

THE WORLD BANK ENTERPRISE SURVEY

Madagascar Manufacturing Module (2021)

FIELDWORK SUPERVISORS AND MANAGEMENT ARE RESPONSIBLE FOR THE ACCURACY OF THIS SECTION.

INFORMATION ACQUIRED PRIOR TO SCREENING:

Sampling Information [CODES FROM WBG PROGRESS REPORT]	
Sampling sector	a4a
Sampling size	a6a
Sampling location	a2
Frame level	a1c

A. COVER [TO BE COMPLETED FROM SCREENER BEFORE INTERVIEW]

Screener Information	
Screener sector	a4b
Module	a0
Screener region	a3a
Name of City/town/village	a3x
Screener size	a6b
Multi-establishment firm	a7
Panel	panel
Language	a1a

CAPI QUESTIONS BEGIN HERE**A. CONTROL INFORMATION TO BE COMPLETED AT THE TIME OF THE INTERVIEW****INFORMATION AUTOMATICALLY GENERATED**

GPS COORDINATES	Degrees North (Latitude)	lat
	Degrees East (Longitude)	lon

A.14 Time face-to-face interview begins:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a14d	a14m	a14y	a14h	a14min

INTERVIEW BEGINS HERE**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.**

The goal of this survey is to gather information and opinions about the business environment in **Madagascar**. The information gathered here will help to develop new policies and programs that enhance employment and economic growth.

The information and opinions you provide will be anonymized. Neither your name nor the name of your business will be used in any document based on this survey.

IC.1	Respondent understands the purpose of the Enterprise Survey, the COVID-19 protocols, and the protocols regarding personal data as described in the Informed Consent document AND the respondent provides consent?
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Yes	1
No	2

ic1**A. CONTROL INFORMATION**

A.20	For this establishment, on which calendar date did the last completed fiscal year end?
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Year	Month	Day
a20y	a20m	a20d

B. GENERAL INFORMATION

READ OUT THE FOLLOWING INTRODUCTORY SENTENCE ONLY IF A7 = 1 (yes):

The first few questions apply to the firm which this establishment is part of.

B.1

What is this firm's current legal status?

SHOW CARD 1 [NOTE FOR IMPLEMENTATION: THE OPTIONS USED IN EACH COUNTRY SHOULD REFLECT LOCAL CONDITIONS AND BE RECODED INTO THE CATEGORIES BELOW]

Shareholding company with shares traded in the stock market	1
Shareholding company with non-traded shares or shares traded privately	2
Sole proprietorship	3
Partnership	4
Limited partnership	5
OTHER (SPONTANEOUS-SPECIFY) <u> b1x </u>	6
DON'T KNOW (SPONTANEOUS)	-9

GO TO B.3a

b1

INTERVIEWER: PLEASE NOTE WHEN **b1 IS 3 (SOLE PROPRIETORSHIP), ENTER 100% FOR QUESTION **b3**.**

B.3

What percentage of this firm does the largest owner or owners own?

	Percent
Percentage held by largest owner or owners	b3 %
DON'T KNOW (SPONTANEOUS)	-9

B.3a

Is the largest owner also the top manager?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

b3a

B.2	What percentage of this firm is owned by each of the following? SHOW CARD 2
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	Percent	DON'T KNOW (SPONTANEOUS)
Private domestic individuals, companies or organizations	b2a %	-9
Private foreign individuals, companies or organizations	b2b %	-9
Government or State	b2c %	-9
Other	b2d %	-9
	100%	

IF 100% END INTERVIEW

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
UNLESS RESPONDENT DOES NOT KNOW**

B.4	Amongst the owners of the firm, are there any females?
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Yes	1	
No	2	GO TO B.5
DON'T KNOW (SPONTANEOUS)	-9	GO TO B.5

b4

INTERVIEWER: PLEASE NOTE WHEN b1 IS 3 (SOLE PROPRIETORSHIP) and b4 is 1 (FIRM HAS A FEMALE OWNER), ENTER 100% FOR QUESTION b4a.

B.4a	What percentage is owned by females?
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	Percent
Percentage of female ownership	b4a%
DON'T KNOW (SPONTANEOUS)	-9

READ ONLY IF A7=1 (yes)

I want to proceed by asking you about this establishment only.

B.5	In what year did this establishment begin operations?
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	Year
Year establishment began operations	b5
DON'T KNOW (SPONTANEOUS)	-9

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

B.6	How many full-time workers did this establishment have when it started operations? Please include all workers and managers. INTERVIEWER: INCLUDE RESPONDENT WHEN APPLICABLE
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	Number
Full-time workers at start-up	b6
DON'T KNOW (SPONTANEOUS)	-9

B.6b	In what year was this establishment formally registered?
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	Year
Year establishment formally registered	b6b
DON'T KNOW (SPONTANEOUS)	-9
NEVER REGISTERED (SPONTANEOUS)	-7

TERMINATE

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

B.7	How many years of experience working in this sector does the Top Manager have?
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	Years
Manager's experience in sector	b7
LESS THAN ONE YEAR	1
DON'T KNOW (SPONTANEOUS)	-9

B.7a	Is the Top Manager female?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

b7a

B.8	Does this establishment have an internationally recognized quality certification? INTERVIEWER: SOME EXAMPLES ARE ISO 9000 or 14000, or HACCP
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Yes	1
No	2
STILL IN PROCESS	-6
DON'T KNOW (SPONTANEOUS)	-9

GO TO C.3

GO TO C.3

b8

B.8x	Please specify the internationally recognized quality certifications.
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Specify certifications	b8x
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C. INFRASTRUCTURE AND SERVICES**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:****Now, we turn to the establishment's operations****C.3** Over the last two years, did this establishment apply to obtain an electrical connection?

Yes	1	
No	2	GO TO C.6
DON'T KNOW (SPONTANEOUS)	-9	GO TO C.6
		c3

C.4 In reference to that application, approximately how many days did it take to obtain it from the day of the application to the day the service was received?

	Days
Wait for electrical connection	c4
LESS THAN ONE DAY	1
STILL IN PROCESS	-6
APPLICATION DENIED	-5
DON'T KNOW (SPONTANEOUS)	-9

C.5 In reference to that application, was an informal gift or payment expected or requested?

Yes	1	
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
REFUSAL (SPONTANEOUS)	-8	c5

C.6 Over fiscal year **[Insert last complete fiscal year]**, did this establishment experience power outages (outages that do not affect production are not included)?

Yes	1	
No	2	GO TO C.10
DON'T KNOW (SPONTANEOUS)	-9	GO TO C.10
		c6

C.7 In a typical month, how many power outages did this establishment experience?

	Number
Number of power outages in a typical month	c7 IF 0, GO TO C.9
DON'T KNOW (SPONTANEOUS)	-9 GO TO C.9

C.8 How long did these power outages last on average?

	Hours	Minutes
Average duration of power outages	c8a	c8b
LESS THAN ONE MINUTE		1
DON'T KNOW (SPONTANEOUS)	-9	-9

C.9 Please estimate the losses that resulted from power outages either as a percentage of total annual sales or as total annual losses.

	Percent	OR	[Insert LCUs]	DON'T KNOW (SPONTANEOUS)
Annual losses due to power outages	c9a %		c9b	-9

C.10 Over the course of fiscal year **[Insert last complete fiscal year]**, did this establishment own or share a generator?

Yes	1	
No	2	GO TO C.12
DON'T KNOW (SPONTANEOUS)	-9	GO TO C.12
		c10

C.11 What percentage of this establishment's electricity came from those generators?

