



**Miller Center**  
for Social Entrepreneurship

ALL ACROSS AFRICA



# From Access to Acceleration

Enhancing Workforce Productivity and Improving Artisan Livihoods With New Products and Services



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# EXECUTIVE SUMMARY

Life-improving products and services, such as solar lanterns and healthcare access, can create a multitude of opportunities for people. In the case of artisans who weave with All Across Africa, many of these products will both improve artisan abilities to weave baskets in a timely manner and positively transform their standards of living. For this reason, we identified the product needs of artisans in Ugandan and Rwandan co-ops and develop a path for how these artisans can best access such products.

To identify product needs and develop product distribution strategies, we conducted 65 interviews with artisans, office staff members, and a government official. We also distributed product surveys to over 150 artisans.

Through this process, we discovered a wide variation in data responses. We noticed a few general patterns at the overall, country, and regional levels and these patterns are documented in Part II of this report. The sheer variation in product-priority survey responses, however, led to us develop a method for serving each individual co-ops product needs.

## We provide here a guide to:

- harnessing existing leadership structures within the co-ops to provide each co-op with the autonomy to identify their own product needs; and
- providing co-ops with the financial paths necessary to pay for these products.

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# INTRODUCTION

**Mission of AAA:** All Across Africa empowers rural artisans economically by channeling their woven products to western markets and providing them with a reliable source of income.

**Research Questions:** What products do weavers for AAA need to improve their productivity? How will these products be most effectively financed?

**Research Scope:** Understand how impact can be scaled through mitigating productivity challenges for artisans and improving operations at the office level.

**Description of Data:** We utilized qualitative surveys and interviews of artisans, members of the co-op leadership structure, a government official, and office staff members to determine the product/service needs in many of All Across Africa's co-ops across Uganda and Rwanda. Through this process, we determined that there is a need to activate a decision-making plan within the co-op leadership team with the purpose of providing each co-op with the ability to autonomously decide their product/service needs. We also developed a financial savings structure that would allow co-ops to effectively save money to pay for internal product/service distribution. Finally, we gathered data that paints a broad picture of the most salient product/service needs within Rwanda and Uganda overall, by country, by region, and (to some degree) by co-op.

**The Problem:** Artisans working with All Across Africa face a number of barriers both to harnessing their overall productivity and to creating quality baskets that are up to par with company standards. Some of these barriers exist because of a lack of individual access to productivity-boosting products (such as in-home lighting). Other barriers exist because of the paucity of healthcare resources in particular villages. Some of the barriers that exist are more communal: such as the lack of a weather-resistant tent for artisans to weave together under and a lack of design/technique training. In order for any of these barriers to be



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addressed, however, two things have to happen: the first is that the product needs of artisans must be fairly determined in each co-op by activating the decision-making structure of the co-op leadership teams. The second is that a financial structure must be implemented in order for co-ops to effectively save money to purchase products that will increase the quality of the groups' output and their productivity. This process will vary from country to country. In Rwanda, where the co-op leadership teams are thriving, the five-step decision making plan that we have presented below can be implemented almost immediately. In Uganda, however, a lot more has to be done at the level of the leadership team in order for the product-decision making structure to be activated. The prior steps that Ugandan co-ops must take to activate and implement the product-decision making structure will be outlined further in Scaling for Success.



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# PART ONE

*This section outlines two decision-making pathways for co-ops to help them facilitate effective product distribution among artisans. It also provides co-ops with three financial pathways for product payment.*

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## Part 1a.

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### Product/Service Decision-Making Plan

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We recommend that All Across Africa address the product needs of Rwandan and Ugandan co-ops by utilizing a decision-making structure within the co-op leadership team to fairly facilitate product distribution. In Rwanda, especially, co-op leadership teams have proven their ability to garner the consistent trust of the artisans in their co-op. Once a leadership structure akin to this one has been successfully implemented in Uganda, we recommend that the co-ops in both countries capitalize on the decision-making abilities of these leadership structures by allowing them to be in charge of determining product distribution within co-ops. This process can go two ways and will be dependent on an internal decision made by each co-op: does the co-op want to focus on the individual product needs of each member or on the product needs of the co-op as a community?

