

Innovation and Inclusive Industrialisation in Agro-Processing: A Comparative Study of South Africa and Tanzania

Topic Guide for Key Informant Interviews

Research Objectives for Key Informant Interviews

The purpose of this topic guide is to set out the key areas of focus for semi-structured qualitative interviews to be undertaken with key stakeholders in Tanzania and South Africa. The research objectives of these interviews are to gain an understanding of:

- the main trends, actors and challenges involved in agro-processing and the maize, dairy and citrus value chain in each country.
- the key constraints on capabilities acquisition of SMEs in the sector, including the relationship of SMEs to other firms including from which they source inputs, and who govern routes to market and access to technologies
- the political economy features that shape the success of industrial policies that address SME inclusion and agro-processing development

Note on the use of the topic guide

This document provides a list of key topic areas for the key informant interviews. Key informants for this project include Government agencies, private sector associations, community associations, cooperative associations, service providers, lead firms, linked buyers and suppliers, Universities and think tanks, and development partners. It sets out questions that will be addressed in semi-structured discussion with key informants, and the sequence through which they are addressed. Each topic area should start with a broad question that invites the interviewee to explain their perceptions of trends. The interviewee will then be invited to describe the causes and challenges in each area. The interviewer should ensure that the topics are explored in depth with the informant. This document lists issues that the interviewer should use as a prompt to the interviewee if they are not addressed during the initial response to the question. The specific wording of the questions should be adapted by the interviewer to reflect the expertise of the interviewee. For some stakeholders, questions can be asked for specific value chains, for some stakeholders the focus may instead be on specific segments of a value chain, for others the questions should address agro-processing more broadly.

1. Introduction

- Introduce self
- Introduce research (research focus, team, design, funding, outputs) [Refer to project Information Sheet]
- Explain: the nature of semi structured interviews, with specific topics to address based on questions in the topic guide, but conversational in style and free to deviate from

these according to what the interviewees think is important. Answer in your own words, no right or wrong answers.

- Explain: confidentiality, length of interview, reporting and data storage/archiving [Refer to project Information Sheet]
- Any questions.
- Obtain oral/written consent [Refer to project consent form]

2. Key Informant Information

2.1 Can you briefly describe your organization and explain the role of the organization within the agro-processing sector/value chain? (where appropriate cover: main function, number of employees, main products, ownership structure)

2.2 Can you briefly describe your job? How long have you been working in this role and at this organization?

3. Overview of the agro-processing sector/ value chain:

3.1. Can you describe the economic performance of the sector/value chain?

3.2. What is your perception of the main changes in the sector/value chain over the past 20 years?

3.3. What do you think has caused these changes?

3.4 What do you think have been the key trends in the sector/value chain in the past 5 years?

3.5 What do you think are the key causes of these recent trends?

Prompts

In describing the evolution of the sector and the challenges, the interviewer should prompt the interviewee to address the following if they do not address them of their own accord. It will not be appropriate to raise all of these points so the interviewer should use their discretion:

- Key actors, and the role of lead firms in driving these changes in the value chain
- Changing patterns of primary production, and in value-added / processing activities
- Changing patterns of consumption/changing demand patterns
- Domestic competition
- Import competition
- Regulations and standards
- Packaging, branding/marketing
- Logistics

4. Role of Micro/Small and Medium Enterprises

4.1 Can you describe the role and participation of SMEs within the value chain, at different levels?

4.2 What types of SMEs operate in the value chain/sector as far as you are aware?

4.3 What are the key changes that have occurred over the past 20 years and over the past 5 years that have shaped the role of SMEs within the value chain? Please refer to the prompts below.

4.4 What are the key challenges to increasing SME participation in the sector/value chain?

4.5 Are there examples of innovative and alternative business models and private sector initiatives that have improved inclusion and enhanced the potential for using new technologies or increasing productivity?

Prompts

In addressing the role and pattern of inclusion of SMEs, the interviewer should prompt the interviewee to address the following:

- Access to main markets
- Role of large firms in shaping SME involvement
- Relations between firms, key inputs and sources of production technologies
- Packaging, branding and marketing/niche products
- Logistics
- Tendering, price setting, trade exhibitions
- Employment and skills
- Sources of finance for operation and expansion
- Producer associations/ cooperatives
- Regulations/ tax system

5. Skills and abilities process, product, organisation, marketing

5.1 Can you describe the main skills and abilities with regard to process, product, organization and marketing that are relevant for the activities in the sector/value chain that you are familiar with?

5.2 How have these changed over the past 20 years? Over the past 5 years?

5.3 How do these different areas of skills affect competition along the value chain and inclusion of SMEs?

5.4 What are the main challenges for SMEs in acquiring new skills and abilities?

5.6 What are the specific challenges for SMEs in technology acquisition and in learning how to use new forms of technology?

Prompts

In describing the main trends and challenges in the acquisition of key skills and abilities, the interviewer should prompt the interviewee to address the following:

- Key capabilities in process, product, organisation, marketing
- Government regulatory frameworks
- Types of skills training/apprenticeships
- Sources of technology
- Technology distribution channels
- Human resources and skills
- Investment capabilities
- Finance
- Relations between firms
- Role of Universities
- Role of Ministries/ Government institutions
- Role of training centres
- Role of agriculture extension activities
- Private sector training and skills programmes
- Donor funded programmes and projects
- Supermarket role in upgrading
- Organised labour
- Community groups

6. Policy and Political Economy

6.1 What are the key policies or regulatory frameworks that have influenced SME inclusion in the value chain over the past twenty years and more recently over the past 5 years?

6.2 What actors are involved in the processes of industrial policy making for the sector?

6.3 Which actors have been relatively more influential in shaping policy? Why?

6.4 Can you give examples of initiatives within the government innovation system policies and industrial policies to foster inclusion of SMEs and industrial upgrading?

6.5 Were these successful or unsuccessful? What were the reasons for this outcome?

Prompts

In describing the main processes and challenges in policy making, the interviewer should prompt the interviewee to address the following:

- Agricultural/industrial policies
- Trade policies
- Competition policy
- Business environment policies
- Land policies
- SME policies
- Empowerment policies – gender, youth, disability

- Finance and credit policies
- Local government
- Role of regional and district officials
- Examples of policy approaches that were abandoned
- Role of donors
- Role of international companies
- Role of trade/business associations
- Role of large firms
- Regional organizations (EAC/SADC)
- Legal challenges to policies or regulations

7. Follow up

7.1 Can you recommend other key organizations that we should speak to in order to better understand SME inclusion in the value chain/sector