	Percent
Percentage electricity from generators	c11 %
DON'T KNOW (SPONTANEOUS)	-9

C.12 Over the last two years, did this establishment apply to obtain a water connection?

Yes	1	
No	2	GO TO C.15
DON'T KNOW (SPONTANEOUS)	-9	GO TO C.15
		c12

C.13 In reference to that application, approximately how many days did it take to obtain it from the day of the application to the day the service was received?

	Days
Wait for water connection	c13
LESS THAN ONE DAY	1
STILL IN PROCESS	-6

APPLICATION DENIED	-5
DON'T KNOW (SPONTANEOUS)	-9

C.14	In reference to that application, was an informal gift or payment expected or requested?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
REFUSAL (SPONTANENOUS)	-8

c14

C.15	Over fiscal year [Insert last complete fiscal year] , did this establishment experience insufficient water supply for production?
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Yes	1	
No	2	GO TO C.22b
The establishment does not use water for production	-7	GO TO C.22b
DON'T KNOW (SPONTANEOUS)	-9	GO TO C.22b

c15

C.16	In a typical month, how many incidents of insufficient water supply did this establishment experience?
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	Number
Number of incidents of water insufficiency in a typical month	c16
DON'T KNOW (SPONTANEOUS)	-9

GO TO C.22b

C.17	How long did these incidents of insufficient water supply last on average?
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	Hours
Average duration of insufficient water supply	c17
LESS THAN ONE HOUR	1
DON'T KNOW (SPONTANEOUS)	-9

C.22b	At the present time, does this establishment have its own website or social media page?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

c22b

0								
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C.30	Using the response options on the card; To what degree is Electricity an obstacle to the current operations of this establishment? SHOW CARD 3
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							(SPONTANEOUS)
		No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	DON'T KNOW DOES NOT APPLY
Electricity	c30a	0	1	2	3	4	-9 -7

P. TECHNOLOGY ADOPTION

MGP.1	Using the list on the card, what is the method used more often by this establishment for managing finance, accounting, and HR processes? SHOW CARD 25
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Handwritten processes	1	GO TO MGP3
Computers with standard software	2	GO TO MGP3
Mobile Apps or digital platforms	3	
Computers with specialized software	4	
Enterprise Resource Planning (ERP)	5	
Other	6	GO TO MGP3
DON'T KNOW (SPONTANEOUS)	-9	GO TO MGP3
		MGp1

MGP.2	In which year did this establishment introduce this technology?
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	Year
year adopted this technology	MGp2
DON'T KNOW (SPONTANEOUS)	-9

MGP.3	Using the list on the card, what is the the procedure used more often by this establishment to select and manage suppliers and purchase materials and services? SHOW CARD 26
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Manual search of suppliers, including personal visit or phone calls.	1	GO TO MGP5
Management of supply chain information using PCs, manually updated (e.g. Microsoft Excel)	2	GO TO MGP5
Online social media, specialized Apps or digital platforms	3	
Supplier Relation Management (SRM) specialized software not integrated with production planning	4	
Supplier Relation Management (SRM) specialized software integrated with production planning	5	
Other	6	GO TO MGP5
DON'T KNOW (SPONTANEOUS)	-9	GO TO MGP5
		MGp3

MGP.4	In which year did this establishment introduce this technology?
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	Year
Year adopted this technology	MGp4
DON'T KNOW (SPONTANEOUS)	-9

MGP.5	Does this establishment sell some or all of its products or services directly to final consumers?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
	MGp5

MGP.6	Using the list on the card, what is the sales method used more often by this establishment? SHOW CARD 27
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Direct sales at the establishment's premises	1	GO TO MGP8
Direct sales by phone, email orders, or sales representatives	2	GO TO MGP8
Sales through social media platforms or apps	3	
Online sales using external digital platforms	4	
Online sales using using its own website	5	
Electronic orders	6	
Other	7	GO TO MGP8
DON'T KNOW (SPONTANEOUS)	-9	GO TO MGP8
		MGp6

MGP.7	In which year did this establishment introduce this technology?
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	Year
Adopted this technology	MGp7
DON'T KNOW (SPONTANEOUS)	-9

MGP.8	Using the list on the card, what is the payment method used more often BY CUSTOMERS at this establishment? SHOW CARD 28
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Exchange of goods (barter)	1	<i>GO TO MGP10</i>
Cash	2	<i>GO TO MGP10</i>
Cheque, voucher, or bank wire at the branch	3	<i>GO TO MGP10</i>
Prepaid card, Debit card, or Credit card	4	<i>GO TO MGP10</i>
Online or electronic payment through a bank wire	5	
Online payment through platform	6	
Virtual or Cryptocurrency	7	
Other	8	<i>GO TO MGP10</i>
DON'T KNOW (SPONTANEOUS)	-9	<i>GO TO MGP10</i>
		MGp8

MGP.9	In which year did this establishment introduce this technology?
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	Year
Adopted this technology	MGp9
DON'T KNOW (SPONTANEOUS)	-9

MGP.10	Using the list on the card, please select three of the most severe obstacles faced by this establishment to adopt new equipment, machines, software, or processes. SHOW CARD 29
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1 = Lack of information, knowledge, or technical capacity
2 = Lack or uncertainty of demand
3 = Cost
4 = Lack of finance
5 = Government regulations
6 = Lack of infrastrucutre
7 = Other
8 = No obstacles or need to adopt

Three most severe obstacles	MGp10a	MGp10b	MGp10c
DON'T KNOW (SPONTANEOUS)	-9	-9	-9

MGP.11	Using the list on the card, please select three of the most important reasons for the acquisition of new equipment, machines, or software by this establishment? SHOW CARD 30
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1 = Depreciation or replacement
2 = Competition
3 = Other firms adopted
4 = Produce new products
5 = Access new markets
6 = Reduce costs
7 = Adjust to regulations
8 = Other

Three most important reasons	MGp11a	MGp11b	MGp11c
DON'T KNOW (SPONTANEOUS)	-9	-9	-9
DOES NOT APPLY (SPONTANEOUS)	-7	-7	-7

D. SALES AND SUPPLIES**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:****The next topic to be covered is how and where this establishment makes its sales.**

D.1a1	In fiscal year [Insert last complete fiscal year] , what was this establishment's main activity and product, that is, the activity and product that represented the largest proportion of annual sales? INTERVIEWER: PLEASE RECORD THE DESCRIPTION OF THE ACTIVITY AND PRODUCT IN DETAIL, FOR EXAMPLE, "LEATHER SHOE MANUFACTURING" NOT JUST SHOE MANUFACTURING".
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	d1a1a	DETAILED DESCRIPTION OF MAIN ACTIVITY AND PRODUCT
Manufacturing of	1	d1a1x
Retail trade of	2	
Wholesale trade of	3	
Construction of	4	
Hotel or restaurant	5	
Provide services of	6	

INTERVIEWER: IF D1A1A IS SERVICES SELECT (2-6), REVIEW TO ENSURE CORRECT MODULE IS BEING ASKED

D.1a3	What percentage of total sales does this main activity or product represent?
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	Percent
Percentage of sales represented by main activity or product	d1a3
DON'T KNOW (SPONTANEOUS)	-9

INTERVIEWER: PLEASE NOTE THAT THE NEXT QUESTION REFERS TO THE TOTAL SALES OF ALL PRODUCTS AND SERVICES

D.2	In fiscal year [Insert last complete fiscal year] , what were this establishment's total annual sales for all products and services?
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	[Insert LCUs]
"Total annual sales in fiscal year [insert last complete fiscal year] "	d2
DON'T KNOW (SPONTANEOUS)	-9

PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 AS FIFTY THOUSAND)

d2x

D.2a1	Looking back to fiscal year [Insert last complete fiscal year minus one] , what were this establishment's total annual sales for all products and services?
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	[Insert LCUs]
Total annual sales in fiscal year [Insert last complete fiscal year minus one]	d2a1
DON'T KNOW (SPONTANEOUS)	-9

PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 AS FIFTY THOUSAND)

	d2a1x
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N.3	Looking back to fiscal year [Insert last complete fiscal year minus two] , what were total annual sales for this establishment?
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	[Insert LCUs]
Total annual sales in fiscal year [Insert last complete fiscal year minus two]	n3
ESTABLISHMENT WAS NOT IN BUSINESS IN FISCAL YEAR [Insert last complete fiscal year minus two]	-7
DON'T KNOW (SPONTANEOUS)	-9

D.3	Coming back to fiscal year [Insert last complete fiscal year] , what percentage of this establishment's sales were: INTERVIEWER: SKIP PATTERNS MUST BE FOLLOWED IN THE ORDER THEY APPEAR IN THE TABLE SHOW CARD 4
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	Percent	DON'T KNOW (SPONTANEOUS)	
National sales	d3a %	-9	IF 100, GO TO D.10
Indirect exports (sold domestically to third party that exports products)	d3b %	-9	IF 100, GO TO D.8
Direct exports	d3c %	-9	IF 0, GO TO D.8
	100%		

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
UNLESS RESPONDENT DOES NOT KNOW**

D.4	In fiscal year [Insert last complete fiscal year] , when this establishment exported goods directly, how many days did it take on average from the time this establishment's goods arrived at their main point of exit (e.g., port, airport) until the time these goods cleared customs?
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	Days	
Average number of days to clear customs	d4	
LESS THAN ONE DAY	1	
DON'T KNOW (SPONTANEOUS)	-9	
DOES NOT APPLY (SPONTANEOUS)	-7	GO TO D.8

D.5a

In reference to when this establishment exported goods directly, in clearing these goods through customs was an informal gift or payment expected or requested?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
REFUSAL (SPONTANEOUS)	-8
DOES NOT APPLY (SPONTANEOUS)	-7

d5a**D.8**

In which year did this establishment first export directly or indirectly?

	Year
Began exporting directly or indirectly	d8
DON'T KNOW (SPONTANEOUS)	-9

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

D.10

In fiscal year **[Insert last complete fiscal year]**, what percentage of the value of products this establishment shipped to supply domestic markets was lost while in transit because of each of the following:

INTERVIEWER: READ EACH CATEGORY

	Percent	NO LOSSES	DON'T KNOW (SPONTANEOUS)	NO INTERNAL SHIPMENTS MADE (DOES NOT APPLY)
Theft?	d10 %	0	-9	-7
Breakage or spoilage?	d11 %	0	-9	-7

D.12

In fiscal year **[Insert last complete fiscal year]**, what percentage of this establishment's purchases of material inputs or supplies were:

SHOW CARD 5

	Percent	DON'T KNOW (SPONTANEOUS)
Of domestic origin	d12a %	-9
Of foreign origin	d12b %	-9
	100%	

IF 0, GO TO D.30

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
UNLESS RESPONDENT DOES NOT KNOW**

D.13 Were any of those material inputs or supplies imported directly?

Yes	1	<i>GO TO MGD.1</i>
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
		d13

D.14 When this establishment imported these material inputs or supplies, how many days did it take on average from the time these goods arrived at their point of entry (e.g. port, airport) until the time these goods could be claimed from customs?

	Days	<i>GO TO MGD.1</i>
Average number of days to clear customs	d14	
LESS THAN ONE DAY	1	
DON'T KNOW (SPONTANEOUS)	-9	
DOES NOT APPLY (SPONTANEOUS)	-7	

D.15a In claiming these goods from customs was an informal gift or payment expected or requested?

Yes	1	d15a
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
REFUSAL (SPONTANEOUS)	-8	
DOES NOT APPLY (SPONTANEOUS)	-7	

MGD.1 Using the list on the card, please select the three most important factors that influence the decision of buyers to purchase inputs from foreign suppliers rather than local suppliers.

SHOW CARD 31

1 = Local suppliers are less cost competitive
2 = Unsatisfactory product and/or service quality of local suppliers
3 = Unreliable delivery of orders and contract compliance by local suppliers
4 = Concerns over retention of intellectual property
5 = Inadequate managerial skills in existing/potential local suppliers
6 = Lack of or low technological capacity of local enterprises
7 = Lack of (international) certification and/or standards of existing/potential local supplier enterprises
8 = Inputs are not available locally
9 = Procurement decisions are made by the parent company/ MNE.
10 = Other

Three most important factors	MGd1a	MGd1b	MGd1c
DON'T KNOW (SPONTANEOUS)	-9	-9	-9
DOES NOT APPLY (SPONTANEOUS)	-7	-7	-7

D.30 Using the response options on the card; To what degree are each of the following an obstacle to the current operations of this establishment?
INTERVIEWER: READ OUT OPTIONS
SHOW CARD 6

						(SPONTANEOUS)	
						DON'T KNOW	DOES NOT APPLY
	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle		
Transport d30a	0	1	2	3	4	-9	-7
Customs and trade regulations d30b	0	1	2	3	4	-9	-7

R. MANAGEMENT PRACTICES

PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

And now I would like to ask you about management practices in this establishment over fiscal year **[Insert last complete fiscal year]**

R.1 Over fiscal year **[Insert last complete fiscal year]**, What best describes what happened at this establishment when a problem in the production process arose?
SHOW CARD 7

INTERVIEWER: SELECT "DOES NOT APPLY" (-7) IF THERE WERE NO PROBLEMS IN THE PRODUCTION PROCESS IN THE LAST COMPLETE FISCAL YEAR

We fixed it but did not take further action	1
We fixed it and took action to make sure it did not happen again	2
We fixed it and took action to make sure that it did not happen again, and had a continuous improvement process to anticipate problems like these in advance	3
No action was taken	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

r1

R.2 Over fiscal year **[Insert last complete fiscal year]**, did this establishment monitor any performance indicators?

Yes	1	
No	2	GO TO R.4
DON'T KNOW (SPONTANEOUS)	-9	GO TO R.4

r2

R.3 How many performance indicators were monitored?
INTERVIEWER: READ OUT

1-2 indicators	1
3-9 indicators	2
10 or more indicators	3
DON'T KNOW (SPONTANEOUS)	-9

r3

R.4	Over fiscal year [Insert last complete fiscal year] , did this establishment have production targets? Examples of production targets are production volume, quality, efficiency, waste, or on-time delivery.
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Yes	1	GO TO R.8 GO TO R.8
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

r4

R.5	Over fiscal year [Insert last complete fiscal year] , What best describes the time frame of those production targets? SHOW CARD 8
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Main focus was on short term, less than one year	1
Main focus was on long term, one year or more	2
Combination of short-term and long-term targets	3
DON'T KNOW (SPONTANEOUS)	-9

r5

R.6	How easy or difficult was it for this establishment to achieve those production targets overall? SHOW CARD 9
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Achieved without much effort	1
Achieved with some effort	2
Achieved with normal amount of effort	3
Achieved with more than normal effort	4
Only achieved with extraordinary effort	5
Targets were not achieved	6
DON'T KNOW (SPONTANEOUS)	-9

r6

R.7	Who was aware of the production targets at this establishment? SHOW CARD 10
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Only senior managers	1
Most managers and some production workers	2
Most managers and most production workers	3
All managers and most production workers	4
DON'T KNOW (SPONTANEOUS)	-9

r7

R.8	Over fiscal year [Insert last complete fiscal year] , did this establishment have performance bonuses for managers?
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Yes	1	
No	2	GO TO R.10
DON'T KNOW (SPONTANEOUS)	-9	GO TO R.10
		r8

