competitiveness
  - Labor: skills, availability, cost
  - Scale economies
  - Investment and working capital finance
  - Nature of local and regional demand
  - Trade regime
  - Business regulatory environment issues
  - Sustainability issues (environmental, social)
- Strategy in using capital / technology versus labor; will future output growth lead to future job growth or will it mainly be met with increasing investment in machinery? Will jobs move more to higher skilled or will lower skilled jobs still be significant? What factors drive this?
- What are the constraints impacting productivity (skills, energy, etc.)? How can these be addressed?
- Common key operational challenges to identify bottlenecks along the VC (Collaboration is more likely to take place when business's share an interest in looking for operational efficiencies, for example by means of shared infrastructure or services)

### **Supply Chain**

This section focuses on understanding the sources of supply and in particular the current level and nature of purchases in the local supply chain, and the main constraints to expanding local sourcing. Key issues to cover include:

- Source of supply of key inputs and services
  - What is bought domestically versus imported and why?
  - How has this changed over time and why?
- Main barriers to sourcing more from local suppliers, particularly small scale / microenterprises (e.g. scale, quality, standards, reliability, etc.)
  - Access to market information
  - Challenges in coordinating supply
  - Scale economies

- Lack of finance
- Quality issues
- etc.
- Efforts to support suppliers through technical assistance / examples of success
- What more can be done to support integration of small, local suppliers into the value chain?

### **Skills and workforce development**

This section is crucial to understand the current skill set of the different businesses in the local value system. Only then will next methodological steps be able to bridge the gap between the professional skills needed by the business fabric and training providers in the local labor market. Key issues to cover include:

- Current workforce
  - Structure by type / skill / gender of worker
  - How is the # or nature of workforce likely to change in the coming years?
  - Is labor turnover a problem? Why and what is being done to address it?
- Recruiting
  - What types of workers do they recruit? from where?
  - What are the constraints to finding staff?
- Skills
  - Current and future needs in terms of specific occupations and skills
  - What are the main skills shortages? (include discussion on technical skills versus soft skills)
  - What efforts are being made to address skills gaps? Any industry-wide initiatives?
- Training
  - Nature and intensity of training programs
  - Quality and availability of local training institutes
  - What, if any, interaction do they have with local training institutes, universities / technical schools?

### **Business environment (local / global) and industry collaboration (CATEGORY NOT COVERED IN SURVEY)**

This section aims to identify the main determinants of competitiveness and assess the perception on current / future competitiveness and the main constraints to be overcome. It also discusses the structure of current collaboration in the industry and dialogue both intra-industry and with government. Key issues to cover include:

- Perceptions of the local industry / value chain
  - Validate estimates on aggregated sector-based information
  - Validate the map of agents and the main players in the value system
  - How has the VC / cluster evolved over time? (history)
  - How competitive is the local value chain in a global context?
  - How is the global industry changing and what does it mean for the local value chain?
  - What determines success in the value chain?
- Main constraints
  - What are the main constraints in the local / national environment (business climate, structural issues, etc.)?
  - What could industry and government do to address these constraints?
- Industry collaboration
  - How effective is industry collaboration? what examples exist?
  - How effective is industry dialogue? How effective is government dialogue? Does it translate into action? why or why not?

- What global / national best practices would the interviewee suggest we investigate further? (both at the business and value chain / cluster level)

## **GUIDANCE ON SAMPLE SELECTION**

### **General Aspects**

These generic sampling guidelines can be implemented in any type of VC industry (manufacturing/processing, services, and agriculture/horticulture) and country. However, the final number of participants to be selected for the qualitative instrument (QI) might vary depending on the relevant nodes identified for each VC and the regional divergences within each country.

The QI will focus primarily on the dynamics and processes along the vertical scope of the core VC (and is limited to the essential nodes where the most value addition takes place; i.e. where firms/farms actually take ownership of the product and add value to it before selling it). However, for analytical purposes a broad set of supply chain actors can also be included.

When possible, qualitative research should be conducted along the following stratifications: A) the stage/node of the value chain; B) the firm size category (micro/small and medium/large); C) position inside and outside the established (lead firm) value/supply chain; and D) region within the country (particularly when there are distinct value chains operating in different regions).

The QI groups a semi-structured process of interviews and consultations that allow for an in-depth and nuanced assessment of the dynamics within the nodes of the VCs, the opportunities and challenges that owners/managers face, and what is required to improve competitiveness, upgrade positioning, and create quality jobs. In particular, three suggested tools can be used under the QI: 1) focus groups discussions (FGD), 2) selected "life stories", and 3) key stakeholders interviews. The QI should be implemented separately for each VC in the country.

Qualitative techniques are powerful tools that help identify issues that might otherwise be difficult to find through quantitative techniques. Both, qualitative and quantitative techniques, complement each other.

Where possible, the QI will leverage the efforts made for the Jobs in VC quantitative survey, in particular for: 1. Strategic value chain selection, 2. VC mapping, and 3. Establishing sampling frames and data. These details can inform and provide a baseline for the qualitative assessment.

The recommended selection of participants to the QI combines probabilistic techniques (random selection) with purposively sample selection using criteria that maximize the amount of information that will be useful for the analysis. These guidelines are expected to provide a generic reference point - as the total number of participants in the QI vary depending on the number of relevant nodes in each VC, the number of actors that constitute the universe of players, and regional divergences.

## QUALITATIVE INSTRUMENT

Focus Group Discussions (FGD)

- **Around 8 focus groups (2 FGD per node of the VC), 10 participants each. Semi-structured interviews.**

### Characteristics of the methodology

During a FGD a group of individuals is brought together to engage casually in a guided discussion of a certain topic of interest. The advantage of conducting this type of group dynamics is that it often brings out aspects or reveals information about a subject that may not have emerged from individual interviews. The FGD may be facilitated through diverse mechanisms such as semi-structure open questions, hypothetical cases, or closed-ended blind voting.

For the VC, the purpose of the FGD will be to assess from different perspectives, the characteristics (roles, skills-profile, ownership entrepreneurship, etc.), constraints and opportunities faced by firms/farms within a given business segment or node of the VC.

**Time:** Each FGD should last 2 hours.

### Selection of participants

The main focus of analysis of the QI needs to be defined, e.g. the vertical scope of the core value chain with stratification by node, size and region.

Participants in the FGD (10 people per FGD, either the owners or senior managers of the enterprise/firm/farm, or in cases where this was impossible a senior representative highly knowledgeable of the firm) can then be randomly selected from that sampling universe and will cover all relevant nodes of the VC. Additionally, if the sample frame information is detailed enough, FGDs could be disaggregated by firm size (i.e. two different FGD: one for small firms/farms with < 20 employees; and one for medium large firms/farms with >=20 employees).

The participants to the FGD will be randomly selected from all regions within the country unless the nodes of the VC are significantly different between regions, in which case separated FGD should be conducted in order to capture these geographic differences.

The FGDs will be targeted to contain 10 participants (by default), and no less than 4 participants, if there are no more potential respondents in the firm universe to draw from in a particular VC. If there are (based on VC mapping or other sampling frame building method) less than 4 firms/farms in the VC firm universe, it might be better to conduct individual interviews (such as “life stories” described in next section) instead of FGD, mostly due to reasons of confidentiality and avoiding conflict of interest. (It is more likely that the respondents know each other or that they are direct competitors in which case they will be more reluctant to share ideas or answer sensitive information in a round table discussion).

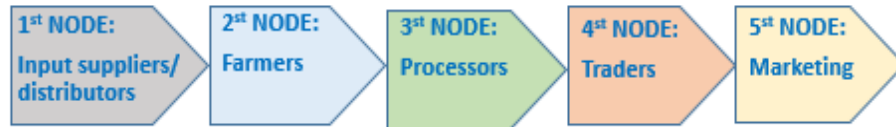
It is recommended that if the Sampling “universe” at a VC level (i.e. firms/farms that completed quantitative survey) contains:

- 1- 3 firms/farms**→ the FGD is replaced by “life stories” (see next section for details)
- 4-10 farms/firms**→ select all of them to participate in the FGD.
- >10 firms/farms**→ randomly select 10 firms to participate in the FGD. If possible organize two different FGD by size of the enterprise/firm/farm.
- Group all regions unless the nodes of the VC are significantly different between regions, in which case separated FGD should be conducted in order to capture these geographic differences.



Although the total number of FGD and participants will be determined on a country basis (depending on the number of nodes, players, and divergence between regions), as a reference, it is expected to have around 8 FGD per VC in each country, each ideally composed of 10 participants.

