

**2.3. RESEARCH & ANALYSIS**

**APPENDIX II: PRIMARY  
RESEARCH  
RESOURCES**



## 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

# SECTION OVERVIEW

This section provides guidance on how to conduct primary research during the *Research & Analysis* phase. It is divided into three sections:

### I.Process Overview

### II.Selecting Primary Research Methods

### III.Primary Research Tools

### IV.Stakeholder Engagement Guides

- Ecosystem stakeholders
- Labor market stakeholders
- Youth stakeholders

Questions this section will help you answer:

- *What stakeholders do I need to recruit for primary research?*
- *How many interviews and focus groups should I organize?*
- *What questions should I ask during interviews and focus groups?*



*Household survey conducted in Lohiya Nagar Community, Hadapsar Administrative Ward, Pune 9-13<sup>th</sup> October 2020*

## 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

# I. PRIMARY RESEARCH PROCESS OVERVIEW

GOYN Anchor Partners conduct primary research to gather information and insights relevant to each branch of the Issue Tree: *Ecosystem, Market, Youth*.

Typically, this includes:

- **3-4 focus groups and several subject matter expert interviews** (for each branch)
- **A survey of 200+ OY**

The table on the right includes an example research plan.

As you begin planning primary research, examine the Issue Tree and consider what information can be gathered via secondary research, and what must be sourced directly from local stakeholders.