R.9	What were those managers' performance bonuses mostly based on? INTERVIEWER: READ OUT
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INTERVIEWER: IF THE ESTABLISHMENT IS NOT PART OF A MULTI-ESTABLISHMENT FIRM (A7 IS NO), THEN DO NOT USE OPTION 4

Their own performance	1	
Their team's performance	2	
The establishment's performance	3	
The firm's performance	4	
DON'T KNOW (SPONTANEOUS)	-9	
		r9

R.10	Over fiscal year [Insert last complete fiscal year] , what was the primary way non-managers were promoted at this establishment? SHOW CARD 11
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INTERVIEWER: SELECT "DOES NOT APPLY" (-7) IF THERE WERE NO PROMOTIONS OF NON-MANAGERS IN THE LAST COMPLETE FISCAL YEAR

Based solely on performance and ability	1	
Based partly on performance and ability, and partly on other factors (for example, tenure or family connections)	2	
Based mainly on factors other than performance and ability (for example, tenure or family connections)	3	
Non-managers are normally not promoted	4	
DON'T KNOW (SPONTANEOUS)	-9	
DOES NOT APPLY (SPONTANEOUS)	-7	
		r10

MGR.1	Using the list on the card, what was the source of information more often used by this establishment to make decisions about the upgrading of management practices? SHOW CARD 32
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1 = Other firms in the sector
2 = Other firms in the locality, but different sector
3 = Suppliers or buyers
4 = Industrial or trade associations
5 = Public technology extension services
6 = Private consultants
7 = Fairs, events, and missions
8 = Other

Most important factor	MGr1
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

MGR.2	Does the CEO or top manager of this establishment have previous experience working in a multinational or a national firm with more than 50 employees in the same sector?
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Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

MGr2

MGR.3	What are the main challenges that limit women in starting or managing businesses? DO NOT PROMPT, SELECT ALL THAT APPLY
--------------	--

Entrepreneurship is stereotyped as a "masculine task"	1
Women have the major responsibility for family and children	2
Women are disadvantaged in raising initial capital	3
Women are not perceived as having competence to start or manage businesses	4
Women lack the experience to start or manage a business	5
Women's educational and career backgrounds are not relevant to start or manage businesses	6
Women have lower personal financial assets than men	7
There is a lack of female role models in starting or managing businesses	8
There is a lack of professional networks for women	9
Women lack relationships with financial institutions	10
Other	11

Most important factor	MGr3
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

R.11	Over fiscal year [Insert last complete fiscal year] , when was an under-performing non-manager reassigned or dismissed? SHOW CARD 12
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INTERVIEWER: SELECT “DOES NOT APPLY” (-7) IF THERE WERE NO UNDER-PERFORMING NON-MANAGERS IN THE LAST COMPLETE FISCAL YEAR

Within 6 months of identifying under-performance	1
After 6 months of identifying under-performance	2
Rarely or never	3
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7
	r11

E. DEGREE OF COMPETITION

E.1	In fiscal year [Insert last complete fiscal year] , which of the following was the main market in which this establishment sold its main product? SHOW CARD 13
------------	---

Local – main product sold mostly in same municipality where establishment is located	1
National – main product sold mostly across the country where establishment is located	2
International	3
DON'T KNOW (SPONTANEOUS)	-9
	GO TO E.6
	e1

E.2	How many competitors did this establishment's main product face in this main market?
------------	--

Number of competitors	e2b
TOO MANY TO COUNT	-4
DON'T KNOW (SPONTANEOUS)	-9

E.6	Does this establishment at present use technology licensed from a foreign-owned company, excluding office software?
------------	---

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
	e6

E.11	Does this establishment compete against unregistered or informal establishments?
-------------	--

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

e11

E.30	Using the response options on the card; To what degree are Practices of Competitors in the Informal Sector an obstacle to the current operations of this establishment? SHOW CARD 14
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	(SPONTANEOUS) DON'T KNOW	DOES NOT APPLY
Practices of competitors in the informal sector e30	0	1	2	3	4	-9	-7

H. INNOVATION**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING**

And now we switch to a different topic. In this section “new” means new to the establishment but not necessarily new to the market.

H.1 During the last three years, has this establishment introduced new or improved products or services?

Yes	1	
No	2	GO TO H.5
DON'T KNOW (SPONTANEOUS)	-9	GO TO H.5
		h1

H.2 Were any of the new or improved products or services also new for the establishment's main market?

Yes	1	
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
		h2

H.3 Please describe in detail the **main** new or improved product or service that this establishment introduced during the last three years.

The main new or improved product or service is the one that represented the largest proportion of this establishment's sales in value (not volume) during the last three years.

Description**DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE****h3x**

H.4 Please describe in detail how the **main** new or improved product or service is different than the most similar product or service, if any, previously produced by this establishment.

INTERVIEWER: IF THERE IS NOTHING SIMILAR ENTER “COMPLETELY NEW”

Description**DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE****h4x**

H.5	<p>During the last three years, has this establishment introduced any new or improved process? These include:</p> <p>methods of manufacturing products or offering services; logistics, delivery, or distribution methods for inputs, products, or services; or supporting activities for processes?</p>
------------	--

Yes	1	
No	2	GO TO H.8
DON'T KNOW (SPONTANEOUS)	-9	GO TO H.8

h5

H.6	Please describe in detail the main new or improved process that this establishment introduced during the last three years. The main innovative process is the innovative process that had the largest impact on the operations of the establishment during the last three years.
------------	---

Description

DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE	h6x
--	------------

H.7	Please describe in detail how the main new or improved process is different than the most similar process that is or was used by this establishment.
------------	---

IF THERE IS NOTHING SIMILAR ENTER "COMPLETELY NEW"

Description

DESCRIPTION SHOULD BE AS DETAILED AS POSSIBLE	h7x
--	------------

H.8	During fiscal year [Insert last complete fiscal year], did this establishment spend on research and development activities, either in-house or contracted with other companies, excluding market research surveys?
------------	---

Yes	1	
No	2	GO TO F.1
DON'T KNOW (SPONTANEOUS)	-9	GO TO F.1

h8

H.9	How much did this establishment spend on research and development activities that year, either in-house or contracted with other companies?
------------	---

	[Insert LCUs]
Cost of research and development activities	h9
DON'T KNOW (SPONTANEOUS)	-9

F. CAPACITY

F.1	In fiscal year [Insert last complete fiscal year] , what was this establishment's output produced as a percentage of the maximum output possible if using all the physical capital available (capacity utilization)?
------------	---

	Percent
Capacity utilization	f1 %
DON'T KNOW (SPONTANEOUS)	-9

F.2	And, how many hours per week did this establishment normally operate? INTERVIEWER: RESPONSE CANNOT BE GREATER THAN 168 HOURS
------------	--

	Hours
Typical hours of operation in a week	f2
DON'T KNOW (SPONTANEOUS)	-9

G. LAND AND PERMITS

G.6 Of the **buildings** occupied by this establishment, what percentage is owned by this establishment?

	Percent	DON'T KNOW (SPONTANEOUS)
Owned by this establishment	g6a %	-9

G.1 Of the **land** occupied by this establishment, what percentage is owned by this establishment?

	Percent	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY IS A FLOOR IN A BUILDING(SPONT ANEOUS)
Owned by this establishment	g1a %	-9	-7

G.2 Over the last two years, did this establishment apply to obtain a construction-related permit?