**EXAMPLE.** Example with 5 essential nodes:



| Sampling "universe": Firms/farms that completed the quantitative survey in each node. |  |   |   |   |   |
|---|--|---|---|---|---|
| Total # of firms/farms  | 115  | 120   | 4   | 3   | 9   |
| <b>Type a.</b> # Small firms/farms (<20 employees)                                    | 15   | 116   | -   | 1   | 4   |
| <b>Type b.</b> # Medium and large firms (>=20 employees)                              | 100  | 4   | 4   | 2   | 5   |
| FOCUS GROUP participants  |  |   |   |   |   |
| <b>Total: 7 FGD</b>   | <b>2 FGDs:</b><br><b>Type a.</b> Random selection of 10 firms<br><b>Type b.</b> Random selection of 10 firms | <b>2 FGDs:</b><br><b>Type a.</b> Random selection of 10 firms/farms<br><b>Type b.</b> 4 firms/farms | <b>1 FGD:</b><br><b>Type a.</b> NA<br><b>Type b.</b> With the 4 firms | Skip → Implement the "life story" tool (next section) | <b>2 FGD:</b><br><b>Type a.</b> With the 4 firms<br><b>Type b.</b> With the 5 firms |

**Summary of the methodology**

| Participants   | Purpose   | Characteristics   | Advantages  | Challenges-Considerations   | Time required    |
|--|---|---|---|---|------------------|
| <ul style="list-style-type: none"> <li>Ideally 10 participants per FGD</li> <li>Head or main manager of the firm/farm</li> </ul> | <ul style="list-style-type: none"> <li>Assess, from different perspectives, the characteristics, constraints and opportunities faced by firms/farms in each node</li> </ul> | <ul style="list-style-type: none"> <li>Guided discussion</li> <li>Semi-structure, open questions, hypothetical cases, etc.</li> </ul> | <ul style="list-style-type: none"> <li>Stimulates broad discussion</li> <li>Opportunity to understand different perspectives</li> <li>Potential for testing reactions to ideas</li> </ul> | <ul style="list-style-type: none"> <li>Ensuring all participants are involved ('voice')</li> <li>Managing (loosely) the conversation</li> </ul> | 2 hours each FGD |

**Individual Life Story Interviews (LSI)**

- Around 16 stories/cases per country. Guided conversations, semi-structured open questions.

## Characteristics of the methodology

This methodology targets specific participants and allows the researcher to explore through casual (but guided) conversations the participants’ individual experiences within a macro framework (in this case the whole VC).

Similar to the FGD, the main focus of analysis of the “life story” interviews (LSI) will be the vertical scope of the core value chain. This interview-type can provide in-depth and rich information of circumstances, key variables and decisions that may have influenced the current performance of the firms/farms along the vertical VC. In particular, the methodology will enable to assess how and why some firms/farms have managed to achieve sales and income growth and deliver quality jobs while others have not. Since interviews are conducted with one interviewee at the time this methodology can address sensitive issues that might not be appropriate for FGD.

**Time:** Each interview should last approximate 2 hour.

## Selection of participants

The measure of “performance” will be relative to each node. To identify the high performance and low performance firms/farms, the researcher Firm/consultant can potentially use the estimates of sales at each stage of the VC. If there is a specific interest in analyzing gender dynamics, then the sampling “universe” might also be further divided by firms/farms run or managed by women and men and draw cases from this two sub-samples.

The most and least successful firms/farms from each node of the VC can be selected. The participants to the interviews will be either the owners or senior managers of the enterprise/firm/farm, or in cases where this was impossible a senior representative highly knowledgeable of the firm.

**EXAMPLE.** Example with 4 essential nodes:



|                             |   |                      |   |   |
|-----------------------------|---|----------------------|---|---|
| Universe                    | 10  | 3                    | 30  | 100   |
| Total # of firms/farms      |   |                      |   |   |
| Life stories                | Randomly select :   | Select all 3 of them | Randomly select :   | Randomly select :   |
| <b>Total: 15 interviews</b> | <ul style="list-style-type: none"> <li>• 2 high performance cases</li> <li>• 2 low performance cases</li> </ul> |                      | <ul style="list-style-type: none"> <li>• 2 high performance cases</li> <li>• 2 low performance cases</li> </ul> | <ul style="list-style-type: none"> <li>• 2 high performance cases</li> <li>• 2 low performance cases</li> </ul> |

## Summary of the methodology

| Participants   | Purpose   | Characteristics   | Advantages  | Challenges-Considerations   | Time required   |
|--|---|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Around 16 stories per country</li> <li>• One interviewee at time</li> <li>• Head or manager of the firm/farm</li> <li>• High and low performers within each node</li> </ul> | <ul style="list-style-type: none"> <li>• To assess (through living cases) how and why some firms/farms manage to achieve sales and income growth</li> </ul> | <ul style="list-style-type: none"> <li>• Guided discussions</li> <li>• One-on-one/face-to-face in-depth interviews</li> <li>• Semi-structure, open questions</li> </ul> | <ul style="list-style-type: none"> <li>• Provides very specific knowledge/expertise</li> <li>• Relatively easy to target and control outcomes</li> <li>• Can address sensitive issues not appropriate for group discussions.</li> </ul> | <ul style="list-style-type: none"> <li>• Identifying the most relevant cases</li> <li>• Building trust with the interviewee</li> <li>• Ensuring open conversation, but controlling the flow.</li> <li>• (when there is interest in gender focus) Managing demographics to ensure gender differentiation.</li> </ul> | <ul style="list-style-type: none"> <li>• 2 hour each interview</li> </ul> |

### Key Stakeholders Interviews (KSI)

- **Around 5 key stakeholders per country. Semi-structured interviews.**

#### Characteristics of the methodology

While the focus of the qualitative research will be mainly the firms/farms that are part of the vertical core value chain, an important target of semi-structured interviews will also be the related actors or institutions that impact the VC but are not directly involved in the core market transactions.

The purpose of the key stakeholder interviews is to gather relevant information from those related actors to better understand the regional and sectoral context of the VC. The key stakeholders could include local governments, community leaders, government agencies, institutions (e.g. education and training, etc.), business or industry associations, chambers of commerce, cooperatives, unions, NGO stakeholders, local financial institutions, etc. These key stakeholder interviews are particularly important as these stakeholders' act as VC promoting agents and may not be captured under the structured survey process.

**Time:** Approx. 1.5 hours in each interview.

## Selection of participants

Interviews should be conducted for a specific selection of knowledgeable and diverse key stakeholders who might provide relevant information to better understand the regional and sectorial context of the VC. The key stakeholders can be purposively chosen for each region/district where the VC is being analyzed in order to capture geographic particularities. In addition, if there is a special interest of having a gender perspective, women may be oversampled in the selection of those key stakeholders.

The selection of stakeholders will vary by country and ultimately depend on the VC related industry and product. However, the main key stakeholders can be grouped as following and, as far as possible, it would be best to interview the largest number of these actors and at least one from each type within each region.

| <b>Government</b>   | <b>Associations of firms/farms</b>   | <b>Other potential supporters</b>  |
|---|--|--|
| <ul style="list-style-type: none"><li>• Local governments</li><li>• Community leaders</li><li>• Line Ministries</li></ul> | <ul style="list-style-type: none"><li>• Representative of business or industry association (e.g. farmers, producers, entrepreneurs, etc.)</li><li>• Representatives of unions</li><li>• Cooperatives</li></ul> | <ul style="list-style-type: none"><li>• Financial institutions</li><li>• Local banks</li><li>• NGOs</li><li>• Representative of saving groups</li><li>• Education and Training institutions</li><li>• Technology and research facilities</li><li>• Telecommunication companies</li></ul> |

## Summary of the methodology

| Participants   | Purpose  | Characteristics  | Advantages  | Challenges-Considerations  | Time required                 |
|--|--|--|---|--|-------------------------------|
| <p>Approx. 5 interviewees</p> <p>One interviewee at the time</p> <p>Relevant, knowledgeable and diverse stakeholders.</p> <p>To have a gender perspective, women will be prioritized in the selection of stakeholders.</p> | <p>To gain an understanding of the local context and regional level factors that may contribute to firm/farm performance within the VC</p> | <p>One-on-one/face-to-face interviews</p> <p>Semi-structured interviews, and open ended questions (conversational)</p> | <p>Provides very specific knowledge / expertise</p> <p>Gives relevant information about the context</p> <p>Relatively easy to target and control outcomes</p> | <p>Identifying the most relevant key stakeholders</p> <p>Ensuring senior-level interviewer for high-level stakeholders</p> <p>Building trust with the interviewee</p> <p>Ensuring an open conversation, but controlling the flow</p> | <p>Approx. 1.5 hours each</p> |

## LOGISTICAL CONSIDERATIONS AND ORGANIZATION OF FIELDWORK

### Task's Main Supervisor and Fieldwork Team

To ensure the highest quality of data obtained, the survey firm could assign a primary contact (main supervisor) for the entire duration of the study. The supervisor should be available continuously throughout the project in order to handle any problems that arise during its course, and should also send weekly reports to the designated WB contact. The WB task team may elect to participate in any stage of the research for quality-control purposes.

The firm must arrange: i) Skilled facilitators/interviewers and note-takers. (In the cases where there is a particular interest to carry out the qualitative study with a gender approach, male and female interviewers are required (e.g. gender-specific focus groups and key interviews should be conducted without the presence of the opposite sex, etc.)); ii) Ensuring all participants in the FGD are involved ('voice'); iii) Managing expectations of participants; iv) Identifying the relevant key stakeholders, v) Ensuring senior-level interviewer for high-level stakeholders; vi) Building trust with the interviewee; and vii) Ensuring an open and transparent conversation guided by the relevant topic.

### Prior to Implementing the Instrument

The firm should have a list of participants/respondents and secure confirmations at least one week before launching fieldwork in order to organize logistics, collect basic information (name, phone number) and ensure their availability to participate in the exercise. It is the responsibility of the Firm to contact all participants and invite them to participate in the project. If required, the firm can arrange a meeting with community leaders, local government or associations in order to help introduce the work, organize logistics, and solicit help with participant selection and outreach. The World Bank can provide support by

facilitating the contact (such as official letters outlining the purpose and characteristics of the study, and the parameters of confidentiality).

For the focus group activity, a few days prior to implementing the instrument, the firm must also have identified the appropriate place (space, security and ambiance) to conduct the exercise. Bear in mind that additional logistics might be required when participants have to travel to other regions to participate in the FGDs.

### **Upon Completion of Fieldwork**

Immediately upon completion of the fieldwork, the main supervisor should conduct a general check of the information collected and ensure that the transcripts are in order. It is desirable that a summary implementation report (one page, including final number of participants and other relevant logistics information per value chain) is provided (electronically) to the WB, who may organize a follow-up check by telephone or in person.