We believe that this is the best approach to determining product needs per co-op due to the sheer variation in data. Towards the end of our research, it became clear that some of the product needs that arose were products that the co-op could use as a whole and others were products more geared to each individual co-op member. An example of this is as follows. A weaving tent was a product that was mentioned as a salient need by almost every single co-op we surveyed. A weaving tent is a communal product, as it serves the needs of many. Solar lighting was also a product mentioned as a salient need by almost every single co-op we surveyed. Upon further investigation, however, it became clear that solar lighting was something that co-op members needed for their individual households to weave at night.

As a result, we have structured this section of the report in accordance with whether or not each individual co-op would rather focus on the communal needs of their co-op (i.e. weaving tents, more weaving materials, trainings, health clinics) or the individual needs of their co-op members (i.e. solar lighting, mobile phones).

The above decision will be made through a democratic process of voting. This process already takes place for other matters in the Rwandese co-ops and can only be implemented in Ugandan co-ops once that voting structure has been established. Facilitating the process of leadership-structure establishment and voting is addressed in the *Scaling for Success* report.

The rest of this section begins with a background overview of how this process applies to each country. It then dives into a specific, five-step plan for implementing

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either a communal-need decision-making process, or an individual-need decision-making process. This section will be complemented by the financial structures section below, which goes into detail about the financial paths that co-ops can take to pay for products that they need.



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## Rwanda

### Utilize the Effective Decision Making of Rwandese Co-Op Leadership Structure

The data we have collected has consistently shown that Rwandese co-op members have high levels of trust within their co-ops, particularly towards their co-op leadership team. We believe that the leadership team can be trusted to ensure the fair and equal process of product distribution within the co-ops.

As was mentioned earlier, each co-op will decide whether to focus on bringing products for the collective or for each individual member into the co-op. At some point, to boost workforce productivity and improve overall livelihoods, both models will be used to ensure that the co-op meets all of their needs. The question for each co-op will be which needs the co-op will fulfill first: communal or individual ones.

To facilitate this, co-op leadership teams will be provided with two types of product-catalog surveys to their members. One of these surveys lists products that are intended to benefit the collective, and the other lists products intended to benefit each individual. These surveys would likely be akin to the ones we used for our data collection, but with further written explanations in Kinyarwanda for ease of understanding.

Once each member has a better understanding of the types of products offered by each survey, the co-op will take a vote on which types of products to focus on first. Depending on the results, the co-ops will either work to save together for a communal product, or the leadership team will work to set up each individual member with a means of financing the products that they want. After this process is set up, the surveys will be filled out by co-op members and a copy of each of the survey responses will be given to the leadership team in order for them to keep track of product goals.

After the surveys are created, written up in Kinyarwanda, and distributed, we recommend the following five-step decision making processes be put in place. There are two five-step decision making processes below. One is geared towards co-ops that want to focus on communal product needs and the other is geared towards co-ops that want to focus on more individual product needs. Both of these five-step processes can be applied to both Rwanda and Uganda. The only difference, that will be re-emphasized in the Uganda section, is that this process cannot be implemented in Uganda until the steps undertaken in *Scaling for Success* are implemented to ensure that Uganda's leadership and voting structure are strong enough for this process to function.

This five-step process will allow whoever is in charge of this at the office level in both countries to more effectively implement this decision-making structure for co-ops.

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## 5-Step Product Plan for Communal Products

<p><b>Step 1</b></p>	<p><b>Establish Communication with Co-Op Leadership Team:</b> inform the leadership team of this new task that is to be added onto their agenda. Provide them with the survey materials necessary for them to conduct the survey within their co-op. Check in to see where they have any questions regarding the process or if they have any feedback to provide for how this process can be best facilitated within their co-op.</p>
<p><b>Step 2</b></p>	<p><b>Manage Survey Distribution:</b> check in from the top down to make sure that surveys have been distributed and collected. We believe that this is a very doable process, as the women are made to interact with documents that they have to fill out in the form of signing contracts both before and during their employment process with All Across Africa. The same practices used to help women (some of whom may be illiterate) sign those types of contracts is the same process that should be used here as well.</p>
<p><b>Step 3</b></p>	<p><b>Check-in with Leadership Team:</b> after a few weeks of providing co-ops with the first few steps, check-in with the leadership teams of each co-op. Where are they with regards to gathering the survey data and discussing its implications in a leadership team meeting? If they are ready, then their final decisions should be gathered and recorded.</p>
<p><b>Step 4</b></p>	<p><b>Activate Financial Resources:</b> in this case, the best financial resource to pursue would be some sort of savings account. Co-ops can decide whether or not they would like to use their existing savings account (if they have one) to save for communal products or open up a separate savings account with a financial services company. They also have the option of opening up a separate co-op savings account (without the help of external partnerships) that exists solely for the purpose of saving money to buy communal products.</p>
<p><b>Step 5</b></p>	<p><b>Management &amp; Distribution:</b> regularly work with co-op leadership teams and the artisans to make sure that their product savings are being effectively managed and that the correct products are being distributed to the artisans.</p>