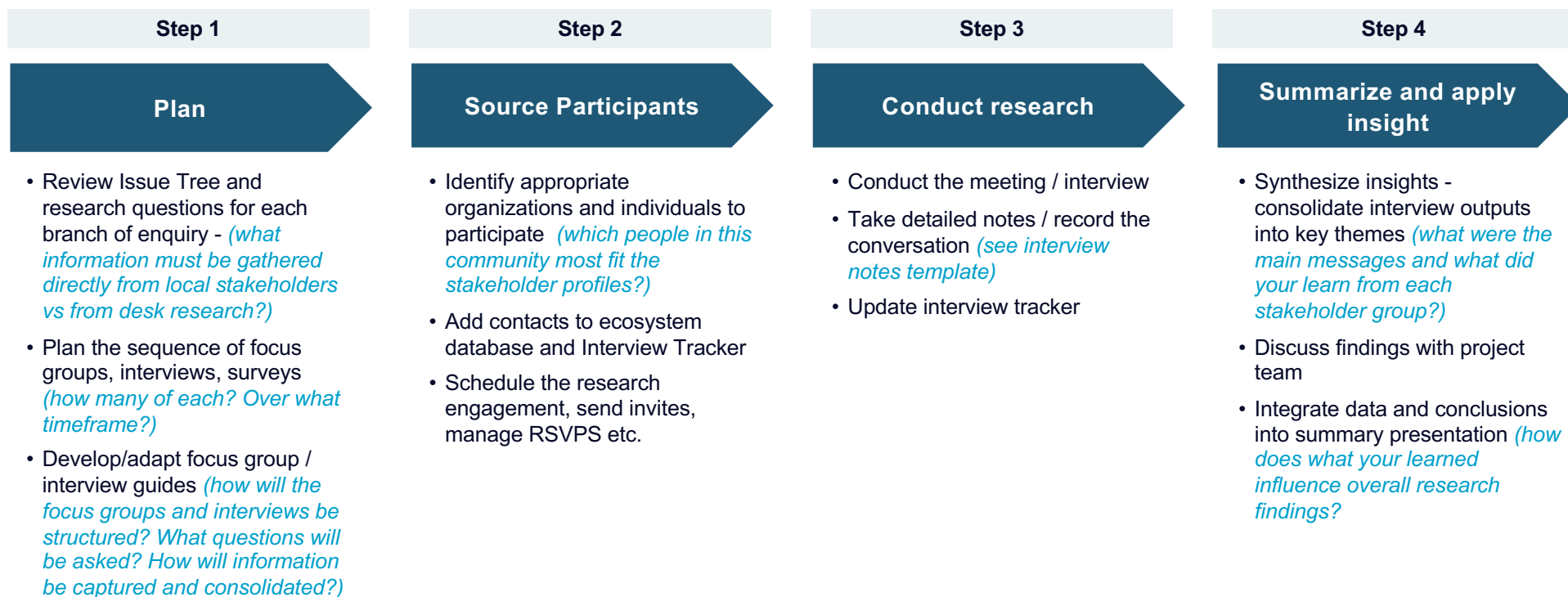
## PRIMARY RESEARCH PLAN – EXAMPLE

	Focus Groups	Interviews / Surveys
Ecosystem	<ul style="list-style-type: none"><li>• 3-4 x focus groups</li><li>• 6-8 participants per group</li></ul>	<ul style="list-style-type: none"><li>• 5-8 interviews with subject matter experts</li></ul>
Market	<ul style="list-style-type: none"><li>• 2-3 focus groups (1 for each prioritized market segment)</li><li>• 6-8 participants per group</li></ul>	<ul style="list-style-type: none"><li>• 6-8 interviews with subject matter experts</li></ul>
Youth	<ul style="list-style-type: none"><li>• 3-4 focus groups</li><li>• 6-8 participants per group</li></ul>	<ul style="list-style-type: none"><li>• 3-4 subject matter interviews</li><li>• Youth Survey (200-300 participants)</li></ul>

*These activities may be conducted sequentially or in parallel.*

## 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

# I. PRIMARY RESEARCH PROCESS OVERVIEW



See GOYN Research Plan example [here](#)

## 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

# II. SELECTING PRIMARY RESEARCH METHODS

Method	Description	Good for	Best practices
<b>PRIMARY RESEARCH</b>			
<b>Interviews</b> 	1-1 conversation with a subject matter expert, usually semi-structured (i.e. a set of open-ended questions).	<ul style="list-style-type: none"> <li>• Testing hypotheses and gathering stakeholders' individual perspectives</li> <li>• Deep diving on a particular topic (e.g., school-to-work, transition, sector trends)</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Share questions ahead of interview</li> <li><input checked="" type="checkbox"/> Paraphrase and summarize to ensure you're understanding correctly</li> </ul>
<b>Focus groups</b> 	Semi-structured group conversation (typically four to ten participants representing the target population).	<ul style="list-style-type: none"> <li>• Gathering perspectives of stakeholders of the same type</li> <li>• Testing hypotheses and different points of views</li> <li>• More open-ended discussion</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Recruit participants thoughtfully</li> <li><input checked="" type="checkbox"/> Participants should not know one another</li> <li><input checked="" type="checkbox"/> Express neutrality and use open-ended questions</li> <li><input checked="" type="checkbox"/> Encourage equal contributions</li> <li><input checked="" type="checkbox"/> Select an experienced moderator</li> </ul>
<b>Surveys</b> 	Set of standardized questions in the form of multiple-choice or ratings asked either in person, over the phone, or online to a large amount of stakeholders.	<ul style="list-style-type: none"> <li>• Gathering standard data points for a large population, enabling quantitative analysis &amp; descriptive statistics (e.g., % of male/female, average educational attainment, years of experience, etc.)</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Randomize selection of participants</li> <li><input checked="" type="checkbox"/> Pre-test surveys with a smaller sample</li> <li><input checked="" type="checkbox"/> Include and fulfill terms of confidentiality</li> <li><input checked="" type="checkbox"/> When sharing results, be sure to include your sample size and profile, how you conducted the survey, response rate</li> </ul>

### 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

## II. SELECTING PRIMARY RESEARCH METHODS

### INTERVIEW OR FOCUS GROUP?

INTERVIEW	FOCUS GROUP
<ul style="list-style-type: none"><li>☑ Better for sensitive / personal subjects where participant may not feel comfortable sharing experiences publicly</li><li>☑ Avoids group think / peer pressure –</li><li>☑ Allows for more in-depth discovery of an individual's experience</li></ul>	<ul style="list-style-type: none"><li>☑ Capture more opinions more quickly</li><li>☑ Great for generating new ideas and brainstorming</li><li>☑ Allows you to observe dynamics between stakeholders / populations of different types</li></ul>

### COSTS & TIMELINE

The following variables can have a significant impact on the **costs and timeline** of your primary research:

- Number of participants
- Length and complexity of interviews, focus groups, surveys
- In-house versus outsourced to a subcontractor
- Virtual versus face-to-face
- Population selection e.g. *Convenience* (more random) versus *Stratified* (more representative of the total population)



### 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

## IV. STAKEHOLDER ENGAGEMENT GUIDE – ECOSYSTEM

The “Youth Employment Ecosystem” refers to the body of organizations working to address youth employment in a given community. GOYN Anchor Partners host focus group discussions and 1-1 interviews with ecosystem stakeholders to gather insights on:

**The youth unemployment challenge** - *How do different ecosystem stakeholders see the youth employment challenge unfolding in their community?*

**Causes and drivers** - *What do ecosystem stakeholders perceive to be the systemic failures and barriers causing these patterns to develop? In which parts of the system are major barriers / failures occurring?*