Yes	1	
No	2	GO TO G.30
DON'T KNOW (SPONTANEOUS)	-9	GO TO G.30
	g2	

G.3 In reference to that application, approximately how many days did it take to obtain it from the day of the application to the day the permit was granted?

	Days
Wait for a construction-related permit	g3
LESS THAN ONE DAY	1
STILL IN PROCESS (SPONTANEOUS)	-6
APPLICATION DENIED (SPONTANEOUS)	-5
DON'T KNOW (SPONTANEOUS)	-9

G.4 In reference to that application, was an informal gift or payment expected or requested?

Yes	1	
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
REFUSAL (SPONTANEOUS)	-8	
	g4	

G.30	Using the response options on the card; To what degree is Access to Land an obstacle to the current operations of this establishment? SHOW CARD 14
-------------	---

						(SPONTANEOUS)	
						DON'T KNOW	DOES NOT APPLY
No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle			
Access to land g30a	0	1	2	3	4	-9	-7

I. CRIME**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:****We now turn to another topic.**

- I.1** In fiscal year **[Insert last complete fiscal year]**, did this establishment pay for security, for example equipment, personnel, or professional security services including internet security?

Yes	1	
No	2	GO TO I.3
DON'T KNOW (SPONTANEOUS)	-9	GO TO I.3
		i1

- I.2** What percentage of this establishment's total annual sales was paid for security, or what was the total annual cost of security?

	As a percentage of sales	OR	[Insert LCUs]	DON'T KNOW (SPONTA NEOUS)
Annual cost of security	i2a %		i2b	-9

- I.3** In fiscal year **[Insert last complete fiscal year]**, did this establishment experience losses as a result of theft, robbery, vandalism, arson on this establishment's premises or from internet hacking or fraudulent internet transactions?

Yes	1	
No	2	GO TO I.30
DON'T KNOW (SPONTANEOUS)	-9	GO TO I.30
		i3

- I.4** Please estimate those losses either as a percentage of total annual sales or as total annual losses?

	As a percentage of sales	OR	[Insert LCUs]	DON'T KNOW (SPONTAN EOUS)
Annual losses	i4a %		i4b	-9

QUESTIONNAIRE NUMBER **id**

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I.30	Using the response options on the card; To what degree is Crime, Theft and Disorder an obstacle to the current operations of this establishment? SHOW CARD 14
-------------	--

						(SPONTANEOUS)	
						DON'T KNOW	DOES NOT APPLY
	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle		
Crime, theft and disorder i30	0	1	2	3	4	-9	-7

K. FINANCE**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

I would like to ask you a few questions about how you finance the operations of this establishment.

- K.3** Over fiscal year **[Insert last complete fiscal year]**, please estimate the proportion of this establishment's working capital, that is the funds available for day-to-day operations, that were financed from each of the following sources?
SHOW CARD 15

	Percent	DON'T KNOW (SPONTANEOUS)
Internal funds or retained earnings	k3a %	-9
Borrowed from banks: private and state-owned	k3bc %	-9
Borrowed from non-bank financial institutions, which include microfinance institutions, credit cooperatives, credit unions, or finance companies	k3e %	-9
Purchases on credit from suppliers and advances from customers	k3f %	-9
Other, moneylenders, friends, relatives, etc.	k3hd %	-9
	100%	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%
UNLESS RESPONDENT DOES NOT KNOW**

- K.4** In fiscal year **[Insert last complete fiscal year]**, did this establishment purchase any new or used fixed assets, such as machinery, vehicles, equipment, land or buildings, including expansion and renovations of existing structures?

Yes	1	
No	2	GO TO K.4b
DON'T KNOW (SPONTANEOUS)	-9	GO TO K.4b
		k4

- N.5** In fiscal year **[Insert last complete fiscal year]**, how much did this establishment spend on those purchases of:
INTERVIEWER: READ OUT

	[Insert LCUs]	DON'T KNOW (SPONTANEOUS)
New or used machinery, vehicles, and equipment?	n5a	-9
Land and buildings including expansion and renovations of existing structures?	n5b	-9

K.5	Over fiscal year [Insert last complete fiscal year] , please estimate the proportion or [Insert LCU] amount of this establishment's total purchases of fixed assets that were financed from the following sources: SHOW CARD 16
------------	---

	Percent	OR	Amount [Insert LCUs]	DON'T KNOW (SPONT ANEOU S)
Internal funds or retained earnings	k5a %		k5a1	-9
Owners' contribution or issued new equity shares	k5i %		k5i1	-9
Borrowed from banks: private and state-owned	k5bc %		k5bc1	-9
Borrowed from non-bank financial institutions, which include microfinance institutions, credit cooperatives, credit unions, or finance companies	k5e %		k5e1	-9
Purchases on credit from suppliers and advances from customers	k5f %		k5f1	-9
Other, moneylenders, friends, relatives, bonds, etc.	k5hdj %		k5hdj1	-9
	100%		n5a+n5b	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100% OR THAT TOTAL SUM EQUALS TOTAL PURCHASES IN N5
UNLESS RESPONDENT DOES NOT KNOW**

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

Now I would like to ask you about the fiscal year before last.

K.4b	In fiscal year [Insert last complete fiscal year minus one] , did this establishment purchase any new or used fixed assets, such as machinery, vehicles, equipment, land or buildings, including expansion and renovations of existing structures?
-------------	---

Yes	1	
No	2	GO TO K.6
DON'T KNOW (SPONTANEOUS)	-9	GO TO K.6
		k4b

N.5c N.5d	In fiscal year [Insert last complete fiscal year minus one] , how much did this establishment spend on those purchases of: INTERVIEWER: READ OUT
----------------------	---

	[Insert LCU]	DON'T KNOW (SPONTANEOUS)
New or used machinery, vehicles, and equipment	n5c	-9
Land and buildings	n5d	-9

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**Now let's talk about the establishment's present situation.****K.6** At this time, does this establishment have a checking (current) or savings account?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

k6**K.7** Does this establishment have an overdraft facility?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

k7**K.8** Does this establishment have a line of credit or a loan from a financial institution?

Yes	1	
No	2	GO TO K.15d
DON'T KNOW (SPONTANEOUS)	-9	GO TO K.15d

k8**K.9** Referring to the most recent line of credit or loan, what type of financial institution granted this loan?
SHOW CARD 17

Private commercial banks	1
State-owned banks or government agency	2
Non-bank financial institutions	3
Other	4
DON'T KNOW (SPONTANEOUS)	-9

k9**K.10** In what year was this most recent line of credit or loan approved?

	Year
Year most recent line of credit or loan approved	k10
DON'T KNOW (SPONTANEOUS)	-9

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

K.11 What was its value at the time of approval?

	[Insert LCUs]
Size of most recent line of credit or loan approved	k11
REFUSAL (SPONTANEOUS)	-8
DON'T KNOW (SPONTANEOUS)	-9

K.13 Did this financing require collateral?

Yes	1	GO TO K.15b GO TO K.15b
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
		k13

K.14 What type of collateral was required?
INTERVIEWER: READ OUT

Collateral	Yes	No	DON'T KNOW (SPONTANEOUS)
Land, buildings under ownership of the establishment k14a	1	2	-9
Machinery and equipment including movables k14b	1	2	-9
Accounts receivable and inventories k14c	1	2	-9
Personal assets of owner (house, etc.) k14d	1	2	-9
Other forms of collateral not included in the categories above k14e	1	2	-9

K.15a What was the approximate value of the collateral required?