### **Confidentiality of Data Collected**

The data collected is completely confidential and must not be shared by the firm. The firm should ensure respondents the confidentiality and anonymity of their responses, stressing the value of the qualitative study to the country and the use of data only for research purposes. Although aggregated data might be published by the World Bank, some extracts of the selected individual cases (“life stories”, for example) may also be included in the publication - depending on the sensitivity of the information and using pseudonyms or prior approval of the respondents and the TTL.

Note: The firm may use its expertise and knowledge of the local context to propose adaptations to this methodology if needed to guarantee the feasibility to conduct the research in a reasonable amount of time and other logistical circumstances. Any adaptations should be approved by the TTL prior implementation.

## FOCUS GROUP DISCUSSION (FGD) - GUIDING QUESTIONS

### CONTENT:

**Table 1.** Participant data to be collected in FGD

**Table 2.** Guiding questions to Firms/Farm/Enterprises operators during FGD

**Module A.** General

**Module B.** Specific Questions

During a FGD a group of individuals is brought together to engage and talk casually in a guided discussion of a certain topic of interest. The advantage of conducting this type of group dynamics is that it often brings out aspects or reveals information about a subject that may not have emerged from individual interviews.

For the Value Chain (VC) analysis, the purpose of the FGD will be to assess from different perspectives, the characteristics, constraints, and potential interventions to firms/farms/enterprises within a given business segment or node of the VC.

The interviewees should be either the owners or senior managers of the enterprise/firm/farm, or in cases where this were impossible a senior representative highly knowledgeable of the firm/farm. The FGD will be facilitated through semi-structured open questions. This Annex includes some guiding questions.

**Time:** Each FGD should last **2 to 2.5 hours maximum.**

**Table 1. Participant data to be collected in each FGD**

Focus Group Discussion (FGD) #: \_\_\_\_\_

Community: \_\_\_\_\_

District: \_\_\_\_\_

State/Region: \_\_\_\_\_

Date of the FGD: \_\_\_\_\_

Name of the facilitator: \_\_\_\_\_

Name of note-taker: \_\_\_\_\_

The following data should be collected and recorded for every participant in the FGD to help you keep a concise registry of participants:

| Name | Gender | Age | Specify your role within the firm/farm/enterprise (owner, main manager, etc.) | Firm/Farm<br>(Please describe the type of business/industry) | Years of operation<br>(Firm/Farm) | Approx. number of workers<br><br>(paid full-time)<br><br>If only you, then write "0" | Your highest level of education | Additional training(s) / years<br><br>If none, then write "0" | Marital status | Number of Children | Phone number<br>(for future contact) |
|------|--------|-----|---|--|-----------------------------------|--|---------------------------------|---|----------------|--------------------|--------------------------------------|
|      |        |     |   |  |                                   |  |                                 |   |                |                    |                                      |



**Table 2. Guiding questions to Firms/Farms/Enterprises operators during FGD**

**MODULE A: GENERAL QUESTIONS**

| Q code | What do we want to know?  | Opening Question [guidance]   | Follow-up questions [guidance]   | Time limit. (min) | Potential answer options [guidance, examples] [lists may vary]   | Theme  |
|--------|---|---|--|-------------------|--|--|
| 1      | Basic information on employment situation in the region; good question for opening up conversation and know what people think about employment without being too inquisitive. | <b>How is the job situation here? / What is the employment situation like in this region?</b> [Open ended, do not probe at all, allow people to say what first comes to their minds]  | <b>Have things changed in the last 5 years?</b> [indicate something that happened around 5 years ago to help people situate the time]  | 3                 | a) Excellent<br>b) Above Average<br>c) Average<br>d) Below Average<br>e) Very Poor   | General  |
| 2      | Which kind of jobs do people have in this region? Do they consider them as good or bad jobs?<br><br>At what point working on a business/firm/farm become 'respectable'?       | <b>Which are the best jobs in this region? Which are the worst jobs?</b><br><br>[Let the participants talk freely among them and try to perceive their consensual opinion. Then list in a blackboard or card the two best and the two worst jobs.]. | <b>What makes [name/point to each job] a good or a bad job?</b> [Try to gather as many details as possible in order to know why a job is perceived as a good one (money, security, interest, pride?)]. | 5                 | a) Permanent employee, salaried position<br>b) Own business. Individual entrepreneur (trade, craft, services – carpenter, hairdresser, processing activities, etc.)<br>c) Own farm, farmer (self-employed)<br>d) Short-term worker – non-agricultural<br>e) Short-term worker – agricultural<br>f) Other (specify) | Attitude /perception (towards certain jobs)    |
| 3      | Identify the main sectors/industries in the region. Identify the higher and lower potential activities.   | <b>In which sectors/industries are people working? Which ones have more potential or success? Can anyone work in these sectors?</b><br><br><b>Why?</b> [Ask for the reasons of these choices.].   | <b>Which are the least successful sectors?</b><br><br>[Ask for the reasons of these choices.].   | 7                 | a) Agriculture/Forestry<br>b) Processing and marketing of agricultural products<br>c) Manufacturing  | Attitude /perception (towards certain sectors) |

|   |  |  |  |                 |  |  |
|---|--|--|--|-----------------|--|--|
|   |  |  |  |                 | <p>d) Trade (manufactured products)</p> <p>e) Services (tourism, carpentry, construction, etc.)</p> <p>f) Other (Specify)</p>  |  |
| 4 | Assess whether the activities related to the Value Chain being analyzed are perceived as desirable and with growth potential.            | <p><b>Do you think your industry [specify VC industry] is perceived as desirable in terms of jobs?</b></p> <p><b>Why?</b> [Ask for the reasons of these choices.].</p>                   |  | 5               |  | Attitude /perception (towards VC industry) |
| 5 | Information about the industry situation. How far can people “achieve success” in that activity?   | <p><b>Can you tell me about persons working in [specify the VC industry] in this region who have achieved success?</b></p>   | <p><b>What characteristics do they have?</b></p> <p>[Invite people to provide examples. Gather additional details on the way they started, the help they received, etc.]</p> | 5               | <p>a. Hard work/reliability/effort</p> <p>b. Good education and trainings</p> <p>c. Social network-social capital</p> <p>d. Family inheritance</p> <p>e. Honesty, integrity, good behavior</p> <p>f. Other (specify)</p> | General / Perception (success)             |
| 6 | Do people really want to be involved in business, or are they striving for a salaried position; business is just a way to make it today? | <p><b>Imagine you have the opportunity to either 1) have a better paid salary job, or 2) have the opportunity to get a grant to growth your business. Which do you want to have?</b></p> | <p><b>Why did you choose this answer?</b> What is it about business / salary job that is so good?</p>  | 5               | <p>a) Salary job definitely</p> <p>b) Salary job maybe</p> <p>c) Neutral</p> <p>d) Business maybe</p> <p>e) Business definitely</p>  | Attitude/ perception                       |
|   | <b>Total time</b>  |  |  | <b>30 mins.</b> |  |  |

**MODULE B: SPECIFIC QUESTIONS**

| Q code | What do we want to know?   | Opening Question [guidance]  | Follow-up questions [guidance]   | Time limit. (min) | Potential answer options [guidance]<br>[lists may vary]   | Theme   |
|--------|--|--|--|-------------------|---|---|
| 7      | Reasons to start an enterprise.<br>Reasons to work in this VC industry.  | <b>Why did you decide to work in this industry [VC industry]?</b>  | (Try to perceive their consensual opinion)   | 4                 | a) Family business<br>b) Better income opportunities<br>c) It is the common industry to work in this region<br>d) Other. Specify.   | Business Environment<br><br>(Reasons to start business) |
| 8      | Want to know what is keeping them from expanding it/ making more money.  | <b>Are you happy with the current size and profitability of your enterprise/firm/farm?</b>   | <b>Why?</b><br>[Narratives about what they have tried, and where they have failed, are very valuable here.]  | 5                 | a) Yes, very happy. I can manage the business<br>b) Yes, somewhat<br>c) No, not at all  | Business environment<br><br>(aspirations)               |
| 9      | Identify the constraints to productivity-profitability in the industry of the VC.<br>Narratives about what they have tried, and where they have failed, are very valuable here | <b>What are some of the day-to-day challenges that you face in your business?</b><br><br><b>What is keeping you from expanding it-being more productive/having higher incomes?</b><br><br>[Allow people to say what first comes to their minds. Ask people to share some detailed stories. If possible, differentiate obstacles between small and large firms/farms] | [In a blackboard, card or flipchart, write the problems identified by the participants.<br><br>Then, validate with the participants a list of the three main problems they experience] | 10                | a) Capital: Lack of access to credit, finance, etc.<br>b) Markets: Lack of access to inputs; no access to infrastructure (roads, etc.), low demand for goods or services I offer; high competition<br>c) Skills: Low technical skills / Lack of skilled workforce<br>d) Costly or difficult regulations: Licensing permits, inspections, trade and customs, etc.<br>e) Other: Lack of information; Theft / crime; diseases, health-related (self or family) | Constraints   |