**Strengths and assets** - *What parts of the system do stakeholders perceive to be working well? What assets / capabilities can be leveraged to accelerate change? Where are the strongest links in the system?*

**Stakeholder priorities** - *What are the priorities and mindsets of different stakeholder groups?*

### ECOSYSTEM STAKEHOLDER PROFILES

Stakeholder Group	Stakeholder Profile
Public Sector	<ul style="list-style-type: none"><li>Senior and/or middle-level public servants working in youth- and employment-related departments (e.g., within the Mayor’s office, Ministry of Youth, Training and Skilling Departments, Department of Education)</li></ul>
Civil Society	<ul style="list-style-type: none"><li>Senior leaders from civil society including INGOs (e.g. Unicef, ILO, IYF, Care), CBOs (local community-based orgs serving youth), youth-led organizations/groups (organizations led by young people)</li></ul>
Funders	<ul style="list-style-type: none"><li>Senior leaders from institutions who fund youth employment interventions. This should include different funder types, such as local and international foundations, corporate philanthropies, and impact investors</li></ul>
Education & Training Providers	<ul style="list-style-type: none"><li>Senior and / or middle-level managers in major education and training institutions (e.g. Technical and Vocational Training institutions and networks)</li></ul>

### 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

## EXAMPLE ECOSYSTEM STAKEHOLDER PROFILES

#### Public sector

Fady Villegas Cure, Sub-director for Youth, Department for Social Integration, Bogotá City Hall (Mayors Office)