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## 5-Step Product Plan for Individual Products

<p><b>Step 1</b></p>	<p><b>Establish Communication with Co-Op Leadership Team:</b> inform the leadership team of this new task that is to be added onto their agenda. Provide them with the survey materials necessary for them to conduct the survey within their co-op. Check in to see where they have any questions regarding the process or if they have any feedback to provide for how this process can be best facilitated within their co-op.</p>
<p><b>Step 2</b></p>	<p><b>Manage Survey Distribution:</b> check in from the top down to make sure that surveys have been distributed and collected. We believe that this is a very doable process, as the women are made to interact with documents that they have to fill out in the form of signing contracts both before and during their employment process with All Across Africa. The same practices used to help women (some of whom may be illiterate) sign those types of contracts is the same process that should be used here as well.</p>
<p><b>Step 3</b></p>	<p><b>Check-in with Leadership Team:</b> after a few weeks of providing co-ops with the first few steps, check in with the leadership teams of each co-op. Where are they with regards to gathering the survey data and discussing its implications in a leadership team meeting? If they are ready, then their final decisions should be gathered and recorded.</p>
<p><b>Step 4</b></p>	<p><b>Activate Financial Resources:</b> in this case, the best financial resource to pursue would be either microfinance alone or a combination of a group savings account and microfinance. Co-ops can decide whether or not they would like to use their existing savings account (if they have one) to help members save for individual products or open up a separate savings account with a financial services company. They also have the option of opening up a separate co-op savings account (without the help of external partnerships) that exists solely for the purpose of saving money to buy individual products.</p> <p>Microfinancing comes into play if a co-op member wants to buy a particular product, but cannot afford to pay for it or needs it as soon as possible. Establishing a partnership between the individual and a reliable microfinance institution will ensure their ability to get a low-interest or interest-free loan. It might even open up opportunities for them to be trained in financial literacy (as is the case with some MFI programs). This will allow them to get whatever individual products they need when they need them.</p>
<p><b>Step 5</b></p>	<p><b>Management &amp; Distribution:</b> regularly work with co-op leadership teams and the artisans to make sure that their product savings are being effectively managed, that artisans are connected with microfinance institutions, and that the correct products are being distributed to the artisans.</p>

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## Uganda

### Establish Strong Leadership Structures Before Incorporating Decision-Making Plan

In the case of Uganda, lack of trust in leadership needs to be addressed in order for the aforementioned product decision-making plan to function properly. This is because the product needs of Ugandan artisans cannot be effectively determined without the existence of a strong leadership team to help co-op members determine them. The process for going about this in Uganda is extensively outlined in the *Scaling for Success* partner report. Once this has been established, the steps outlined in the “Rwanda” section can be followed.

One particular resource that would be useful in expediting the process of scaling in Uganda that is touched upon in *Scaling for Success* is a partnership with BRAC Uganda. BRAC Uganda works as a microfinance institution, but can also provide access to healthcare clinics in Uganda and help pay for children’s school fees. A partnership like this would ensure faster scaling in Uganda and would also create a reliable microfinance avenue for Ugandan artisans to depend on. The microfinance component of this will be touched upon further in the second proposal and the details of other components of a BRAC Uganda partnership will be touched upon in part two of the report.



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## Part 1b.