|    |   |  |  |   |   |                                  |
|----|---|--|--|---|---|----------------------------------|
|    |   |  |  |   | f) There are no challenges  |                                  |
| 10 | <p>Which are the main risks affecting the VC industry? Which are the periods when people are more vulnerable?</p> <p>Identify the jobs and periods of particular vulnerability.</p> | <p><b>Which are the main risks affecting your firm's/farm's/enterprise's activities/incomes?</b></p> <p><b>When are the periods when people is most vulnerable?</b></p> <p>[If possible, differentiate between small and large firms/farms. Ask for details and reasons]</p> | <p><b>Do these risks affect choice or place of activities? How? How often? How do you cope with those risks?</b></p> <p>[Validate with the participants a list of the three main risks]</p> <p>[If possible set a seasonal calendar of activities]</p> | 7 | <p>a) Weather conditions (drought, flooding)</p> <p>b) Diseases (malaria, wounds, etc.)</p> <p>c) Loss of production asset</p> <p>d) Price change (inputs and/or marketed products)</p> <p>e) Livestock diseases</p> <p>f) Job loss</p> <p>g) General economic situation, unstable market</p> <p>h) Other (specify)</p> | Constraints                      |
| 11 | <p>Strategies to overcome problems and risks. Gather information about the people's coping strategies.</p>  | <p><b>What strategies have you implemented to overcome those risks? What are the effects of such strategies?</b></p>   | <p>[For each of the three main risks ask the participants what they have done to</p>   | 7 | <p>a) I did nothing</p>   | Coping Strategies, Interventions |

|    |  |   |   |    |  |                        |
|----|--|---|---|----|--|------------------------|
|    |  |   | overcome them. Ask for examples.]   |    | <ul style="list-style-type: none"> <li>b) Diversification of agricultural and non-ag. activities</li> <li>c) Migration</li> <li>d) Loan (from family, friends, bank, loan group)</li> <li>e) Use savings</li> <li>f) Joining a program implemented by the State or an NGO</li> <li>g) Technical trainings</li> <li>h) Other (specify)</li> </ul> |                        |
| 12 | We want to know more about money and other resources to start business | <b>Where did you get the money to start your business?</b> [Probe for details].   |   | 3  | <ul style="list-style-type: none"> <li>a) Formal bank loan</li> <li>b) Loan from family / friends</li> <li>c) Gift from family/friends</li> <li>d) My own savings</li> <li>e) Local loan group, saving group</li> <li>f) NGO / government grant</li> <li>g) Religious institution</li> <li>h) Other</li> </ul>                                   | Resources              |
| 13 | We want to know more about challenges to access to finance             | <p><b>Do you have bank loans? /did you have bank loans?</b></p> <p>If you got a bank loan to start your business or if you currently have a bank loan, <b>What was the process you went through?</b> (Please ask for details: collateral, bad credit history, etc.)</p> <p><b>What were the main challenges you faced getting the loan?</b></p> | <p><b>How long did it take?</b></p> <p><b>What was the loan used for?</b></p> | 10 | <ul style="list-style-type: none"> <li>a. No I don't have any</li> <li>b. Yes, I used it to pay household expenses (food, electricity.)</li> <li>c. Yes. I reinvested in the business (inputs, machinery, supplies, training, etc.)</li> <li>d. Other (specify)</li> </ul>   | Resources, Constraints |

|    |  |   |  |   |   |  |
|----|--|---|--|---|---|--|
| 14 | <p>Inputs</p> <p>Are there any gaps in the market, and why aren't entrepreneurs identifying these?</p> <p>What motivates choices?</p>                                | <p><b>What are the three main inputs required for this firm/farm/enterprise to provide its main service/product?</b></p> <p><b>Who are your main suppliers?</b></p>   | <p><b>How do you choose which business/people you would buy from?</b> [Is the business of someone you know personally? Does it depend on prices? Quality?]</p>                               | 7 | <p>a) Anyone who has what I need at the best price</p> <p>b) Anyone who has what I need at the best quality</p> <p>c) People around this community</p> <p>d) People in my social group (i.e. religion, ethnicity)</p> <p>e) Family / friend networks only</p> | <p>Business environment</p> <p>(inputs)</p>              |
| 15 | <p>Inputs</p> <p>Are there any gaps in the market, and why aren't entrepreneurs identifying these?</p>   | <p><b>How easy is for you to have access to the main inputs you need to run your business?</b></p> <p><b>In the last year have you had any troubles with your suppliers?</b></p>  | [Allow conversation]   | 4 | <p>a) Very easy, lots of choices</p> <p>b) Easy, but not too many choices</p> <p>c) Not easy, sometimes things are not available</p> <p>d) Very difficult, often things are not available</p>   | <p>Business environment</p> <p>(Inputs), Constraints</p> |
| 16 | <p>We want to know about the issue of trust and relationships with others, as a business operator. Are there any people that a person will not do business with?</p> | <p><b>Who are your main customers?</b></p> <p><b>Do you usually provide your services/sell your products to the local, national or international markets?</b></p>   | <p>[Ask for examples related to the product of the VC. Do they sell or provide their services only locally or to other communities, to the national market or to international markets?]</p> | 5 | <p>a) Anyone - people from here and outside (traveling)</p> <p>b) People around this community only</p> <p>c) People in my social group (i.e. religion, ethnicity)</p> <p>d) Family / friend networks only</p>  | <p>Business environment</p> <p>(Customers)</p>           |
| 17 | <p>Is the urban environment conducive to setting up a business, if all things were good otherwise?</p>   | <p><b>In terms of physical space, where do you usually provide your services or sell your products?</b> (fixed or mobile premise)</p> <p><b>Do you face any problems finding places to offer your services or sell your products?</b></p> | <p><b>What have you done to try to remedy it?</b></p>  | 5 | <p>a) I have fixed formal premise</p> <p>b) I operate in my house</p> <p>c) I do business outside of my house but have to deal with the problems</p> <p>d) I don't have a fixed premise. I can operate outside of my</p>                                      | <p>Constraints, coping strategies</p>                    |

|    |  |  |  |   |   |   |
|----|--|--|--|---|---|---|
|    |  |  |  |   | house anywhere I want without any problems  |   |
| 18 | We want to know if firms/farms/enterprises are part of business/industry associations, cooperatives or saving groups | <b>Which organizations do you belong to?</b>   |  | 2 | <ul style="list-style-type: none"> <li>a) Business associations</li> <li>b) Chambers of commerce</li> <li>c) Cooperatives,</li> <li>d) Saving groups</li> <li>e) Women group</li> <li>Other (specify)</li> <li>f) There are no organizations in my community</li> </ul>   | Business environment<br>(Interventions) |
| 19 | We want to know if whether those organizations are useful.   | <b>Do these organizations have had a positive impact on your firm's/farm's performance? How?</b>   | [Ask for examples. Try to perceive their consensual opinion]     | 5 | <ul style="list-style-type: none"> <li>a) They are useful</li> <li>b) They are not useful for my business</li> <li>c) I do not know of any</li> </ul>   | Business environment<br>(Interventions) |
| 20 | To what extent are people starting businesses that employ others / contribute to the overall job market              | <b>Do you have any employees for your business? How many? Under what conditions are they hired?</b><br><br>(e.g. paid, unpaid, permanent, per day, etc.) | <b>If not, Why?</b><br><br>(Collect as many details as possible) | 3 | <ul style="list-style-type: none"> <li>a) No, only me</li> <li>b) Yes, only family members / close friends help as needed</li> <li>c) Yes, only family members / close friends help me always</li> <li>d) Yes, workers help sometimes / as needed</li> <li>e) Yes, I have some permanent employees on regular pay</li> <li>f) I don't need help / family helps</li> </ul> | Jobs, Skills Deficit                    |

|    |  |  |  |   |   |                      |
|----|--|--|--|---|---|----------------------|
| 21 | What limitations do they see in the work force? Do they offer apprenticeships? What would help them to offer more/better apprenticeships to young people?  | <p><b>Do you feel that you need more workers to run your business?</b></p> <p><b>Do you struggle to find good/skilled people?</b></p>  |  | 3 | <p>a) I do not need more people.</p> <p>a) No, there are plenty of skilled workers</p> <p>b) I struggle somewhat to find skilled people</p> <p>c) It is very difficult but I can train people to do well</p> <p>d) It is very difficult to find good help even if I train them</p> <p>e) I don't need any help / have family helping</p>  | Jobs, Skills Deficit |
| 22 | What limitations do they see in the work force?  | <p><b>If you need workers and you could hire additional to work on your enterprise, what type of skills or profile would you be looking for?</b></p> <p><b>Someone with:</b></p> <p>(Ask for examples)</p> | <p>How important is education or skills training [highlight the difference] in what you want to do with your business?</p> <p>Do you provide/have you provided training to people who are interested in working for you?</p> | 7 | <p>a) I do not need additional workers</p> <p>b) Interpersonal and communication skills</p> <p>c) Numeracy skills, ability with calculations and numbers</p> <p>d) Computer skills/General IT</p> <p>e) Technical skills, vocational, job specific skills</p> <p>f) Physical strength</p> <p>g) Other</p>   | Jobs, Skills Deficit |
| 23 | <p>Aspirations and expectations.</p> <p>What are people's long-term goals and ambitions when it comes to their business? Do they want to expand, and how much? Will they stay in the country with their business? To what extent do they think their ambitions can become a reality?</p> | <p><b>What is your long-term goal for your business - thinking about in 10 years?</b></p> <p>[Ask for details]</p>   | <p>Ok, now that we know where you want it to be, let us think about the reality of the situation.</p> <p><b>Do you think you can get there? Why or why not?</b></p>  | 5 | <p>a) I am satisfied with my current situation</p> <p>b) I just want to be sustainable</p> <p>c) I want to expand a little bit</p> <p>d) I want to expand a lot</p> <p>e) I want to diversify my activities (start a new activity besides my current one)</p> <p>f) I want to change job but stay in my community</p> <p>g) I want to go somewhere else</p> <p>h) Other (specify)</p> | Aspirations          |