#### Civil society

Nalini N.Paul, Country Director, Restless Development India

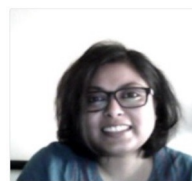


Neftali Malatije, CEO, Southern Africa Youth Project

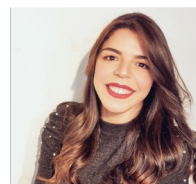


#### Funders

Sagarika Bose  
Deputy General Manager, CSR & Sustainability Godrej Industries



María Fernanda López, Project Leader, Telefonica Foundation



#### Education & Training

Hernan Fuentes, Director of Employment, Labor, and Entrepreneurship, SENA

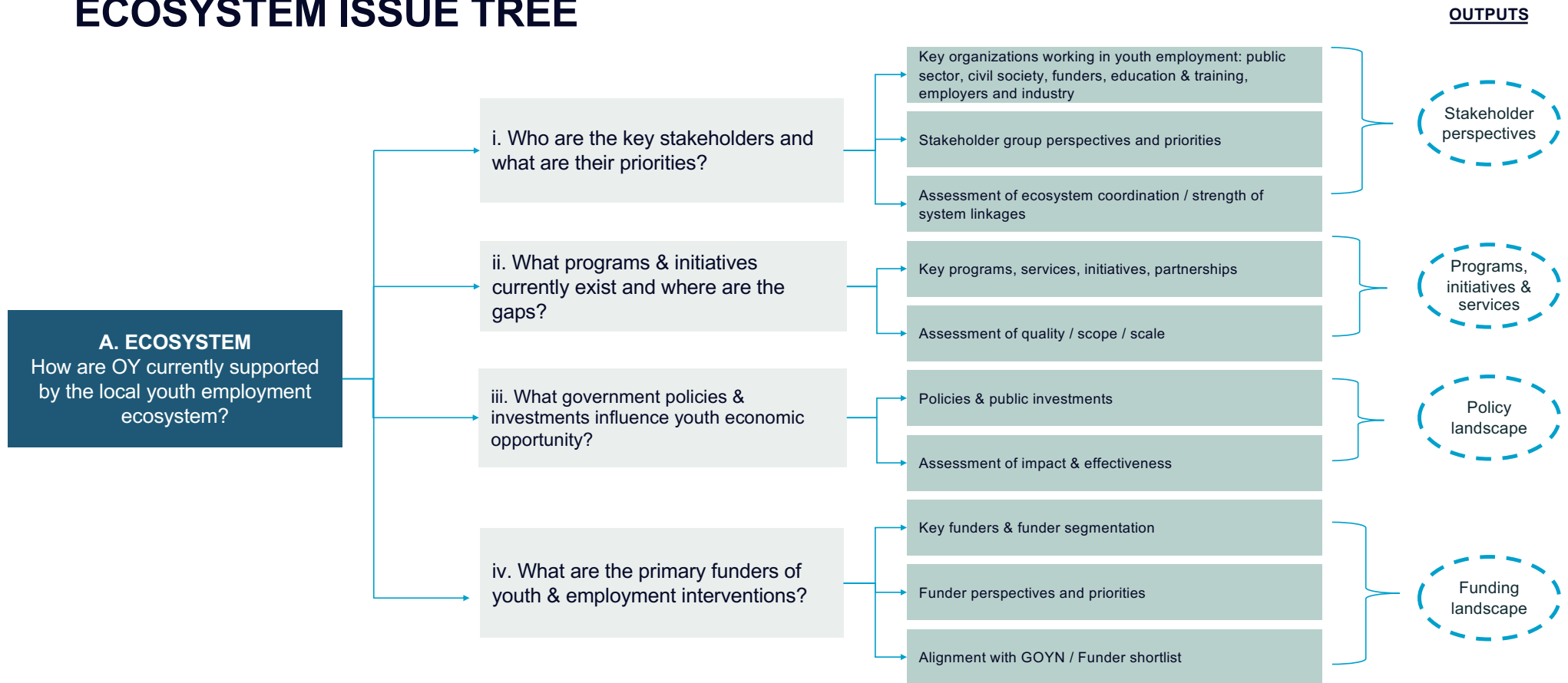


Gaurav Kapoor, Senior Head Industry Partnership, National Skill Development Corporation



## 2.3 RESEARCH & ANALYSIS

# ECOSYSTEM ISSUE TREE



**2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES**

**IV. STAKEHOLDER ENGAGEMENT GUIDE – MARKET**

Anchor Partners facilitate focus groups with market leaders to understand the state of the local labor market and identify areas in the economy that can offer economic opportunities for OY.

Stakeholders recruited to participate in primary research typically include:

- HR Managers of major companies
- Labor market specialists
- Conveners of industry associations / trade groups
- Sector experts

Stakeholder discussions focus on understanding:

- Perceived causes and drivers of supply – demand mismatch
- Opportunities and needs in priority in sectors
- Employer perspectives and mindsets related to hiring OY

**MARKET STAKEHOLDER PROFILES**

Stakeholder Group	Stakeholder Profile
<b>HR Managers</b>	<ul style="list-style-type: none"> <li>• Senior and/or middle-level HR Managers in companies with a high number of formal and informal employees e.g. Retail Chains, Telecommunications, Agricultural Processing</li> </ul>
<b>Labor Market Specialists</b>	<ul style="list-style-type: none"> <li>• Senior leaders or middle-level managers working in Labor Market specialization e.g. ILO, Employment Intermediaries (Indeed, LinkedIn), Bureau of Labor Statistics</li> </ul>
<b>Conveners of Industry Associations / Trade Groups</b>	<ul style="list-style-type: none"> <li>• Senior leaders or middle-level managers industry and trade associations (organizations that serve and support specific industries) e.g. Automobile Manufacturers Association</li> </ul>
<b>Sector Experts</b>	<ul style="list-style-type: none"> <li>• Individuals with significant experience in a sector that has been flagged as having high potential to hire OY, e.g. Health Sector Expert, Hospitality and Tourism expert</li> </ul>

### 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

## MARKET STAKEHOLDERS – EXAMPLE PROFILES

#### Employers

Rachel Gathuku  
HR Business Partner, East  
Africa, Unilever



Suarabh Roy, Chief of  
Corporate Responsibility, Tata  
Steel



#### Labor market specialists

Aya Matsuura  
Technical Expert at ILO Decent  
Work Team for South Asia



Nirmit Parikh  
Founder & CEO – Apna (blue  
collar job matching platform)