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### Financial Resource Paths

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Our first recommendation leads directly into our second recommendation: the implementation of a financial structure that will help facilitate a path for artisans to pay for products. We propose three potential financial paths for All Across Africa to pursue. The first would be a partnership with a financial services company that would allow for the creation of an external savings account that co-ops could use as a means to pay for products. The second would be a partnership with a microfinance organization that would allow artisans to seek loans for products that are outside of their immediate price range. The third would be that the co-ops finance products using an internal savings account without help from an external partnership. A combination of any number of these financial paths is also a strong and likely possibility as a means for artisans to pay for products. One of the major benefits of utilizing an external partnership, however, is the offer of enhanced financial literacy and livelihood training that can often be facilitated by financial organization partners.



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## Financial Models

### Financial Model 1

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### Financial Services Company Partnership

- **Purpose:** to connect co-ops with a reliable external savings account system from which they can take out money to buy products.
- **Benefits:** provides external controls on a financial account, prevents fraudulent withdrawals, can be supplemented with financial/ livelihood training from partner organization.
- **Further Recommendations:** we recommend that a system like this be placed in Uganda due to the lack of existing strong savings structures in co-ops.

### Financial Model 2

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### Microfinance Partnership

- **Purpose:** to connect artisans with a means of taking out a loan to fund the purchasing of any products that they need.
- **Benefits:** more adaptive than banks to individual loan circumstances, MFIs deal with smaller amounts of money, MFIs charge less interest than traditional loan systems, MFIs tend to be more invested in local communities which allows them to make decisions without making artisans go through heavy bank paperwork.
- **Further Recommendations:** we recommend that a system like this be utilized to help fund individual co-op product needs. This is because servicing individual loans will make it easier for individual artisans to gain access to money when they need it.

### Financial Model 3

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### Individual Co-Op Savings Accounts

- **Purpose:** to provide co-ops with an individual, autonomous savings account system from which they can take out money to buy products.
- **Benefits:** allows artisans full control over their own savings account, this system is already established and set to work successfully in Rwanda, provides co-op leadership teams with more autonomy over how the money is handled
- **Further Recommendations:** we believe that a system like this one would work especially well in Rwanda, where co-op saving structures are already well established in the majority of co-ops. This process can draw upon an existing savings account within the co-op or a new internal savings account can be opened up with the specific purpose of using it to save for products.

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To reiterate, the most effective way for co-ops and artisans to finance their product needs will probably involve a combination of these financial models.

One specific partnership that we recommend is for All Across Africa Uganda to partner up with BRAC Uganda. One of BRAC Uganda's many services that it offers is microfinance. The organization specializes in offering microfinance opportunities to women in rural areas of Uganda. BRAC Uganda's unique approach to microfinance also takes the nuances of multi-dimensional poverty into consideration, as it supplements its microfinance operations with additional financial literacy and livelihood training. For these reasons, we would highly recommend that AAA Uganda partner with BRAC Uganda.

## Training

Almost all of the artisans we interviewed mentioned financial literacy and savings training as a salient need within their co-op communities. Artisans who had received savings training from Benon in Rwanda stated that the trainings greatly improved their overall livelihoods. Savings and financial literacy allows artisans to develop better control over their finances and improve their lives in the long-run. This is because such training teaches artisans how to responsibly allocate their money and manage their financial assets.

Rwanda would benefit by having an increase in financial trainings led by Benon. Uganda would benefit by having Benon hold a few training sessions for the office staff in Uganda to transfer his training methodology to them. Financial and livelihood training provided by an external organization, such as BRAC Uganda, will help All Across Africa better support their artisans.



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# PART TWO

*This section summarizes patterns from the data we collected on the product and service needs of artisans.*

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## Part 2a.

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### Summary of Findings

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#### Product Needs Across All Countries

##### Identifying Consistent Patterns in Product Needs Across All Co-Ops

There were a few/patterns and trends that were consistent in products from almost every single survey we conducted. Two of these were the need for an artisan weaving tent/cover and the need for improved access to weaving materials. We believe that these needs, as they have been expressed almost universally within each of our surveys, can and should be addressed by All Across Africa immediately (before implementing the decision making structure regarding the rest of the co-ops). The weaving tents, in particular, should be distributed among every single co-op. Every co-op has complained of the impact that too much sun or rain can have on both overall productivity and on the ability for an artisan to design a woven product correctly.