|    |  |  |  |                 |   |               |
|----|--|--|--|-----------------|---|---------------|
| 24 | <p>External support.</p> <p>To what extent do people have opportunities to try to overcome challenges, skills/education deficit, etc.?</p> | <p><b>Are you aware of any projects or programs offering support to business like yours (trainings, apprenticeships, funding, job creation, mentoring, facilitating access to market, etc.)?</b></p> <p>[Ask for more details about the nature of activities/interventions (trainings, credit, etc.) and the stakeholders in the context of these programs or projects].</p>                     | <p><b>Have you (or your workers) ever participated in any of these programs? Why/Why not? Was it useful?</b></p> <p>How far have you traveled to have access to that external support?</p> <p><b>If not. Why haven't you participated?</b></p> | 7               | <p>a) I don't know of any<br/> b) I've not participated<br/> c) I've participated / I am participating<br/> d) I choose not to take part<br/> e) I cannot access them (very far from community, I don't comply with requirements, etc.)</p>   | Interventions |
| 25 | <p>Which are the participants' preferences in terms of intervention?</p>   | <p>If someone (officer, NGO, Bank, etc.) come to you/your community asking to choose an intervention meant to help grow your business ... <b>What kind of program/intervention/support would be most useful for you?</b></p> <p>[Allow conversation but ask for details.</p> <p>Try to promote diversity in term of responses- Ask for more options if there is only one and as for details]</p> | <p>[Validate with the participants a list of the three main interventions].</p>  | 7               | <p>a) Technical trainings (specific products manufacturing, services, agriculture, etc.)<br/> b) Entrepreneur trainings<br/> c) Productive asset subsidies<br/> d) Savings assistance / encouragement<br/> e) Credit<br/> f) Inputs supply<br/> g) Creation of cooperatives, associations<br/> h) Stocking facilities<br/> i) Other (Specify)</p> | Interventions |
|    | <b>Total Time</b>  |  |  | <b>106 mins</b> |   |               |

## LIFE STORY INTERVIEWS (LSI) - GUIDING QUESTIONS

### CONTENT:

**Table 3.** Participant data to be collected from interviewees: “Life story”

**Table 4.** Questions to Firms/Farms/Enterprises operators during LSI

This methodology targets specific participants and allows the researcher to explore through casual (not inquisitive) but guided conversations (one-on-one/face-to face in depth interviews) those participants’ individual experiences within a macro framework (in this case the Value Chain).

For the Value Chain (VC) analysis, the purpose of these “Life Story” Interviews (LSI) is to gather information to better understand how and why some firms/farms might have managed to achieve sales and income growth and deliver quality jobs while others have not. This methodology will provide through real examples in-depth information of the particular circumstances, key variables and decisions that may have been done in another time or place that may have influenced the current performance of the analyzed firms/farms along the vertical scope of the core VC.

The interviewees should be either the owners or senior managers of the enterprise/firm/farm, or in cases where this were impossible a senior representative highly knowledgeable of the firm/farm. Ideally, we would like to interview very diverse participants: owners or managers of high and low performance firms/farms, female/male run business.

The questions provided in this guide must only be considered as very approximate suggestions. It is important that the field researcher adopts a proactive approach towards the survey and the conversation. Since interviews are conducted with one interviewee at the time this methodology could address sensitive issues that might not be appropriate for FGD.

**Time:** Each interview should last maximum **2 hours**

### Table 3. Participant data to be collected for “Life story” interviews

Instructions:

**Anonymity:** Before starting the interview you should inform interviewees that data collected through the exercise will be completely confidential and shall not be revealed to any source by the Firm. The Firm/facilitator should ensure respondents the confidentiality and anonymity of their responses, stressing the value of the research to the country and the use of data only for statistical/research purposes. Some selected information (“extracts”) might be published by the World Bank using pseudonyms and prior approval of the respondent and the World Bank.

The following data should be collected and recorded for every participant in the “life story” interview to help you keep a concise registry of participants.

Community: \_\_\_\_\_

District: \_\_\_\_\_

State/Region: \_\_\_\_\_

Date of the interview: \_\_\_\_\_

Name of the facilitator: \_\_\_\_\_

Name of note-taker: \_\_\_\_\_

Participant’s number: \_\_\_\_\_

High or low performance firm/farm

[Identified this in advanced. Do not show this to the participant]: \_\_\_\_\_

Instructions: The following data should be collected and recorded for every participant in the “life story” interview:

| Name | Gender | Age | Specify your role within the firm/farm/enterprise (owner, main manager, etc.) | Firm/Farm<br>(Please describe the type of business/industry) | Years of operation<br>(Firm/Farm) | Approx. number of workers<br>(paid full-time)<br><br>If only you, then write “0” | Your highest level of education | Additional training(s) / years<br><br>If none, then write “0” | Marital status | Number of Children | Phone number<br>(for future contact) |
|------|--------|-----|---|--|-----------------------------------|--|---------------------------------|---|----------------|--------------------|--------------------------------------|
|      |        |     |   |  |                                   |  |                                 |   |                |                    |                                      |

**Table 4. Guiding Questions to Firms/Farms/Enterprises operators during LSI**

| Q code | What do we want to know?   | Opening Question [guidance]   | Follow-up questions [guidance]   | Suggested Time | Theme                                      |
|--------|--|---|--|----------------|--|
| 1      | Opening up conversion.<br>Basic information on employment situation in the region.                             | <b>How is the job situation here? / What is the employment situation like in this region?</b><br>[Allow people to say what first comes to their minds]  | <b>Have things changed in the last 5 years?</b><br>[indicate something that happened around 5 years ago to help people situate the time] | 3              | General                                    |
| 2      | Assess whether the activities related to the Value Chain are perceived as desirable and with growth potential. | <b>Do you think your industry [specify the VC industry] is perceived as desirable in terms of jobs?</b>   | <b>Why?</b> (i.e. salary, growth, pride, etc.)   | 5              | Attitude /perception (towards VC industry) |
| 3      | Starting operations  | <b>When did this firm/farm/enterprise start operations?</b>   | <b>Did it start as a family business? Is this currently a family business? Did your parent(s) also work in this industry before?</b>     | 3              | General-<br>Reasons to start               |
| 4      | Reasons for starting operations  | <b>What are the main reasons for starting this firm/farm/enterprise in this industry [VC industry]?</b>   | <b>What are the main advantages of working in this industry?</b>   | 5              | General-<br>Reasons to start               |
| 5      | Constraints to starting their own business   | <b>Can you tell me what were the biggest constraints you had starting/setting up this firm/farm/enterprise?</b><br><br>[Encourage people to give detailed narratives and details about how they got started]. |  | 5              | Business Environment (Constraints)         |
| 6      | Information about secondary activities   | <b>Apart from this firm/farm/enterprise. Do you have several activities/jobs throughout the year, simultaneously or consecutively?</b><br><br><b>What is (are) your secondary activity (ies)? Why?</b>        | <b>Do you think that diversification is a good strategy?</b>   | 5              | General                                    |

|    |   |  |   |   |                                  |
|----|---|--|---|---|----------------------------------|
| 7  | Financial records   | <p><b>Do you keep detailed financial records of this business?</b></p> <p><b>Are these separated from household records?</b></p>   | [If possible, ask them to show you some example documents, registries]  | 3 | General                          |
| 8  | Firm size   | <b>Are you happy with the current size and profitability of your enterprise/firm/farm?</b>   | <b>Why?</b>   | 3 | Business environment             |
| 9  | We want to know about what is keeping them from expanding.  | <b>What are some of the day-to-day challenges faced by this firm/farm/enterprise?</b>  |   | 7 | Constraints                      |
| 10 | <p>Strategies to overcome challenges.</p> <p>What they have tried to overcome constraints to productivity-profitability</p> | <b>What strategies have you implemented to overcome those challenges and expand/be more productive?</b>  | <p><b>Since when? What are the effects of such strategies? Have they worked?</b></p> <p>[Ask for detailed examples. [Narratives about what they have tried, and where they have failed, are very valuable here]</p>   | 7 | Interventions, Coping strategies |
| 11 | We want to know more about money and other resources to start business  | <b>Where did you get the money to start your business?</b>   | <p>(Bank loan, own savings, saving clubs, family members contribute, etc.)</p> <p>[Please ask for details].</p>   | 3 | Resources                        |
| 12 | We want to know more about challenges to access to finance  | <b>Do you currently have a loan from someone outside your household (i.e. commercial bank, micro-finance institution, insurance company, etc.) that you use for your business?</b> | <p><b>If not ... Why not?</b> [Ask for details. Don't want it, lack of collateral, etc.]</p> <p><b>If yes ... What was the process you went through?</b></p> <p><b>How long did it take? Was it difficult to get?</b> [Please ask for details: collateral, documents, etc.]</p> <p><b>What was the loan used for?</b></p> | 7 | Resources                        |
| 13 | Inputs  | <b>What are the three main inputs required for this firm/farm/enterprise to provide its main service/product?</b>  | <b>How do you choose which business/people you would buy from?</b> (ie. is it the business of someone you   | 7 | Business Environment, inputs     |