	[Insert LCUs]
Value of collateral	k15a
DON'T KNOW (SPONTANEOUS)	-9

K.15b What is the total number of open lines of credit and outstanding loans held by this establishment?

	Number	GO TO K.15d
Total number of open lines of credit and outstanding loans k15b		
DON'T KNOW (SPONTANEOUS)	-9	

K.15c What is the total outstanding balance of all open lines of credit and loans held by this establishment?

	[Insert LCUs]
Total outstanding balance of all open lines of credit and loans	k15c
REFUSAL (SPONTANEOUS)	-8
DON'T KNOW (SPONTANEOUS)	-9

K.15d	At this time, does the owner or owners of this establishment have any outstanding personal loans that are used to finance this establishment's business activities?
--------------	---

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

k15d

K.16	Referring again to fiscal year [Insert last complete fiscal year], did this establishment apply for any lines of credit or loans?
-------------	---

Yes	1	GO TO K.20
No	2	GO TO K.21
DON'T KNOW (SPONTANEOUS)	-9	GO TO K.21

k16

K.17	What was the main reason why this establishment did not apply for any line of credit or loan? SHOW CARD 18
-------------	---

No need for a loan - establishment had enough capital	1	GO TO K.21
Application procedures were complex	2	GO TO K.21
Interest rates were not favorable	3	GO TO K.21
Collateral requirements were too high	4	GO TO K.21
Size of loan and maturity were insufficient	5	GO TO K.21
Did not think it would be approved	6	GO TO K.21
Other	7	GO TO K.21
DON'T KNOW (SPONTANEOUS)	-9	GO TO K.21

k17

K.20	Referring only to the most recent application for a line of credit or loan, what was the outcome of that application? INTERVIEWER: READ OUT
-------------	---

Application was approved in full	1
Application was approved in part	2
Application was rejected	3
Application was withdrawn	4
APPLICATION STILL IN PROCESS	-6
DON'T KNOW (SPONTANEOUS)	-9

k20a1

K.21	In fiscal year [Insert last complete fiscal year] , did this establishment have its annual financial statements checked and certified by an external auditor?
-------------	--

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

k21

K.30	Using the response options on the card; To what degree is Access to Finance an obstacle to the current operations of this establishment? SHOW CARD 19
-------------	--

						(SPONTANEOUS)	
						DON'T KNOW	DOES NOT APPLY
						-9	-7
Access to finance	k30	0	1	2	3	4	

J. BUSINESS-GOVERNMENT RELATIONS

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The following questions assess how establishments, such as this one, deal with government officials and their agencies.

J.1 Please tell me if you Strongly disagree, tend to disagree, tend to agree, or Strongly agree with the statement: "The court system is fair, impartial and uncorrupted".
SHOW CARD 20

					(SPONTANEOUS)	
					DON'T KNOW	DOES NOT APPLY
Strongly disagree	Tend to disagree	Tend to agree	Strongly agree			
"The court system is fair, impartial and uncorrupted." h7a	1	2	3	4	-9	-7

MGJ.1 Please tell me if you Strongly disagree, tend to disagree, tend to agree, or Strongly agree with the statement: "The concentration of economic assets among a few businesses in the country is detrimental to its overall economic development".
SHOW CARD 20

					(SPONTANEOUS)	
					DON'T KNOW	DOES NOT APPLY
Strongly disagree	Tend to disagree	Tend to agree	Strongly agree			
"The concentration of economic assets among a few businesses in the country is detrimental to its overall economic development". MGj1	1	2	3	4	-9	-7

J.2 In a typical week over the last year, what percentage of total senior management's time was spent on dealing with requirements imposed by government regulations?
(By senior management I mean managers, directors, and officers above direct supervisors of production or sales workers.)

	Percent
Senior management's time spent on dealing with regulations	j2 %
NO TIME WAS SPENT	0
DON'T KNOW (SPONTANEOUS)	-9

J.3 Over the last year, was this establishment visited or inspected by tax officials or required to meet with them?

Yes	1
-----	---

QUESTIONNAIRE NUMBER **id**

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No	2	<i>GO TO J.6a</i>
DON'T KNOW (SPONTANEOUS)	-9	<i>GO TO J.6a</i>
		j3

J.4 How many times over the last year?

	Number
Times inspected or met with tax officials	j4
DON'T KNOW (SPONTANEOUS)	-9

J.5 In any of these inspections or meetings was a gift or informal payment expected or requested?

Yes	1	
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
REFUSAL (SPONTANEOUS)	-8	
		j5

J.6a Over the last year, has this establishment secured or attempted to secure a government contract?

Yes	1	
No	2	<i>GO TO J.7</i>
DON'T KNOW (SPONTANEOUS)	-9	<i>GO TO J.7</i>
		j6a

J.6 When establishments like this one do business with the government, what percent of the contract value would be typically paid in informal payments or gifts to secure the contract?

	Percent
Percent of the contract value paid as informal payments or gifts	j6 %
NO PAYMENTS	0
DON'T KNOW (SPONTANEOUS)	-9
REFUSAL (SPONTANEOUS)	-8

J.7 It is said that establishments are sometimes required to make gifts or informal payments to public officials to “get things done” regarding customs, taxes, licenses, regulations, services etc. On average, what percentage of total annual sales, or estimated total annual value, do establishments like this one pay in informal payments or gifts to public officials for this purpose?

QUESTIONNAIRE NUMBER **id**

0								
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	As a percentage of sales	OR	[Insert LCUs]	NO PAYMENTS OR GIFTS ARE PAID	DON'T KNOW (SPONTA NEOUS)	REFUSAL (SPONTA NEOUS)
Informal payments or gifts	j7a %		j7b	0	-9	-8

J.10 Over the last two years, did this establishment apply to obtain an import license?

Yes	1	GO TO J.13
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

j10

J.11 Approximately how many days did it take to obtain it from the day of the application to the day it was granted?

	Days
Wait for import license	j11
LESS THAN ONE DAY	1
STILL IN PROCESS	-6
APPLICATION DENIED	-5
DON'T KNOW (SPONTANEOUS)	-9

J.12 In reference to that application, was an informal gift or payment expected or requested?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
REFUSAL (SPONTANEOUS)	-8

j12

J.13 Over the last two years, did this establishment apply to obtain an operating license?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

j13

J.14	Approximately how many days did it take to obtain it from the day of the application to the day it was granted?
-------------	---

	Days
Wait for operating license	j14
LESS THAN ONE DAY	1
STILL IN PROCESS	-6
APPLICATION DENIED	-5
DON'T KNOW (SPONTANEOUS)	-9

J.15	In reference to that application, was an informal gift or payment expected or requested?
-------------	--

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
REFUSAL (SPONTANEOUS)	-8

j15

J.30	Using the response options on the card; To what degree are each of the following an obstacle to the current operations of this establishment? INTERVIEWER: READ OUT OPTIONS SHOW CARD 21
-------------	--

		No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	(SPONTANEOUS)	
	POSITION						DON'T KNOW	DOES NOT APPLY
Tax rates j30a	j30_taxrate_pos	0	1	2	3	4	-9	-7
Tax administration j30b	j30_taxadmin_pos	0	1	2	3	4	-9	-7
Business licensing and permits j30c	j30_permit_pos	0	1	2	3	4	-9	-7
Political instability j30e	j30_instability_pos	0	1	2	3	4	-9	-7
Corruption j30f	j30_corruption_pos	0	1	2	3	4	-9	-7
Courts h30	j30_courts_pos	0	1	2	3	4	-9	-7

NOTE: ROTATION POSITIONS VARY AS THE LIST OF OPTIONS IS RANDOMIZED

QUESTIONNAIRE NUMBER **id**

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INTERVIEWER READ OUT:

I would like to ask you a few questions about this establishment's labor force. Should I continue with you or with the Human Resources department?