Part of the rationale for the weaving tent is so that artisans can weave together. Most artisans expressed that weaving together correlated with less rejection of baskets. This is because weaving together creates an opportunity that allows artisans, who are struggling to weave a specific piece, to seek support from more experienced artisans. Providing co-ops with a weaving tent thus accomplishes two things: it encourages group weaving and protects products from being destroyed by poor weather conditions. It significantly improves artisan productivity and, inadvertently, reduces the likelihood of baskets being rejected due to an improvement in overall basket quality.

Providing more weaving materials for artisans allows them to weave for longer periods of time, as it means that they can spend less time searching for the materials necessary to produce a basket. Enhancing accessibility to weaving materials also improves the overall morale of artisans when it comes to weaving.

#### Training Needs Across All Countries

##### Identifying Consistent Patterns in Service Needs Across All Co-Ops

Almost every single co-op expressed a desire to be further trained in saving money effectively, in more basket-weaving techniques, and in designs for more baskets. We believe that incorporating more training sessions can also be implemented immediately. This process can happen in tandem with the process by which the decision-making structure is being implemented and activated in the co-op leadership

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teams. Co-ops can utilize the same decision-making structure outlined above and apply it to the different types of training that each co-op feels they need.



## Rwanda Patterns

### Identifying Consistent Patterns in Rwandan Co-Ops

Two of the most salient product needs in Rwanda included solar lighting and access to mental healthcare services. Although access to lighting was a barrier for both Rwandan and Ugandan artisans, it was very consistently ranked as one of the top 3 artisan product needs by almost every single artisan who was interviewed in Rwanda. Much of Uganda's other, more salient product needs are being addressed by the Rwandan government in Rwanda. As such, we expect that most Rwandan co-ops will prioritize providing their artisans with solar lighting above most of the other product options (excluding the cross-country product needs mentioned in the section above).

The trauma suffered from the Rwandan genocide is still very palpable in many of the Rwandan co-ops. As such, a number of co-op leaders noted the importance of providing artisans with a means of accessing mental healthcare and support services.

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Addressing these needs will, thus, improve the overall lives of Rwandan artisans and assist them in weaving their products on time.

## Uganda Patterns

### Identifying Consistent Patterns in Ugandan Co-Ops

One of the most salient needs in Uganda that did not exist in Rwanda, but did heavily impact artisan productivity, was healthcare. Many women complained of the lack of access to healthcare and healthcare resources. Government hospitals in Uganda are often understaffed and lack many medications in Uganda unless they are in Kampala. During our trip, Greg had spoken to us about times in which All Across Africa partnered with medical organizations to provide clinics for areas where artisans did not have access to healthcare. We would push for this to continue to happen in Uganda, if at all possible. The financial structure section of this report can also be utilized to fund the distribution of healthcare services and medications to co-ops in Uganda.

The lack of government involvement in family planning and feminine care products also came up as a salient concern in Uganda. Ugandan artisans expressed a strong desire to be trained and educated in family planning options. They also noted the need for more feminine care products within their co-ops. Lack of access to pads and cramp medication came up, among Ugandan artisans, as a barrier to weaving products on time. Addressing these needs will, thus, improve the overall lives of Ugandan artisans while positively impacting their ability to weave good products on time.

## Explaining Pattern Variations Among Co-Ops

### Geography Shapes the Distribution of Need

Another notable finding that came up from our data analysis was a striking variation in the ranking product needs from co-op to co-op. Upon further investigation, we attributed this variation in responses to the impact that regional geographical diversity has on each co-op. Co-ops in rural areas, for example, were likely to rank clean water as a more salient need than solar lighting due to their lack of access to the former. Some co-ops in areas that were more well-developed ranked cell phones as a more salient need than clean cooking stoves due to their ability to access the latter. This is why we have approached this report the way we have: by providing a process by which each co-op can make product decisions based off the needs of their individual co-op.

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# CONCLUSION

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This report presented the results of our qualitative study. Our research results in three recommendations. 1a establishes a plan by which co-ops can make effective decisions about the types of products they need. 1b provides co-ops with a series of financial avenues to help them access these products. 2a documents product need patterns that arose from the data.