|    |   |  |   |   |                                   |
|----|---|--|---|---|-----------------------------------|
|    | Are there any gaps in the market, and why aren't entrepreneurs identifying these? What motivates choices?   | <p><b>How easily is it to have access to those inputs?</b></p> <p><b>Who are your main suppliers?</b></p> <p>(Note: it might not need suppliers)</p>   | know personally? Does it depend on prices? Quality?)  |   |                                   |
| 14 | What is the market like? Are people offering a product that is in high demand? Do they recognize the need to diversify in case their product is being sold by others? | <p><b>How many other similar firms/farms are working in [VC industry] in this region?</b></p> <p><b>Do you have any competition from other business owners offering the same or similar product?</b></p> | <b>What is your strategy for working with this?</b>   | 5 | Business environment, competition |
| 15 | Customers   | <p><b>Who are your main customers?</b></p> <p>(e.g. friends, local costumers, national markets, international markets, etc.)</p>   | <b>How do you usually get paid for what you sell?</b> (i.e. payment in-kind, mobile banking Credit, etc.)   | 5 | Business environment, Customers   |
| 16 | We want to know if firms/farms/enterprises are part of organizations and whether those are useful to improve business.  | <p><b>Which organizations do you belong to?</b></p> <p>(Business /industry associations, cooperative, women's group, etc.)</p>   | <p><b>Do these organizations have had a positive impact on your firm's/farm's performance? How?</b></p> <p><b>Do they help organize business like yours?</b></p> <p>[Please ask them to describe the relations among the group members and how decisions are taken]</p> | 7 | Interventions                     |
| 17 | We want to know if firms/farms/enterprises are part of saving groups and whether those are useful.  | <p><b>What about community saving groups? Have you been part of any of these?</b></p>  | <p><b>Are they useful?</b> Do they have a positive impact on your business or someone else's business? How?</p> <p><b>If there aren't any, do you think they would be useful? How/Why?</b></p>  | 5 | Interventions                     |
| 18 | To what extent are people starting businesses that employ others / contribute to the overall job market   | <p><b>Do you have any paid employees for your business?</b> Under what conditions are they hired (permanent, per day, etc.?)</p>   | <b>Do you prefer permanent people, people to work per day? Why?</b>   | 5 | Jobs, Skills Deficit              |

|    |   |   |  |   |                           |
|----|---|---|--|---|---------------------------|
|    | What limitations do they see in the workforce?  |   |  |   |                           |
| 19 | What limitations do they see in the workforce?  | <p><b>Do you feel that you need more workers to run your business? Do you struggle to find good people to work for you? Why?</b> (Ask for examples)</p>   | <p><b>If you need employees and you could hire additional workers, what type of skills or profile would you be looking for?</b></p> <p><b>Someone with:</b></p> <p>(Ask for examples)</p> <p>How important is education or skills training [highlight the difference] in what you want to do with your business? What kind of training and education do you think would be most helpful?</p> <p>Do you provide/have you provided any type of training to people who are interested in working for you?</p> | 5 | Jobs, Skills Deficit      |
| 20 | Is the urban environment conducive to setting up a business, if all things were good otherwise? | <p><b>Where do you usually provide your services or sell your products?</b> (fixed or mobile premise)</p> <p><b>Do you face any problems finding places to offer your services or sell your products?</b></p> | <p><b>Like what type of problems?</b></p> <p><b>How do officials treat you?</b></p> <p><b>What have you done to try to remedy it?</b></p>  | 7 | Urban policy, constraints |
| 21 | Aspirations and expectations.   | <p><b>What is your long-term goal for your business - thinking about in 10 years-?</b></p> <p>[Ask for details]</p>   | <p>Ok, now that we know where you want it to be, let us think about the reality of the situation.</p> <p><b>Do you think you can get there? Why or why not?</b></p>  | 5 | Aspirations, Expectations |
| 22 | External support.<br>To what extent do people have opportunities to try to overcome challenges? | <p><b>Are you aware of any projects or programs offering support to business like yours?</b></p> <p>[Ask for details about the nature of interventions (trainings, apprenticeships,</p>                       | <p><b>Have you (or your workers) ever participated in any of these programs? Why/why not? Was it useful?</b></p>   | 7 | Interventions             |



|    |   |  |   |               |               |
|----|---|--|---|---------------|---------------|
|    |   | funding, mentoring, facilitating access to markets, etc.) and the stakeholders].   |   |               |               |
| 23 | Which are the participants' preferences in terms of intervention?       | If someone (Officer, NGO, Bank, etc.) come to you asking to choose an intervention meant to help grow your business ... <b>What kind of intervention would be most useful?</b>               | [Allow conversation but ask for details.<br>Try to promote diversity in term of responses- Ask for more options if there is only one] | 7             | Interventions |
| 24 | How do they see themselves compared to other firms/farms in the market? | <b>Compared to other firms/farms offering a similar service/product in this region,</b><br><br><b>Do you consider your firm/farm is of high or low performance? Small/big/averages size?</b> | <b>What are the main strengths of your firm/farm/enterprise and what activities could be improved?</b>                                | 5             | Perceptions   |
|    | <b>Total</b>  |  |   | <b>2 hrs.</b> |               |

## KEY STAKEHOLDERS INTERVIEWS (KSI) - GUIDING QUESTIONS

### CONTENT:

**Table 5.** Participant data to be collected in each KSI

**Table 6.** Guiding questions

**Module A.** General Questions → To all KSI

**Module B.** Specific Questions to Local Government, Community leaders

**Module C.** Specific Questions to Financial Institutions and Banks

**Module D.** Specific Questions to NGOs

**Module E.** Specific Questions to Associations, Organizations, Saving Groups

While the qualitative research on the Value Chain (VC) is focused mainly on the firms/farms/enterprises that are involved in the vertical core value chain, an important target of semi-structured interviews will also be the related actors or institutions that might impact the VC but are not directly involved in the core market transactions. The purpose of these key stakeholders interviews (KSI) is to gathering relevant information from those related actors to better understand the regional and sectoral context of the VC.

The key stakeholders include: local governments, community leaders, government agencies, business or industry associations, chambers of commerce, cooperatives, unions, NGO stakeholders, local financial institutions, institutions (e.g. education and training, etc.), etc. These key participants are particularly important as these stakeholders may act as VC promoting agents but will not normally be interviewed through the structured survey process.

The KSI will be one-on-one/face-to-face semi-structured, but it is important that the field researcher also adopts a proactive approach towards the survey and the conversation (i.e. casual but guided conversations). Therefore, the questions provided in this guide must be considered as approximate suggestions. In addition, the list of stakeholders included in this document is not exhaustive and will depend on the relevant context for each VC.

**Time:** Each interview should last maximum **1.5 hours**

**Table 5. Participant data to be collected in each KSI**

Instructions:

**Anonymity:** Before starting the interview you should inform interviewees that data collected through the exercise will be completely confidential and shall not be revealed to any source by the Firm. The Firm/facilitator should ensure respondents the confidentiality and anonymity of their responses, stressing the value of the research to the country and the use of data only for statistical/research purposes. Some selected information (“extracts”) might be published by the World Bank using pseudonyms and prior approval of the respondent and the World Bank.

The following data should be collected and recorded for every participant in the KSI to help you keep a concise registry of participants.

Community: \_\_\_\_\_

District: \_\_\_\_\_

State/Region: \_\_\_\_\_

Date of the KSI: \_\_\_\_\_

Name of the facilitator: \_\_\_\_\_

Name of note-taker: \_\_\_\_\_

**Instructions:** The following data should be collected and recorded for every participant in the KSI:

| Name of the Key Stakeholder | Gender | Age | Name of the place where the stakeholders works<br>(i.e. government, NGO, Bank, association, etc.) | Occupation / Role | Years working in that institution | Your highest level of education | Phone number (for future contact) |
|-----------------------------|--------|-----|---|-------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                             |        |     |   |                   |                                   |                                 |                                   |

**Table 6. Guiding questions to KSI (Open-ended questions)**

**MODULE A: GENERAL QUESTIONS → To all KSI**

| Q code | What do we want to know?  | Opening Question [guidance]   | Follow-up questions [guidance]   | Time limit. (min) | Theme   |
|--------|---|---|--|-------------------|---|
| 1      | Basic information on employment situation in the region   | <b>How is the job situation here? / What is the employment situation like in this region?</b>   | <b>Have things changed in the last 5 years?</b> [indicate something that happened around 5 years ago to help people situate the time]  | 5                 | General   |
| 2      | Identify the main activity sectors in the region. Identify the higher and lower potential activities.   | <b>In which sectors or industries are people working? In your opinion, what are the sectors that have the most successful businesses?</b><br><br><b>Can anyone work in these sectors? Why?</b> [Ask for the reasons of these choices.]. | <b>Which are the least successful sectors?</b><br><br>[Ask for the reasons of these choices.].   | 7                 | General,<br>Attitude /perception (towards sectors)    |
| 8      | Assess whether the activities related to the VC industry are perceived as desirable/ with growth potential.   | <b>Do you think [VC industry] is perceived as desirable in terms of jobs in this region?</b>  | <b>Why? Why not?</b> (Ask for details)   | 5                 | General,<br>Perception (towards VC industry)          |
| 9      | Information about the VC industry situation. How far can people “achieve success” in that activity?<br><br>Which kind of jobs do people have in this region? Do they consider them as good or bad jobs? | <b>Within the [VC industry] what type of jobs are perceived as more desirable?</b> (Permanent, part time, full time, self-employed, salary job, etc.)<br><br><b>Why?</b> (Salary, growth, pride, etc.)                                  | <b>In this community/region are there any activities or jobs within the [VC industry] restricted or accessible only to certain persons?</b> (i.e. women, certain ethnic groups, foreign, youth, etc.)<br><br>[Ask for specific examples] | 5                 | General,<br>Perception (towards VC industry and jobs) |
| 10     | Information about the VC industry situation. How far can people “achieve success” in that activity?   | <b>Why have some particular people achieved professional success in [VC industry] in this region have? What characteristics do you think they have?</b>   | [Ask for specific examples in their communities] [Potential characteristics: interest, the attitudes to work, access to opportunities, etc.]   | 5                 | General,<br>Perception (towards VC industry)          |