#### Industry associations / Trade groups

Elisa Crespo Ferrer, President,  
Automotive Cluster State of  
Mexico

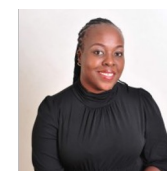


Wambui Mbarire, Chief  
Executive Officer at Retail Trade  
Association of Kenya



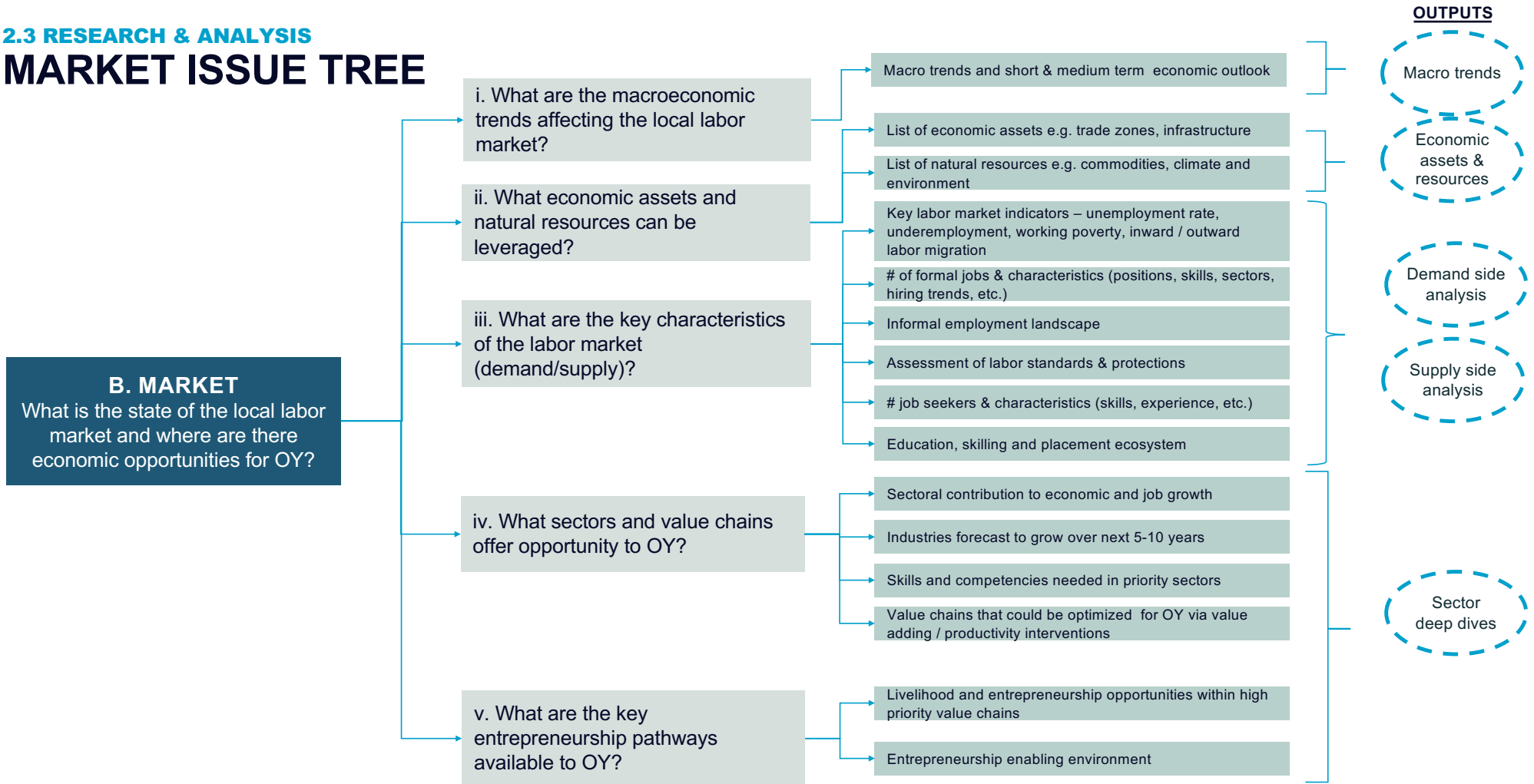
#### Sector experts

Angela Njehia, Sustainable  
Tourism I  
Tourism Development  
Consultant, Kenya



## 2.3 RESEARCH & ANALYSIS

# MARKET ISSUE TREE



### 2.3. RESEARCH & ANALYSIS – PRIMARY RESEARCH RESOURCES

## IV. STAKEHOLDER ENGAGEMENT GUIDE – YOUTH

The final branch of the Issue Tree focuses on understanding the hopes and aspirations of the local OY population and their perspective on the main barriers and challenges that face youth job seekers.

We recommend including both current and former OY in research, as youth who have overcome barriers to employment often have very valuable insights to share.

#### Note on OY Sampling

It is important to carefully select OY to participate in focus groups to ensure participants proportionally represent the OY population demographics.

### YOUTH STAKEHOLDER PROFILES

Stakeholder Group	Stakeholder Profile
<b>Opportunity Youth (OY)</b>	<ul style="list-style-type: none"><li>Local youth aged 15-29 who are not in education or training and are also not employed</li></ul>
<b>Former OY</b>	<ul style="list-style-type: none"><li>Youth who have experienced unemployment but have been able to find a path to education or employment</li></ul>

*In some communities, it may be more / less appropriate to group youth based on demographic factors e.g. age, sex, neighborhood, degree of disconnection, etc.*

### 2.3. RESEARCH & ANALYSIS

## YOUTH ISSUE TREE