These recommendations will help All Across Africa expand and enhance their support for artisans by improving their livelihoods and elevating their economic status. Employing effective democratic systems among artisans activates their intrinsic power and gives them greater control over their lives



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# APPENDICES

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## Methods

Due to the impact that a lack of resources can have on the ability of artisans to weave well, this study explores potential avenues for enabling artisans to access products that will enhance their productivity and improve their overall livelihoods. The recommendations outlined in this document are based on data collected from 6 weeks of ethnographic field research that was comprised of a combination of observations, interviews, surveys, and general analyses. To identify product needs and develop product-distribution strategies, our team conducted a mixed-methods qualitative study comprised of 60 interviews with artisans, including members of different co-op leadership teams. We also conducted 4 interviews with members of the All Across Africa office staff and 1 interview with a government official. We distributed 73 surveys and, with the inclusion of group surveys, surveyed the product needs of 150+ artisans. Our interviews and surveys were conducted with the help of in-country translators and, overall, our responses spanned 20+ regions across Uganda and Rwanda.

We spent two weeks collecting data in Uganda, two weeks collecting data in Rwanda, and another two weeks collecting data in Uganda again. In both countries, we sought to identify existing barriers to artisan productivity. In Rwanda, however, we also focused on collecting data that served to illuminate why Rwandan co-ops function so well, overall. We used this data to develop a better understanding of what Ugandan co-ops would need in order for them to establish a system whereby they can sustainably access the products that they need to enhance their productivity.

We utilized a qualitative thematic analysis to sort our data out into a spreadsheet, code and format it, and analyze it. We then discussed and decided upon existing common themes and patterns throughout our data. These patterns and themes are presented in this document.

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*Photo Credit Huda Navaid for pictures of artisans*  
*Photo Credit Kazi for pictures of baskets*

## Interview Guides

### Uganda Interview Guide

#### Questions Specific to Artisans

1	What is your name?
2	What is your age?
3	What is your marital status?
4	What Community/Tribe/Ethnic Background do you belong to?
5	How long have you been working with your women artisan group through AAA?
6	How did you hear about/join your group of weavers?
7	How long have you been weaving?
8	How did you start weaving?
9	How does your weaving community function? a. How does your co-op leader function as a leader? What is her leadership style?
10	How close is your co-op as a community?
11	To what extent do you find emotional support within your co-op?
12	What challenges do you face in your weaving?
13	How has your life changed through your involvement with All Across Africa? a. Has your income increased? b. Have you taken a greater leadership role in your family

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14	Does your husband support your weaving?
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### Questions Specific to Co-op Leader

1	How did you become a co-op leader?
2	What is the sense of community in your co-op? a. Are they close? Do they support each other? If so, how? b. To what extent do you see creating and nurturing that community as part of your job as co-op leader?
3	Do the artisans in your co-op weave their products on time?
4	How can artisan production be improved?
5	What additional support would help artisans be more productive?
6	How do the artisans understand their role in being a part of the AAA co-op?
7	How does weather disturb artisan production?

### Questions for Group

1	How many of you have trouble with your vision?
2	How many of you have gotten your eyes tested?
3	How many of you have solar lamps in your household?
4	How many if you have access to feminine care products?
5	How many of you have support at home for your weaving?
6	How many of you have access to regular medical services
7	What is the biggest challenge to your productivity that you face as a weaver?
9	What resources that AAA can provide would be most beneficial to you?

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## Rwanda Interview Guide

	Interview Date
	Interview Start Time
	Interview End Time
	Data Entry Date
	Transcription Date
	Interviewee Gender
	Interviewee Village Name
	Interviewee Co-Op Name
	Are you willing to participate in this interview?
	Are you willing to have your photo taken, published, and used for the purposes of this project?
	<b>Section 1: Personal Information</b>
1	What is your name?
2	Can you tell us a little bit about yourself and your family?
3	Can you tell us the story of how you began weaving?
4	Were you working anywhere before you began weaving with AAA? If so, what was your job?
5	What inspired you to want to become a co-op leader?
6	Tell us about your weaving group/community.
	<b>Section 2: Co-op Success</b>
1	How do you motivate the artisans to work hard and to finish their products on time?
2	Do you reward your weavers with incentives? If so, how?
3	Tell us a story of a time when your co-op was successful
4	Give us an example of a time of a time when your leadership in the co-op helped it become more successful.