IF YES, CONTINUE WITH SECTION L WITH CURRENT RESPONDENT

**IF NO, CONTINUE WITH SECTION M WITH CURRENT RESPONDENT
AND ASK L SECTION TO A HUMAN RESOURCES REPRESENTATIVE**

L. LABOR

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

Now I would like to ask you a few questions about this establishment's labor force.

L.1	<p>At the end of fiscal year [Insert last complete fiscal year], how many permanent, full-time individuals worked in this establishment? Please include all workers and managers.</p> <p>Permanent, full-time workers are defined as all workers that work for a term of one or more fiscal years and/or have a guaranteed renewal of their employment and that work a full shift.</p> <p>INTERVIEWER: INCLUDE INTERVIEWEE IF APPLICABLE</p>
------------	--

	Number
Permanent, full-time workers at the end of last fiscal year	11
DON'T KNOW (SPONTANEOUS)	-9

L.2	<p>Looking back, at the end of fiscal year [Insert last complete fiscal year minus two], how many permanent, full-time individuals worked in this establishment? Please include all workers and managers.</p> <p>INTERVIEWER: INCLUDE INTERVIEWEE IF APPLICABLE</p>
------------	---

	Number
Permanent, full-time workers in [Insert last complete fiscal year minus two]	12
IF ESTABLISHMENT WAS NOT IN BUSINESS IN [Insert last complete fiscal year minus two]	-7
DON'T KNOW (SPONTANEOUS)	-9

L.3	<p>Coming back to fiscal year [Insert last complete fiscal year], at the end of the fiscal year, how many permanent, full-time individuals in this establishment were:</p> <p>INTERVIEWER: READ EACH CATEGORY</p>
------------	---

	Number	DON'T KNOW (SPONTANEOUS)
Production workers	13a	-9
Non-production workers (administration, sales)	13b	-9

MGL.1	<p>How many permanent, full-time individuals in this establishment had</p> <p>INTERVIEWER: READ EACH CATEGORY</p>
--------------	--

	Number	DON'T KNOW (SPONTANEOUS)
written contracts	MGL1a	-9
social security benefits	MGL1b	-9

L.4	At the end of fiscal year [Insert last complete fiscal year] , how many permanent, full-time production workers in this establishment were: SHOW CARD 22
------------	---

	Number	DON'T KNOW (SPONTANEOUS)
In highly skilled jobs, that is professionals or technicians whose tasks require extensive theoretical and technical knowledge	l4a1	-9
In semi-skilled jobs, that is workers whose tasks require some level of mechanical or technical knowledge	l4a2	-9
In low-skilled jobs, those whose tasks involve no specialized knowledge	l4b	-9

L.5	At the end of fiscal year [Insert last complete fiscal year] , in this establishment how many permanent, full-time workers in each of the following categories were female ? INTERVIEWER: READ OUT OPTIONS
------------	--

	Number	DON'T KNOW (SPONTANEOUS)
Production workers	l5a	-9
Non-production workers	l5b	-9

L.6	How many full-time seasonal or temporary workers did this establishment have during [Insert last complete fiscal year] ? Full-time, seasonal or temporary workers are all short-term, that is for less than a year, workers with no guarantee of renewal of employment and work full-time.
------------	--

	Number	
Full-time seasonal or temporary workers employed last fiscal year	l6	
NO FULL-TIME SEASONAL OR TEMPORARY WORKERS	0	GO TO L.9b
DON'T KNOW (SPONTANEOUS)	-9	GO TO L.9b

L.6a	How many were female?
-------------	-----------------------

	Number
Full-time female seasonal or temporary workers employed last fiscal year	l6a
DON'T KNOW (SPONTANEOUS)	-9

MGL.2	How many had written contracts? Social security benefits? INTERVIEWER: READ EACH CATEGORY
--------------	---

	Number	DON'T KNOW (SPONTANEOUS)
Workers with written contracts	MGL2a	-9
Workers with social security benefits	MGL2b	-9

L.8	What was the average length of employment of all full-time temporary workers in fiscal year [Insert last complete fiscal year] ?
------------	---

	Months
Average length full-time seasonal or temporary employment last fiscal year, in months	18
LESS THAN ONE MONTH	1
DON'T KNOW (SPONTANEOUS)	-9

L.9b	What percentage or how many of the full-time permanent workers employed at the end of fiscal year [Insert last complete fiscal year] completed secondary school? Please provide the percentage or number, not both.
-------------	---

	Percent	OR	Number
Percentage or number of full-time permanent workers who completed secondary school	19b %		19b1
DON'T KNOW (SPONTANEOUS)	-9		-9

L.10	Over fiscal year [Insert last complete fiscal year] , did this establishment have formal training programs for its permanent, full-time workers?
-------------	---

Yes	1	GO TO I30a GO TO I30a
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

I10

L.11	Referring to those training programs, what percentage of permanent, full-time workers of the following categories received formal training? If easier please provide the total numbers (provide one or the other but not both). INTERVIEWER: READ EACH CATEGORY
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	Percent	OR	Number	IF NO WORKERS IN A CATEGORY WERE TRAINED	DON'T KNOW (SPONTANEOUS)
Production full-time permanent workers trained	I11a %		I11a1	0	-9
Non-production full-time permanent workers trained	I11b %		I11b1	0	-9

L.12	Referring to those training programs, what percentage of female, permanent, full-time workers received formal training? If easier please provide the total numbers (provide one or the other but not both).
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	Percent	OR	Number	IF NO FEMALE WORKERS WERE TRAINED	DON'T KNOW (SPONTANEOUS)
Female full-time permanent workers trained	I12a %		I12a1	0	-9

L.30	Using the response options on the card; To what degree are each of the following an obstacle to the current operations of this establishment? INTERVIEWER: READ OUT OPTIONS SHOW CARD 23
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		No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	(SPONTANEOUS)	
							DON'T KNOW	DOES NOT APPLY
Labor regulations	I30a	0	1	2	3	4	-9	-7
Inadequately educated workforce	I30b	0	1	2	3	4	-9	-7

O. SKILLS

MG.S.5	<p>For the following types of skills, how do you rate the level of skills of this establishment's permanent employees working as managers compared to the needs of the establishment?</p> <p>SHOW CARD 33</p> <p>INTERVIEWER: PLEASE READ OUT THE QUESTIONS</p>
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				(SPONTANEOUS)		
		Below required	As required	Above required	DON'T KNOW	DOES NOT APPLY
Numeracy or math skills	MGs5a	0	1	2	-9	-7
Problem solving and critical thinking	MGs5b	0	1	2	-9	-7
Foreign languages	MGs5c	0	1	2	-9	-7
Managerial and leadership skills	MGs5d	0	1	2	-9	-7
Interpersonal and communication skills	MGs5e	0	1	2	-9	-7
Job-specific technical skills	MGs5f	0	1	2	-9	-7

MG.S.6	<p>For the following types of skills, how do you rate the level of skills of this establishment's professionals (professionals and associates) compared to the needs of the establishment?</p> <p>SHOW CARD 33</p> <p>INTERVIEWER: PLEASE READ OUT THE QUESTIONS</p>
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				(SPONTANEOUS)		
		Below required	As required	Above required	DON'T KNOW	DOES NOT APPLY
Numeracy or math skills	MGs6a	0	1	2	-9	-7
Problem solving and critical thinking	MGs6b	0	1	2	-9	-7
Foreign languages	MGs6c	0	1	2	-9	-7
Managerial and leadership skills	MGs6d	0	1	2	-9	-7
Interpersonal and communication skills	MGs6e	0	1	2	-9	-7
Job-specific technical skills	MGs6f	0	1	2	-9	-7

MG.S.7	For the following types of skills, how do you rate the level of skills of this establishment's permanent employees in the technicians and support services (e.g., plant and machine operators and assemblers, clerical support, service and sales, etc.) compared to the needs of the establishment? SHOW CARD 33 INTERVIEWER: PLEASE READ OUT THE QUESTIONS
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				(SPONTANEOUS)		
		Below required	As required	Above required	DON'T KNOW	DOES NOT APPLY
Numeracy or math skills	MGs7a	0	1	2	-9	-7
Problem solving and critical thinking	MGs7b	0	1	2	-9	-7
Foreign languages	MGs7c	0	1	2	-9	-7
Managerial and leadership skills	MGs7d	0	1	2	-9	-7
Interpersonal and communication skills	MGs7e	0	1	2	-9	-7
Job-specific technical skills	MGs7f	0	1	2	-9	-7

MG.S.10	Using the response options on the card; Please identify which is the most important type of skill for deciding whether to hire an employee in the following occupation category? SHOW CARD 34 using list from MGS7 INTERVIEWER: PLEASE READ OUT THE QUESTIONS
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		DON'T KNOW (SPONT.)	DOES NOT APPLY (SPONT.)
Managers	MGs10a	-9	-7
Professionals (professionals and associates)	MGs10b	-9	-7
Technicians and support services staff (e.g., plant and machine operators and assemblers, clerical support, service and sales, etc.)	MGs10c	-9	-7

MG.S.11	What was the primary focus of the formal training programs? If there are more than one training, please refer to the most expensive in total cost. SHOW CARD 34
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Numeracy or math skills	1
Problem solving and critical thinking	2
Foreign languages	3
Managerial and leadership skills	4
Interpersonal and communication skills	5
Job-specific technical skills	6
Other	7
DON'T KNOW (SPONTANEOUS)	-9

MGs11

M. BUSINESS ENVIRONMENT**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:****M.1**

By looking at the list of elements of the business environment please tell me which one, if any, currently represents the biggest obstacle faced by this establishment.

INTERVIEWER: SHOW RANDOMIZED LIST TO THE RESPONDENT. DO NOT READ OPTIONS.eur

	POSITION
1-Access to finance	mla_finance_pos
2-Access to land	mla_land_pos
3-Business licensing and permits	mla_permit_pos
4-Corruption	mla_corruption_pos
5-Courts	mla_courts_pos
6-Crime, theft and disorder	mla_crime_pos
7-Customs and trade regulations	mla_trade_pos
8-Electricity	mla_electricity_pos
9-Inadequately educated workforce	mla_workforce_pos
10-Labor regulations	mla_labor_pos
11-Political instability	mla_instability_pos
12-Practices of competitors in the informal sector	mla_informal_pos
13-Tax administration	mla_taxadmin_pos
14-Tax rates	mla_taxrate_pos
15-Transport	mla_transport_pos

Biggest obstacle	mla
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

NOTE: ROTATION POSITIONS VARY AS THE LIST OF OPTIONS IS RANDOMIZED**INTERVIEWER READ OUT:**

I would like to ask you a few questions about this establishment's financial results. All these responses will be anonymized, and neither you nor the firm will be identified. Should I continue with you or with the financial department or accounting?

IF YES, CONTINUE WITH SECTION N WITH CURRENT RESPONDENT

IF NO, CONCLUDE WITH THE RESPONDENT AND ENSURE THAT ALL SECTIONS (INCLUDING L AND N) ARE COMPLETE.

N. PERFORMANCE**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

Now, we would like to ask you a few questions about the financial results of this establishment. It is important that this information be as accurate as possible. All information you provide will be anonymized, and neither your name nor the name of your establishment will be used in any document based on this survey.

N.2	From this establishment's Income Statement for fiscal year [Insert last complete fiscal year] , please provide the following information: SHOW CARD 24
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INTERVIEWER: READ OUT

	[Insert LCUs]	DON'T KNOW (SPONTANEOUS)
Total annual cost of labor including wages, salaries, bonuses, social security payments	n2a	-9
Total annual cost of raw materials and intermediate goods used in production	n2e	-9
Total annual cost of electricity	n2b	-9

N.21	Looking back to this establishment's Income Statement for fiscal year [Insert last complete fiscal year minus one] , please provide the following information: SHOW CARD 24
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	[Insert LCUs]	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY
Total annual cost of labor including wages, salaries, bonuses, social security payments	n2a1	-9	-7
Total cost of raw materials and intermediate goods used in production	n2e1	-9	-7

N.7	Hypothetically, if this establishment were to purchase all the machinery, vehicles, and equipment it uses now , in their current condition and regardless of whether the establishment owns them or not, how much would they cost?
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	[Insert LCUs]	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment	n7a	-9

INTERVIEWER: IF SECTION L OR N WILL BE COMPLETED WITH A DIFFERENT RESPONDENT, PLEASE ARRANGE FOR THOSE TO BE COMPLETED.

POST-INTERVIEW INFORMATION

INTERVIEWER READ AT THE END OF THE INTERVIEW:

The survey ends here. I would like to gather a few final details. Thank you for your time and cooperation.

A.12 Interviewer code **a12**

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A.15 Time face-to-face interview ends:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a15d	a15m	a15y	a15h	a15min

**INTERVIEWER: THE SURVEY ENDS HERE.
PLEASE FILL OUT THE REMAINING INFORMATION ON YOUR OWN**

A.16 It is my perception that the responses to the questions regarding opinions and perceptions were:

Truthful	1
Somewhat truthful	2
Not truthful	3

a16

A.17 The responses to the questions regarding figures (productivity and employment numbers) were:

Taken directly from establishment records	1
Estimates computed with some precision	2
Arbitrary and unreliable numbers	3
In some case taken from books and in some case estimates	4

a17

INTERVIEWER COMMENTS:

a17x

(Problems occurred/extraordinary circumstances which could influence results)

A.18 This questionnaire was completed in:

One visit in face-to-face interview with one person	1
One visit in face-to-face interview with different managers/staff	2
Several visits	3

STOP HERE

a18

QUESTIONNAIRE NUMBER **id**

0								
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A.19	If option 2 or 3 in A.18 , estimate duration of the whole interview
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Hour	Minutes

a19h

a19m

SUPERVISOR SECTION

A.13 Supervisor code

a13

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INFORMATION BASED ON LOCATION OF INTERVIEW (a3x). ENSURE A3X IS THE NAME OF AN OFFICIAL LOCALITY AND NOT A NEIGHBORHOOD

Is this city the official capital city?	a3b	Is this city the main business city?	a3c	Size of locality	a3
Yes	1	Yes	1	City with population over 1 million	2
No	2	No	2	Over 250.000 to 1 million	3
				50.000 to 250.000	4
				Less than 50.000	5

SUPERVISOR: THE DESCRIPTION OF THE ESTABLISHMENT'S MAIN PRODUCT AND ACTIVITY IS PROVIDED IN d1a1x. PLEASE REVIEW d1a1x IN ORDER TO IDENTIFY THE CORRESPONDING SECTOR CODE IN d1a2

D.1a2	PLEASE CHOOSE THE 4-DIGIT ISIC REV. 3.1 SECTOR CODE THAT BEST APPLIES TO THE ESTABLISHMENT'S MAIN ACTIVITY AND PRODUCT.
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	Code
CODE OF THE MAIN PRODUCT AND ACTIVITY	d1a2