## MODULE B. SPECIFIC QUESTIONS TO LOCAL GOVERNMENT/ COMMUNITY LEADERS

| Q code | What do we want to know?  | Opening Question [guidance]   | Follow-up questions [guidance]  | Time limit. (min) | Theme                  |
|--------|---|---|---|-------------------|------------------------|
| 1      | What is the role of the community leaders/ local authorities in the socio-economic situation of community members?                                | <p><b>Given your particular status working in government and having leadership in some area, what do you think is your role in improving the socio-economic situation of the community members/in region?</b></p> <p><b>How could [community leaders] [local government] help people doing business in this area?</b></p> | <p><b>Could you give me examples of things you have undertaken? What happened?</b></p>  | 7                 | General, Interventions |
| 2      | We want to know if some infrastructures are accessible to the community members, if they are in good condition and meet the people's expectations | <p><b>Could you please describe the type of infrastructure to which the community/region members have access?</b></p> <p>(Paved and/or earth roads, markets, electricity, water, health center, school, harvest warehouses, etc.)</p>   | <p>[Try to collect as many details as possible on the number of infrastructures, how distant they are from the community, and what is their quality]</p>  | 5                 | General                |
| 3      | Information on the access to formal and informal financial services   | <p><b>Is there any bank and/or savings bank close to your community?</b></p> <p><b>Do the community members have access to these formal financial services (credit and savings)?</b></p> <p>[Ask for details about the number and accessibility of these services.]</p>   | <p><b>What about community saving and credit groups? Is there any in this community/village/region?</b></p> <p><b>What other financial resources do people have in this community?</b></p> <p><b>What restricts access?</b></p> | 5                 | Resources              |
| 4      | Resources<br>Access to savings assistance / encouragement   | <p><b>Do you or other leaders have helped anyone who needs to borrow money in this community?</b></p>   | <p>Why / why not?</p>   | 3                 | Resources              |

|    |  |   |   |   |                                   |
|----|--|---|---|---|-----------------------------------|
| 5  | Information on the existing organizations and their potential.   | <b>What kind of organizations, networks or cooperatives are in the community/region?</b><br><br>(Women groups, cooperatives, business associations, tourism associations, cotton producers groups, herders groups, youth associations)?   | [Ask for details on the number of organizations, the activities and the functioning of these organizations.]  | 5 | Interventions                     |
| 6  | Now we care about of those organizations that are more related to the VC industry.   | <b>To your knowledge, is any of these organizations currently focused in promoting the [industry of the VC]?</b>  | <b>What type of support do they provide? Do they help organize small, medium or large business? Are they helpful?</b>   | 5 | Interventions                     |
| 7  | Conflict in the area<br><br>External shocks  | <b>In the last 5 years has there been any incident, conflict, economic or natural event happening in this community/area/region?</b><br><br><b>Did this event affect the business environment of the community/region?</b><br><br><b>Specifically, did this event affect the [industry of the VC]? How?</b> | <b>What happened?</b> Is it resolved?<br>How?   | 5 | General,<br><br>Constraints       |
| 8  | We want to collect information about the marketing of the products (or services) offered by the community members: place of marketing, customers. Integration in the VC. | <b>Can you tell me to whom and where people from this community/region usually sell their products or services?</b><br><br>[Ask for examples related to the product of the VC]  | [Do they sell or provide their services only locally or to other communities, to the national market or to international markets?]  | 5 | Costumers                         |
| 9  | Potential new services/products and markets.   | <b>Thinking more as a consumer, do you think your community/region would benefit from certain product/service that is not currently being provided by the industry of [VC industry]? Which one? How?</b>  |   | 5 | General,<br><br>Potential markets |
| 10 | Information about the programs and projects implemented by the State, NGOs or other partners   | <b>Do you know of any project or program helping people to get better jobs, incomes or enterprise development in this community/regions? What kind of programs or projects are these?</b>   | <b>Do you think/have you heard whether those have been successful? Why?</b><br><br><b>Can you think of any, maybe not in this community but elsewhere that have been effective?</b> | 7 | Interventions                     |

|    |  |  |  |                |               |
|----|--|--|--|----------------|---------------|
|    |  | (i.e. technical trainings, entrepreneur trainings, like skills trainings, productive asset subsidies, saving assistance/ encouragement, credit, inputs supply, creation of cooperatives, Stocking facilities, other) | [Ask for more details about the nature of activities/interventions and the stakeholders] |                |               |
| 11 | Business environment<br>Potential and past policies and programs | <b>What kinds of policies or regulations could be implemented to help people doing business in this area?</b>  | Has there been any attempt in this direction? What happened? Who led them?               | 5              | Interventions |
|    | <b>Total time</b>  |  |  | <b>57 mins</b> |               |

## MODULE C. SPECIFIC QUESTIONS TO FINANCIAL INSTITUTIONS AND BANKS

| Q code | What do we want to know?   | Opening Question [guidance]   | Follow-up questions [guidance]  | Time limit. (min) | Theme                              |
|--------|--|---|---|-------------------|------------------------------------|
| 1      | Information on the access to formal services<br><br>We want to know what type of financial services are accessible to the community members. | <b>How many branches does this bank/ financial institution have in this community? In this region?</b><br><br><b>Do you serve urban and rural areas?</b>  | [Try to collect as many details as possible on the number of branches, how distant they are from the community] | 3                 | General                            |
| 2      |  | <b>For how many years have you been operating in this community/region?</b>   | <b>What is the bank's long term goal (i.e. in 10 years)?</b>  | 3                 | General, Aspirations               |
| 3      | What is the role of the financial institutions in the socio-economic situation of community members?   | <b>Given your particular status working in the financial sector, what do you think is your role in improving the socio-economic situation of the community members/in region?</b><br><br><b>How could [banks] [financial institutions] better help people doing business in this community/region?</b>  | <b>Could you give me examples of things you have undertaken? What happened?</b>                                 | 7                 | Business Environmet, interventions |
| 4      | Clients profile  | <b>Who are your main clients (i.e. who make up the bulk of your portfolio)? What is the profile of your clients?</b>  | <b>What is the income range of your clients?</b>  | 5                 | Access to Finance, Clients         |
| 5      | Information on the access to formal services   | <b>What type of services do you provide?</b> (i.e. credit, saving, training, etc.) [Ask about the different services provided to <u>small, medium and large business</u> ]<br><br><b>Usually people in these community/region approach the bank to get credit, savings or both?</b><br><br>[Ask for examples: for a person who earns XX monthly what is the amount of the loan, interest rate and repayment horizon that he/she can get?] | <b>Who has access to these services?</b><br><br><b>What restricts access?</b>                                   | 7                 | Access to finance                  |



|    |   |  |  |   |                                  |
|----|---|--|--|---|----------------------------------|
|    |   | <b>Do you provide any type of business training or entrepreneurship advice? If not, Why not?</b>   |  |   |                                  |
| 6  | Process to get a loan   | <b>In order to get a bank loan, what is the process clients have to go through?</b><br><b>What type of documents do they need to provide?</b><br><b>How long does it take?</b>   | <b>Do members of this community/region usually comply with the requirements? What are the main reasons to reject a loan?</b><br>(Documents, collateral, age, etc.) | 7 | Access to finance                |
| 7  | Information on the access to formal services [VC industry]  | <b>Do you have clients who specifically work in the [VC industry]? [Ask for details]</b><br><b>What type of services do they receive from the bank?</b>  | <b>Have you provided any type specialized business training or advice? [Ask for examples]</b>  | 5 | Access to finance                |
| 8  | Information on the access to informal financial services  | <b>Do you know whether the community members have access to community savings and credit groups? (i.e. more informal channels)</b>   | <b>If so, do you compete for the same market? Do you coordinate? How do you handle that?</b>   | 5 | Resources,<br>Access to Finance  |
| 9  | Information on the existing organizations, business associations, cooperatives, etc. and their potential. | <b>Do you coordinate with organizations, networks, cooperatives, women's groups, business associations, etc. in this community/region? Why? Why not?</b><br><br><b>When you lend to a client, are you more prone to lend him/her if he/she is part of any of these organizations? [Ask for examples]</b> | <b>To your knowledge, was any of these organizations focused in promoting the [industry of the VC]?</b><br>[Ask for details]                                       | 5 | Resources,<br>Access to finance  |
| 10 | Client's payment capacity   | <b>What is the repayment rate of your groups of clients?</b>   | <b>Do you see differences by income ranges?</b>  | 3 | Access to finance. Clients       |
| 11 | Conflict in the area<br>External shocks   | <b>In the last 5 years has there been any incident, conflict, economic or natural event happening in this community/area/region?</b><br><br><b>Did this event affect the business environment of the community/region?</b>   | <b>What happened? Is it resolved?</b><br>How?  | 3 | General,<br>Business Environment |

|    |  |   |  |                |                               |
|----|--|---|--|----------------|-------------------------------|
| 12 | Potential new services/products and markets.                     | <b>Thinking more as a consumer, do you think the community/region would benefit from certain product/service that is not currently being provided by the industry of [VC industry]?</b> |  | 5              | General,<br>Potential markets |
| 13 | Business environment<br>Potential and past policies and programs | <b>What kind of policies or regulations could be implemented to help people doing business in this community/area– particularly in [the VC industry]? Which one? How?</b>               | Has there been any attempt in this direction? What happened? Who led them? | 5              | Interventions                 |
|    | <b>Total</b>   |   |  | <b>63 mins</b> |                               |

