

## **Annex 1D**

### **Organizational Profile Interview Guides**

The overall objective of the institutional profile is to delineate the relationships and networks that exist among formal and informal institutions operating in the community, as a measure of structural social capital. Specifically, the profile assesses the organizations' origins and development (historical and community context, longevity, and sustainability); quality of membership (reasons people join, degree of inclusiveness of the organization); institutional capacity (quality of leadership, participation, organizational culture, and organizational capacity); and institutional linkages.

Between three and six institutions per community should be profiled. The organizations need to be identified through the community interviews and/or household survey as key organizations or those having the most impact or influence on community development.

For each organizational profiled, interviews need to be carried out with its leadership, members, and nonmembers. Individual interviews need to be conducted with up to three leaders per organization. The interviews should preferably be face-to-face, but a self-administered written questionnaire may be substituted. Focus group interviews should be carried out with members and nonmembers, with each group ideally having between 5 and 12 participants. Depending on the size and diversity of the group's membership, anywhere from one to four focus groups should be conducted. Of the nonmembers, effort should be made to conduct two focus groups, one for nonmembers who want to be members and one for nonmembers with no interest in becoming a member.

Each focus group should have a moderator and two observers. The moderator's role is to facilitate the discussion, probe on key issues, elicit comments from all participants, and focus the discussion on the issues of interest without seeming to interrupt or ignore extraneous comments from participants. The observers' role is to take notes on the content of the discussion and process of group dynamics. Upon completion of the focus group interview, the moderator and observers should conduct a follow-up debriefing to refine the interview notes and discuss preliminary findings.

#### **1. ORGANIZATIONAL IDENTITY**

- 1.1 Name of organization \_\_\_\_\_
- 1.2 Type of organization \_\_\_\_\_
- 1.3 Membership \_\_\_\_\_
- 1.4 Location (district, village, neighborhood) \_\_\_\_\_
- 1.5 Names of leaders \_\_\_\_\_

## 2. LEADERSHIP INTERVIEW GUIDE

### 2A. *Origins and Development*

- 2A.1 How was your organization created? Who was most responsible for its creation (e.g., government mandate, community decision, suggestion of outside NGO)?
- 2A.2 What kinds of activities has the organization been involved in?
- 2A.3 In what ways has the organization changed its structures and purpose? What is the main purpose of your organization today?
- 2A.4 As the organization developed, what sort of help has it received from outside? Has it received advice and/or funding or other support from the government? What about from nongovernment sources? How did you get this support? Who initiated it? How was the support given? What benefits and limitations has the organization derived from this support?

### 2B. *Membership*

- 2B.1 Can you tell us about the people involved in your organization? How do they become involved? Are all people in the community involved? If not, why are some members of the community not involved?
- 2B.2 Why do people join or are willing to serve (as officers/leaders/board members) in the organization? Is it hard to convince people to continue being active in the organization? What kinds of requests/demands do they make on the leadership and organization?
- 2B.3 Are active members in this organization also members of other organizations in the community/region? Do people tend to be members of just one organization or join many simultaneously? Can you explain why?

2C. *Institutional Capacity*

2C.1 How would you characterize the quality of *leadership* of this organization, in terms of...

...stability?

...number of leaders/availability?

...diversity/heterogeneity of leadership?

...quality and skills of leaders?

...relationship of leaders to staff and to the community?

2C.2 How would you characterize the quality of *participation* in this organization, in terms of...

...attendance at meetings, both internal to the organization and externally with other organizations?

...participation in decisionmaking within the organization?

...dissemination of relevant information prior to the decision?

...informal opportunities to discuss the decision?

...consultation processes with base organizations or with the community?

...broad debate, including opposition positions, and honesty?

...dissemination of the results of the decisionmaking process?

...the number of women, young people, poor people who work in the organization and who occupy positions of responsibility in the organization?

...whether any groups within the community feel excluded from the organization? What groups are they?

...the level of participation of more prosperous families (elites) in the organization?

...whether elites are sympathetic, supportive, interfering, adversarial, or negative influences?

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2C.3 How would you characterize the *organizational culture* of this organization, in terms of...

...the existence and level of knowledge of the procedures and policies?

...whether the procedures and policies are carried out? Whether there are problems with nonattendance at meetings, theft of property or supplies?

...conflict resolution mechanisms, both within the community and within the organization?

...the nature of conflicts between the organization and community members?

2C.4 How would you characterize the *organizational capacity* of this organization, in terms of...

...carrying out specialized activities (e.g., credit, commercialization)?

...supervising and contracting consultants?

...preparing financial reports for banks, donors, and government?

...reacting to changing circumstances (e.g., price fluctuations, change in government)?

