**Appendix**

**Data structure**[[1]](#footnote-1)

See **Figure 3** in Supplementary Materials

*Interview guide (semi-structured)*

**Government employees at the local, regional, and state level (acting as authority or initiator)**

Decision making

* Do you have an example of an EA where the decision-making process was very difficult?
  + What do you think was the reason for this?
* Is the NCEA generally consulted? If yes, why? If not, why not?
* Are there guidelines concerning the experience of the decision maker with EA?
* What is the procedure if it is difficult to make a decision, for example, because of
  + Conflicting evidence
  + Conflicting interests
  + Uncertainty
* What do you think are the main barriers to making a difficult decision?
* How are these barriers dealt with?

EA process

* Do you have an example ‘of an EA where the alternatives were very different/similar? Did this have an effect on the process?
* How are values that have no clear price tag assessed (like biodiversity, welfare)?
* What do you think about stakeholder engagement? To what extent is it used in the EA process?
* Are formal selection techniques chosen when an EA is undertaken?
* To what extent do you choose a particular framing of an EA? Methods?

**Consultants**

EA process

* Do you have an example of an EA where the process was very difficult?
  + What do you think was the reason for this?
* Do you have experience with inexperienced decision makers?
  + How was that experience?
* Is the NCEA generally consulted? If yes, why? If not, why not?
* Are there guidelines concerning the experience of the consultants with EA?
* What do you think are the main barriers to a difficult EA process?
  + How do you think these barriers are dealt with?
* Do you have an example of an EA where the alternatives were very different/similar? Did this have an effect on the process?
* What is done with non-commodities? Are they converted into currency or commodities?
* What is your position on stakeholder engagement? To what extent is this used in the EA process?
* Are formal selection techniques applied when an EA is undertaken? Which one and why?
* To what extent do you choose a particular framing of an EA?

1. Adapted from D.A. Gioia, et al., ‘Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology’ (2012) 16 *Organizational Research Methods*, pp. 15–31. [↑](#footnote-ref-1)