**MODULE D. SPECIFIC QUESTIONS TO NGOS (NGOs related to the VC industry or promoting entrepreneurship among community members)**

| Q code | What do we want to know?   | Opening Question [guidance]  | Follow-up questions [guidance]   | Time limit. (min) | Theme                   |
|--------|--|--|--|-------------------|-------------------------|
| 1      | General  | <b>For how many years have you been operating in this community/region?</b><br><b>How much staff/volunteers do you have working in this community/region?</b>  | <b>Are there any other/similar NGOs in this community/region?</b>  | 3                 | General                 |
| 2      | What is the NGO's mission, support and long term goal                              | <b>What is the NGO's mission in this community/region?</b><br><b>What type of support does this NGO provide in this community/region?</b> (Training, advice, money, etc.)                                | <b>What is the NGO's long term goal (10 years)?</b> What do you think your activity will be like in 10 years? [Ask for details.] | 5                 | General,<br>Aspirations |
| 3      | What is the role of the NGOs in the socio-economic situation of community members? | Given your particular status working in this NGO and having leadership in some area, <b>what do you think is your role in improving the socio-economic situation of the community members/in region?</b> | <b>Could you give me examples of things you have undertaken?</b> What happened?<br><br>[Ask for specific examples]               | 7                 | Interventions           |

|   |  |  |  |   |                            |
|---|--|--|--|---|----------------------------|
|   |  | <b>How could NGOs better help people doing business in this community/region?</b>  |  |   |                            |
| 4 | We want to know the beneficiaries' profile, aspirations and expectations.  | <b>Could you please describe the profile of your beneficiaries?</b><br><br>(Individuals: age, occupation, gender; small business: activity, etc.)  | <b>Can you tell me about the aspirations of your beneficiaries/members?</b><br><br><b>Which are their objectives in terms of employment and livelihoods?</b><br><br>[Ask for examples] | 5 | Beneficiaries, Aspirations |
| 5 | Challenges   | <b>What are the main challenges -particularly in terms of employment and livelihoods- that population in this community face?</b>  | [Ask for details and examples]   | 5 | Constraints                |
| 6 | Challenges of working in this community/region   | <b>What are the NGO's main challenges working in this community/region?</b><br><br><b>What are the NGO's main challenges working in [the VC industry]?</b>   | [Ask for as much details as possible and for specific examples]  | 7 | Constraints                |
| 7 | Which are the community members' preferences in terms of intervention?<br><br>Most and least successful interventions.                                   | <b>Of your interventions and support that you have provided, which ones have seemed more useful or having greater results? Why? [Ask for as much details as possible and examples]</b>   | <b>Which ones have been the least successful? Why?</b>   | 7 | Interventions              |
| 8 | Information on the existing organizations and their potential.<br><br>Now we care about of those organizations that are more related to the VC industry. | <b>What kind of organizations, networks or cooperatives are in the community/region?</b><br><br>(Women groups, cooperatives, business associations, tourism associations, cotton producers groups, herders groups, youth associations) | <b>Do you coordinate with any of them? How?</b>  | 3 | Interventions              |
| 9 | Institutional constraints or opportunities.  | <b>Do you know if in this community/region there are some activities within the [VC industry] restricted or accessible only to certain persons? (i.e. women, certain ethnic groups, foreign, youth, etc.)</b>                          | <b>Which ones? Why? [Ask for examples]</b>   | 5 | Constraints                |

|    |  |   |   |                |                               |
|----|--|---|---|----------------|-------------------------------|
| 10 | Potential new services/products and markets.   | <b>Thinking more as a consumer, do you think the community/region would benefit from certain product/service that is not currently being provided by the industry of [VC industry]?</b>   | [Ask for examples and details]  | 3              | General,<br>Potential markets |
| 11 | Information about the programs and projects implemented by the State, NGOs or other partners | <b>Do you know of any project or program [provided by State or other partners] helping people to get better jobs, incomes or enterprise development in this community/regions? What kind of programs or projects are these?</b><br><br>(i.e. technical trainings, entrepreneur trainings, like skills trainings, productive asset subsidies, saving assistance/ encouragement, credit, inputs supply, creation of cooperatives, Stocking facilities, other) | <b>Do you think/have you heard whether those have been successful? Why?</b><br><br><b>Can you think of any, maybe not in this community but elsewhere that have been effective?</b><br><br>[Ask for more details about the nature of activities/interventions and the stakeholders in the context of these programs or projects]. | 5              | Interventions                 |
| 12 | Business environment<br>Potential policies and programs                                      | <b>What kind of policies or regulations could be implemented to help people doing business in this community/region – particularly in [the VC industry]?</b>  | Has there been any attempt in this direction? What happened? Who led them?  | 5              | Interventions                 |
|    | <b>Total</b>   |   |   | <b>60 mins</b> |                               |

**MODULE E. SPECIFIC QUESTIONS TO BUSINESS/INDUSTRY ASSOCIATIONS, CHAMBERS OF COMMERCE, COOPERATIVES, ETC. (related to the VC industry)**

| Q code | What do we want to know?  | Opening Question (guidance)   | Follow-up questions (guidance)   | Time limit. (min) | Theme                  |
|--------|---|---|--|-------------------|------------------------|
| 1      | Organization's mission and long term goal   | <b>What is the organization's mission in this community/region?</b>   | <b>What the organization's long term goal (10 years)?</b> What do you think your activity will be like in 10 years?                            | 3                 | General, Aspirations   |
| 2      | What is the role of the organization/association in the socio-economic situation of community members?  | Given your particular status working in this organization and having leadership in some area, <b>what do you think is your role in improving the socio-economic situation of the community members/in region?</b><br><br><b>What type of support does this organization provide?</b><br><br>(Training, advice, money, etc.) <b>Please give me examples of things you have undertaken.</b> | <b>How could [this organization] better help people doing business in this community/region?</b>   | 7                 | General, Interventions |
| 3      | What is the Organization's mission and long term goal<br><br>Coordination with other organizations (i.e. Women groups, cooperatives, business associations, tourism associations, construction associations, farmers association, etc.) | <b>For how many years have you been operating in this community/region?</b><br><br>[Ask for details about the organization, operational aspects, board, etc.)   | <b>Are there any other/similar organizations/associations in this community/region?</b><br><br><b>Do you coordinate with any of them? How?</b> | 5                 | General                |
| 4      | We want to know the members' profile, aspirations and expectations.   | <b>Could you please describe the profile of your members?</b> (Firms/farms; Individuals: age, occupation, gender; small business: activity, etc.)   | <b>Can you tell me about the aspirations of your beneficiary members?</b>  | 5                 | Members, aspirations   |

|    |  |   |  |   |                               |
|----|--|---|--|---|-------------------------------|
|    |  |   | <b>What are their objectives in terms of employment and livelihoods?</b><br>[Ask for examples]   |   |                               |
| 5  | Requirements to being part of the organization   | <b>What are the requirements to being part of your organization?</b> (certain firm's/farm's size, quality of the product, services, etc.)<br>[Ask for details]                          | <b>Are there any of your activities restricted or accessible only to certain persons/firms/farms?</b> (i.e. women, certain ethnic groups, foreign, youth, firm size, etc.) <b>Why?</b> | 5 | Members                       |
| 5  | Challenges   | What are the main challenges -particularly in terms of employment and livelihoods- that members of your organization face?  | [Ask for details and examples]   | 5 | Constraints                   |
| 11 | We want to collect information about the marketing of the products (or services) offered by members of your organization | <b>Can you tell me to whom and where the members of your organization usually sell their products or services?</b>  | [Ask for examples related to the product of the VC. Do they sell or provide their services only locally or to other communities, to the national market or to international markets?]  | 5 | Members,<br>Access to markets |
| 6  | Resources<br>Access to savings assistance / encouragement  | <b>Has this organization helped any of its members who needs to borrow money?</b><br><br>Why / why not?   | <b>Has this organization helped anyone who wants to starting an own business in this [region]?</b><br><br>Why/Why not? If yes, how did it go?  | 5 | Resources,<br>Interventions   |
| 7  | Challenges of working in this community/region   | What are the organization's main challenges working in this community/region?<br><br>What are the organization's main challenges working in [the VC industry]?                          | [Ask for as much details as possible and for specific examples]  | 5 | Constraints                   |
| 8  | Which are your members' preferences in terms of intervention?<br><br>Most and least successful interventions.            | Of your interventions and support, which ones have seemed more useful or having greater results in promoting the [VC industry]? Why? [Ask for as much details as possible and examples] | Which ones have been the least successful? Why?  | 7 | Interventions                 |

|    |  |  |   |                |               |
|----|--|--|---|----------------|---------------|
| 14 | Information about the programs and projects implemented by the State, NGOs or other partners | <p><b>Do you know of any project or program [provided by State or other partners] helping people to get better jobs, incomes or enterprise development in this community/regions? What kind of programs or projects are these?</b></p> <p>(i.e. technical trainings, entrepreneur trainings, like skills trainings, productive asset subsidies, saving assistance/ encouragement, credit, inputs supply, creation of cooperatives, Stocking facilities, other)</p> | <p><b>Do you think/have you heard whether those have been successful? Why?</b></p> <p><b>Can you think of any, maybe not in this community but elsewhere that have been effective?</b></p> <p>[Ask for more details about the nature of activities/interventions and the stakeholders].</p> | 7              | Interventions |
| 15 | Business environment<br>Potential policies and programs                                      | <p><b>What kind of policies or regulations could be implemented to help people doing business in this community/region – particularly in [the VC industry]?</b></p>  | <p>Has there been any attempt in this direction? What happened? Who led them?</p>   | 5              | Interventions |
|    | <b>Total</b>   |  |   | <b>64 mins</b> |               |