...developing specific plans for the future (instead of reacting to opportunities as they present themselves)?

...reflecting on and learning from previous experiences?

**2D. *Institutional Linkages***

2D.1 How would you characterize your organization's relationship with other community organizations? When do you feel the need to establish collaboration/links with them?

2D.2 Do you have links with organizations outside the village/neighborhood? With which ones? What is the nature of those links?

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- 2D.3 Do you feel sufficiently informed about other organizations' programs and activities? What are your sources of information?
- 2D.4 Have you attempted to organize or work with other organizations to achieve a mutually beneficial goal? (*Ask for which activities.*) Is this a common strategy among organizations in this village/neighborhood? (*Probe as to reasons why or why not.*)
- 2D.5 Could you describe your relationship with the government? Have you had experience in trying to get government assistance? What was your experience? Which level of government do you find most cooperative (local, district, national)? Has the government made particular requests of your organization?
- 2D.6 Is your organization linked to any government program? Which government program(s) is your organization involved with? Why those particular programs? What sort of role does your organization play in the program? Are there certain characteristics of these programs that make it easier for your organization to work with the programs?
- 2D.7 Do you feel sufficiently informed about government programs and activities? What are your sources of information?
- 2D.8 Have you attempted to give inputs to the government? What were the circumstances? What have been the results? What kinds of challenges did you have to deal with? (*Probe for any role in planning, operation, and maintenance of government-sponsored services.*)
- 2D.9 Has your organization been invited to participate in any of the various government development planning processes? What do you think about these planning mechanisms?
- 2D.10 In general, how do you assess your organization's actual influence on government decisionmaking at the district level?

### 3. MEMBERS INTERVIEW GUIDE

#### 3A. *Organizational History and Structure*

- 3A.1 How did this group start?
- 3A.2 Who have been the leaders of this group? Who are the leaders now? How and why did the leadership change over time? What are the qualities of leadership?

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- 3A.3 Why did you decide to join this group? What kinds of benefits do you get by being a member of this group?
- 3A.4 How are the leaders of this organization selected? How are decisions made? To what extent do you feel the organization represents your concerns to the outside world and to the government?
- 3A.5 Why are some people not members of this organization?
- 3A.6 How do you feel this organization complements, replaces, or competes with government institutions' activities in the community?
- 3A.7 How do you feel this organization complements, replaces, or competes with nongovernmental institutions' activities in the community?
- 3A.8 What would you do to make this organization more effective?

**3B. Institutional Capacity**

- 3B.1 How would you characterize the quality of *leadership* of this organization, in terms of...
- ...stability?
  - ...number of leaders/availability?
  - ...diversity/heterogeneity of leadership?
  - ...quality and skills of leaders?
  - ...relationship of leaders to staff and to the community?

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3B.2 How would you characterize the quality of *participation* in this organization, in terms of...

...attendance at meetings, both internal to the organization and externally with other organizations?

...participation in decisionmaking within the organization?

...dissemination of relevant information prior to the decision?

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3B.3 How would you characterize the *organizational culture* of this organization, in terms of...

...the existence and level of knowledge of procedures and policies?

...whether the procedures and policies are carried out? Whether there are problems with nonattendance at meetings, theft of property or supplies?

...conflict resolution mechanisms, both within the community and within the organization?

...the nature of conflicts between the organization and community members?

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3B.4 How would you characterize the *organizational capacity* of this organization, in terms of...

...carrying out specialized activities (e.g., credit, commercialization)?

...supervising and contracting consultants?

...preparing financial reports for banks, donors, and government?

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...developing specific plans for the future (instead of reacting to opportunities as they present themselves)?

...reflecting on and learning from previous experiences?

### 4. NONMEMBERS INTERVIEW GUIDE

#### 4A. *Group #1: Nonmembers who want to be members*

4A.1 In your opinion, do the benefits of this particular organization spread beyond its members?

4A.2 Why are some people not members of this organization? Why are you not a member of this organization?

4A.3 How far do you think this organization complements or competes with other community organizations?

4A.4 What is your view about how the organization deals with government? (For example, does kinship or party affiliation play a role in determining the relationship?)

4A.5 What is your view about how the organization deals with other organizations that work in the village/neighborhood?

#### 4B. *Group #2: Nonmembers who do not want to be members*

4B.1 In your opinion, do the benefits of this particular organization spread beyond its members?

4B.2 Why are some people not members of this organization? Why are you not a member of this organization?

4B.3 How far do you think this organization complements or competes with other community organizations?

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- 4B.4 What is your view about how the organization deals with government? (For example, does kinship or party affiliation play a role in determining the relationship?)
- 4B.5 What is your view about how the organization deals with other organizations that work in the village/neighborhood?