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5	What are the qualities of a successful co-op leader?
6	What is the most important factor in determining the success of a co-op?
7	What does it take to make a co-op leadership team successful?
<b>Section 3: Government Involvement</b>	
1	What role does the government play in the success of your co-op?
2	What role does the government play in your co-op elections?
3	Are you or have you been involved in any local government positions? If so, what work did you do in that position?
<b>Section 4: Elections</b>	
1	What is your co-op's election process?
2	How does your co-op ensure fair and successful elections of leadership team members?
<b>Section 5: Leadership Committee</b>	
1	How do you work together with other committee members?
2	How do you and your committee resolve conflicts?
3	What happens at a general assembly meeting?
4	Why do you continue your leadership role with AAA?
<b>Section 6: Co-op Challenges</b>	
1	Tell us about a time when your co-op faced a challenge and had to work together to overcome that challenge?
2	Can you tell us a story about when your co-op supported someone who was struggling?
3	Does your co-op have a savings account that it uses to support its members?
4	How do you work together with other assembly members?
5	What are the challenges your co-op faces in weaving products in time? Please explain the details of these challenges.
<b>Section 7: Family &amp; Support</b>	

1	What does the term “family development” mean to you?
2	Does your village/community support the artisans?
3	Has the perception/status of artisans changed in your village community since working with All Across Africa?
4	Would you encourage other women to pursue an artisan career with All Across Africa?
5	Does your husband/family support your work? If yes, how does he/they show support?
6	Has your relationship with your husband changed since joining AAA?
<b>Section 8: Mental Health Support</b>	
	Have you or anyone in your weaving community been affected by domestic violence and/or rape?
	Have you or anyone in your weaving community been affected by crime?
	Have you or anyone in your weaving community been affected by the loss of a loved one?
	Do you or anyone in your weaving community still suffer from the after effects of the genocide?
	What resources do you use to cope with these issues within your co-op?
	How can AAA most effectively support your co-op in aiding with these issues?
<b>Section 9: Lighting &amp; Resources</b>	
1	What type of lighting do you have in your home?
2	If you have access to lighting: <ol style="list-style-type: none"> <li>I. When did you get access to it?</li> <li>II. How did you finance it?</li> <li>III. What obstacles did you encounter/overcome to obtain this?</li> </ol>

3	<p>If you do not have access to lighting:</p> <ol style="list-style-type: none"> <li>I. What do you currently use (i.e. torches/nothing)</li> <li>II. What are the obstacles that you face to access lighting?</li> <li>III. What would it take for you to feel comfortable enough to invest in lighting?</li> <li>IV. If you had more confidence in future orders, would you be more likely to invest your money in lighting or elsewhere?</li> <li>V. What kind of lighting do you want? Solar or electricity?</li> <li>VI. What would be the best way AAA could support you in accessing lighting? (i.e. microfinance, loan, discounted product, etc.)</li> </ol>
4	<p>What are your hopes for your future (one year from now; five years from now?) What are your hopes for the future of your co-op (one year from now; five years from now)?</p>
<p><b>Section 10: Training &amp; Finances</b></p>	
1	<p>Tell us a story of a time when you used one or more of the skills you learned in a training session by Benon?</p>
2	<p>What weaving/financial would you like more training in?</p>
3	<p>Does your co-op have a savings account? If so, how and when is it used?</p>
<p><b>Section 11: Demographic Information</b></p>	
1	<p>What is your age</p>
2	<p>What is your marital status</p>
3	<p>How many people are in your co-op?</p>
4	<p>When did your co-op begin?</p>
5	<p>How many members of your co-op are present today?</p>
6	<p>How many master weavers are in your co-op?</p>

# Rwanda Product Survey

Rank from 1 - 9 with 1 being "most needed" for my weaving community and 9 being "least needed"

<p style="text-align: center;"><b>Solar Lights</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Water Purifiers</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Mobile Phones</b></p>  <p style="text-align: center;">Ranking: _____</p>
<p style="text-align: center;"><b>Clean Cooking Stoves</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Weaving Materials</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Mental Health Support</b></p>  <p style="text-align: center;">Ranking: _____</p>
<p style="text-align: center;"><b>Transportation Assistance</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Weaving Tent</b></p>  <p style="text-align: center;">Ranking: _____</p>	<p style="text-align: center;"><b>Weaving Center</b></p>  <p style="text-align: center;">Ranking: _____</p>

Prepared by: