



ETUDE ECONOMIQUE CONSEIL

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

Retail and IT Questionnaire

Country:	Botswana (2)			
Questionnaire ID:	2	idquest		
Establishment ID Code:	estid			
Supervisor Call Back	Yes		No	
	callback			

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PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

A - CONTROL INFORMATION

Establishment	est				
Address	addr		Phone		tel
City	city		Region (see table below)		reg
Respondant	resp		Interviewer		Code: intcode
			Sample Frame		Reality
Industry code (see table below)					industry
Size (see table below)			sampsize		screensize
Stratum (see table below)			sampstrat		screenstrat
			Yes	No	No, but some shared activities
Is the actual stratum the same as the sample stratum?			stratmatch		
					Yes No
Is the establishment part of a larger firm?					multiest
If yes , does your establishment maintain financial information specific to this establishment?					fins
Supervisor					Code: super

Region	
Gaborone	1
Francistown	2
Region C	3
Region D	4

Industry code		
Manufacturing	Food	1
	Garments	2
	Textiles	3
	Machinery & Equipment	4
	Chemicals	5
	Electronics	6
	Non-metallic minerals	7
	Wood, wood products and furniture	8
	Metal and Metal products	9
	Other Manufacturing	10
Retail	Retail	11
Rest of the Universe	Information Technology	12
	Construction & Transport	13
	Hotels and restaurants	14
	Other	15

Stratum		
Manufacturing	Food	1
	Garment	2
	Other Mfg	3
	Retail	4
	Rest of the universe	5

Size	
Small (5-19 employees)	1
Medium (20-99 employees)	2
Large (100 employees and more)	3

Month(MM)	Day(DD)	Hour	Minutes	AM/PM
startmonth	startday	starthour	startmin	startampm

Note: Questions 1 through 3 apply to your entire firm, including all its establishments

B1)

What is the current legal status of your firm? (see table below)	b1
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Legal status	
Publicly listed company	1
Private held, limited company	2
Sole proprietorship	3
Partnership	4
Other (specify):	5
b1x	

B2) What percentage of your firm is owned by:

Private domestic individuals, companies or organizations	b2a	%
Private foreign individuals, companies or organizations	b2b	%
Government/State	b2c	%
Other	b2d	%
Total	100%	

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B - GENERAL INFORMATION

B3)

What percentage of this firm does the largest shareholder(s) own?	b3a %	
Are any of the principal owners:	Yes	No
- Female?	b3b1	
- Of African origin?	b3b2	
- Of Indian origin?	b3b3	
- Of Lebanese or Middle Eastern origin?	b3b4	
- Of other Asian origin?	b3b5	
- Of European origin?	b3b6	
- Of other origin?	b3b7	

Note: The following questions only apply to this establishment.

B4)

What is the highest level of education of the top manager? (see table below)	b4a
How many years has the top manager worked:	
- In a managerial function in this sector?	b4b years
- For the Government or for Government agencies (including State-Owned Enterprises)	SA_b7a years
In what year did this establishment begin operations in this country?	b4c

Level of education			
1	No education	7	Some university training
2	Started but did not complete primary school	8	Graduate degree (BA, BSc etc.)
3	Primary school	9	Masters of Business Administration (MBA) from university in this country
4	Started but did not complete secondary school	10	Masters of Business Administration (MBA) from university in another country
5	Secondary School	11	Other post graduate degree (Ph.D, Masters) from university in this country
6	Vocational Training	12	Other post graduate degree (Ph.D, Masters) from university in another country

C1) RESERVED FOR MANUFACTURING QUESTIONNAIRE

C2)

In 2005 :	
What percentage of your establishment's sales were:	
- Paid for before delivery	c2a1 %
- Paid for on delivery	c2a2 %
- Paid for after delivery	c2a3 %
Total	100%
What percentage of the total payments you received were in the form of non-cash payments through the formal financial sector (checks, direct deposits, or credit cards)?	c2c %
Approximately, what percentage of this establishment's total output went to its principal buyer? (see table below)	c2d
Who was the principal buyer for this establishment's output? (see table below)	c2e

Percentage	
Less than 5%	1
5% - 10%	2
11% - 25%	3
26% - 50%	4
51% - 99%	5
100%	6

Principal buyer	
Your parent company or affiliated establishments	1
Large private firms (more than 100 workers)	2
Medium private firms (20-100 workers)	3
Small private firms (less than 20 workers)	4
Individuals	5
Government or government agencies (including state-owned enterprises)	6
Others	7

C3) RESERVED FOR MANUFACTURING QUESTIONNAIRE

C4)

In its communications with clients and suppliers, does your establishment currently use:	Yes	No
- E-mail?	c4a	
- Its own website?	c4b	

C5)

For 2005 , considering this establishment's main sales item :	
What was its local market share?	c5b %
What was its national market share?	c5c %

C6) In **2005**, what percentage of your establishment's sales were:

National sales	c6a %	of which percentage sold to the Government or Government agencies (including State-Owned Enterprises)?	SA_d10a %	
Direct exports	c6b %	In what year did you begin exporting directly?	c6b1	
Indirect exports (see definition)	c6c %	In what year did you begin exporting indirectly?	c6c1	
Total	100%			If Direct exports = 0%, go to D1

Indirect exports
Goods sold domestically to another firm who then exports them.

C7) If you **exported directly** in **2005**,

What percentage of the consignment value of the products shipped was lost while in transit because of breakage or spoilage?	c7c %
What percentage of the consignment value of the products shipped was lost while in transit because of theft?	c7d %
For the main point of exit in 2005:	
- What was the average number of days it took you to clear customs? (see definition below)	c7g1 Days
- What was the longest number of days it took you to clear customs?	c7g2 Days

Days to clear customs
From the time your goods arrived at their point of exit (e.g. port, airport) until the time they cleared customs.

D1) RESERVED FOR MANUFACTURING QUESTIONNAIRE

D2) RESERVED FOR MANUFACTURING QUESTIONNAIRE

D3)

In 2005 , what percentage of total annual purchases of material inputs or services, were:	
- Paid for before delivery?	d3a %
- Paid for on delivery?	d3b %
- Paid for after delivery?	d3c %
Total	100%

D4)

Just prior to receiving a delivery of your main sales item, how many days of inventory (days of sales) does your establishment typically have on hand?	d4a Days
For how many years have you known the primary supplier of the main sales item used in 2005 ?	d4b Years

E1)

E2)

	Yes	No
Does this establishment have an internationally-recognized quality certification (ISO 9000, 9002, 14000 and/or SEI CMM certificate for IT firms, etc.)?	e2b	

E3)

How important are each of the following influences on (see table below):	Prices of existing products	Presenting new lines of products
- Pressure from domestic competitors	e3b1	e3c1
- Pressure from foreign competitors	e3b2	e3c2

Importance	
Not at all important	1
Slightly important	2
Important	3
Very important	4

E4)

	Yes	No
- Does this establishment compete against unregistered or informal trading firms?	e4	

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

F –INVESTMENT CLIMATE CONSTRAINTS

F1) a) Do you think that the following present any **obstacle** to the current operations of your establishment? (See table below and show card):

1	Telecommunications	f1a1
2	Electricity	f1a2
3	Transportation	f1a3
4	Access to land	f1a4
5	Tax rates	f1a5
6	Tax administration	f1a6
7	Customs and Trade Regulations	f1a7
8	Functioning of the courts	f1a8
9	Labor Regulations	f1a9
10	Inadequately educated workforce	f1a10
11	Business licensing and Permits	f1a11
12	Access to finance (availability and cost)	f1a12
13	Political instability	f1a13
14	Macroeconomic instability	f1a14
15	Corruption	f1a15
16	Crime, theft and disorder	f1a16
17	Practices of competitors in the informal sector	f1a17
18	Zoning restrictions	f1a18
19	Regulation on hours of operation	f1a19
20	Regulations on pricing and mark-ups	f1a20

Obstacle	
No Obstacle	1
Minor Obstacle	2
Moderate Obstacle	3
Major Obstacle	4
Very Severe Obstacle	5

**ASK THESE only for
Retail and IT
establishments**

b) Among all of the above issues, please indicate which one constitutes:

The most serious obstacle	f1b1
The second most serious obstacle	f1b2
The third most serious obstacle	f1b3

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

G - INFRASTRUCTURE & SERVICES

G1)

In 2005 , did your establishment experience:	Yes	No	If yes,			
			How many times in a typical month?	How long did each occurrence last on average?	What were your total losses for the year as a result,	
					as a % of annual sales	or as a total amount
Power outages?	g1a1		g1a2	g1a3 hrs	g1a4 %	g1a5 BWP

G2)

	Yes	No	
Does this establishment have a high-speed, broadband Internet connection on its premises?	g2a		If no, go to G3
If yes , is this establishment's Internet connection used to: (multiple answers possible)	Yes	No	
- Communicate with clients and suppliers?	g2b1		
- Deliver services to this establishment's clients?	g2b2		
- Do research and develop ideas on new products and services?	g2b3		
- Make purchases for this establishment?	g2b4		
Do concerns about the security of Internet connections or authentication of parties in a transaction affect the volume and/or nature of these purchases?	g2c		
In 2005 did this establishment experience unavailability of Internet connection?	g2d1		
If yes :			
- How many times over a typical month?	g2d2		
- On average how long did the unavailability of the connection last?	g2d3 hrs		

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

G - INFRASTRUCTURE & SERVICES

G3) ASK THIS QUESTION ONLY FOR RETAIL ESTABLISHMENTS

	Area	Units
What is the total selling area in this establishment? Please specify the measurement unit (see table below)	g3a1 units ²	g3a2
	Owned	Leased/ Rented
Of the buildings occupied by this establishment, what percentage are:	g3b1 %	g3b2 %
Over the last three years:	Yes	No
Has this establishment attempted to acquire new land or buildings to expand operations?	g3c	
If yes , has any of these attempts been unsuccessful?	g3d	

Unit	
Square Feet	1
Square Yards	2
Square Meters	3
Other (specify)	4
g3a2x	

G4)

G5)

G6)

G7)

G8)

	Yes	No
In 2005 , did this establishment pay for security (equipment, personnel, or professional security services)?	g8a	
- If yes , how much was spent? (calculated as total annual cost or as a percentage of annual sales)	g8b1 BWP	g8b2 %

G9)

	Yes	No
In 2005 , did this establishment experience losses as a result of theft, robbery, vandalism or arson?	g9a	
- If yes , what were the estimated losses? (calculated as the total annual value or as a percentage of annual sales)	g9b1 BWP	g9b2 %

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H - CONFLICT RESOLUTION/LEGAL ENVIRONMENT

H1)

To what extent do you agree or disagree with the following characteristics of the court system when resolving business disputes (see definition below)? (See table below)	Rating
- Fair, impartial and uncorrupted	h1a
- Quick	h1b
- Affordable	h1c
- Able to enforce its decision	h1d

Business disputes
Matters of payment for goods or services, liability and property right enforcement. Labor disputes are not included.

Agree or disagree	
Strongly disagree	1
Tend to disagree	2
Tend to agree	3
Strongly agree	4

H2)

	Yes	No	
In the last 2 years, did your establishment have a payment dispute over payments owed to it in which a third party (such as arbiters, collecting agency or judicial system) was involved?	h2a		If no , go to I1
If yes , was the court system used to resolve it?	h2b		If no , go to I1
	Yes	No	Still in process
If yes , was a court judgment made?	h2c		If no or still in process , go to I1
- If yes , how many weeks did it take the courts to come to judgment on this dispute (from the day the establishment first took court action until the moment a judgment was made)?	h2d weeks		
	Yes	No	Still in process
- Was the decision of the court enforced?	h2e		
If yes , how many weeks did the enforcement of the court judgment take?	h2f weeks		

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I - BUSINESS – GOVERNMENT RELATIONS

I1)

Over the last 12 months , in a typical week, what percentage of total senior management's time was spent in dealing with requirements imposed by government regulations? (see definition below)	i1a	%
To what extent do you agree or disagree with the following statements? (see table below and show card)		
- Government officials' interpretations of the laws and regulations affecting this establishment are consistent and predictable	i1b1	
- It is common for establishments in this line of business to have to pay informal payments/gifts to get things done with regard to customs, taxes, licenses, regulations, etc.	i1b2	
- Establishments in this line of business know in advance about how much this informal payment/gift is to get things done.	i1b3	
We've heard that establishments are sometimes required to make gifts or informal payments to public officials to "get things done" with regard to customs, taxes, licenses, regulations, services etc. On average, what percentage of total annual sales, or estimated annual value, do establishments like this one pay in informal payments/gifts to public officials for this purpose?	i1c1 %	i1c2 BWP
When establishments like this one do business with the government, what percentage of the contract value would typically be paid in informal payments/gifts to secure the contract?	i1d	%

Agree or disagree	
Strongly disagree	1
Tend to disagree	2
Tend to agree	3
Strongly Agree	4

Senior Management
Managers, directors, and officers above direct supervisors of production/sales workers.

Government regulations
For example : taxes, customs, labor regulations, licensing and registration, including dealings with officials and completing forms

I2)

In the last 2 years, did you request:	Yes	No	If yes, how many days did it take to obtain? If still in process, write "SIP"	If yes, was a gift or informal payment ever expected/requested?	
				Yes	No
A mainline telephone connection	i2a1		i2a2 Days	i2a3	
An electrical connection	i2b1		i2b2 Days	i2b3	
A construction-related permit	i2d1		i2d2 Days	i2d3	
An import license	i2e1		i2e2 Days	i2e3	
An operating license	i2f1		i2f2 Days	i2f3	

I3)

	Yes	No
Over the last 12 months, was this establishment visited by, inspected by, or required to meet with tax officials?	i3a	
– If yes , how many times?	i3b	
	Yes	No
– In any of these visits, inspections or meetings, was a gift or informal payment expected/requested?	i3c	

I4)

What percentage of total annual sales would you estimate a typical establishment in your sector of activity reports for tax purposes?	i4	%
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Please refer to the following definitions for this section

Definitions	
Skilled production workers :	Persons involved directly in the production process or at a supervisor level and whom management considers to be skilled
Unskilled production workers :	Persons involved in production processes but whom management considers to be unskilled.
Non production workers :	Management, professional, support, administrative, sale employees and others
Temporary/seasonal workforce	All paid short-term (i.e. for less than a fiscal year) employees that work 8 or more hours per day with no guarantee of renewal of employment contract)
Permanent workforce	All paid employees that work 8 or more hours per day and that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract.
Part-time workers	All paid workers that work less than 8 hours per day

J1)

How many full-time employees did this establishment employ when it started operations?	j1
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J2)

Please describe the full-time permanent workforce of your establishment:	Total
Total number of employees at the end of 2005	j2a
Total number of employees at the end of 2002	j2c
In 2005 , what percentage of the total payments that your establishment made to your employees were in the form of non-cash payments through the formal financial sector (ex. checks, direct deposits, or credit card)?	j2e %

J3)

Please describe the full-time seasonal/temporary workforce of your establishment in 2005	
Total number of seasonal/temporary employees :	j3a
– Percentage of which are female:	j3b %
Average length of employment (months)	j3c Months

J4)

At the end of 2005 , how many part-time workers did you employ?	j4a
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PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

J – LABOR RELATIONS

J5)

What percentage of the total workforce would you estimate the typical establishment in your line of business declares for tax purposes?	j5 %
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J6)

How did this establishment find its most recent employee? (see table below and show card)	j6a				
What percentage of your workforce is currently unionized?	j6b %				
	Yes, to hire	Yes, to fire	Yes, to both	No	
In 2005, did labor regulations affect your decisions about hiring or firing permanent employees in a significant way?	j6c				If no go to J7
If yes , if you had not had to comply with labor regulations, would you have:	Yes	No			
– Hired workers?	j6d				
If yes , how many?	j6e				
– Fired workers?	j6f				
If yes , how many?	j6g				

New employees			
1	Through family/friends	4	Public announcement/advertisement
2	Public placement office	5	School-related network
3	Private placement office	6	Other (Specify)
j6ax			

J7) ASK THIS QUESTION ONLY FOR IT ESTABLISHMENTS

How important is the technical staff's working knowledge of English to successfully conduct the tasks required in this establishment's line of business? (see table below)	j7a	
In the last three years, did the average wage rate increase, remain the same or decrease for employees with the following sets of skills (see table below)? If it increased or decreased, please estimate the percentage change during the period:	Rate	If 1 or 3, % of change
Basic computer skills (to fill out online forms move between forms and files, retrieve and save information, and perform elementary word processing, data entry, or software installation)	j7b1	j7b2 %
Good working knowledge of standard office software (to manipulate and format information, do sophisticated word processing to create customized documents, customized spreadsheets, create databases, and use presentation software)	j7c1	j7c2 %
Facility with industry specific software (to produce original digital media content, designer web pages and customized graphics design content, or use specialized financial or business management software)	j7d1	j7d2 %
Knowledge of hardware and maintenance (the ability to troubleshoot and provide technical and network support)	j7e1	j7e2 %
Advanced knowledge of programming and application or system architecture (the ability to write new software and design system architectures)	j7f1	j7f2 %

Knowledge of English	
Not important	1
Slightly important	2
Fairly important	3
Very important	4

Average wage rate	
Increase	1
Remain the same	2
Decrease	3

J8)

J9)

In 2005 , did your establishment undertake any of the following activities to prevent HIV/AIDS among employees?	Yes	No
- HIV prevention messages	j9a	
- Free condom distribution	j9b	
- Anonymous HIV testing	j9c	

J10)

In the past 24 months, has your workforce been affected in any of the following ways:	Yes	No
- High absenteeism among workers due to sickness	j10a	
- High absenteeism among workers who need to care for family members or friends due to sickness	j10b	
- High absenteeism among workers due to HIV/AIDS	j10c	
- High absenteeism among workers who need to care for family members or friends due to HIV/AIDS	j10d	

K1)

	Yes	No
In 2005 , did this establishment have its annual financial statements checked and certified by an external auditor?	k1a	
Does this establishment currently have a checking and/or saving account?	k1b	
Of the land occupied by this establishment, what percentage does it :		
- Own	k1c1	%
- Lease	k1c2	%
- Other (specify): k1c3x	k1c3	%

K2)

	Yes	No
Does your establishment have an overdraft facility?	k2a	
- If yes , what is the average annual interest rate?	k2b	%

K3)

For 2005 , please estimate the proportion of financing from the sources below for :	Working capital (Current assets)	Did you purchase Fixed assets in 2005?		If No , go to K4
		Yes	No	
		k3a		
		Purchases of fixed assets		
Internal funds/Retained earnings	k3a1 %	k3a2 %		
Borrowed from private commercial banks	k3b1 %	k3b2 %		
Borrowed from state-owned banks and/or government agency	k3c1 %	k3c2 %		
Borrowed from non-bank financial institutions	k3d1 %	k3d2 %		
Purchases on credit from suppliers and advances from customers	k3e1 %	k3e2 %		
Borrowed from family/friends	k3f1 %	k3f2 %		
Borrowed from informal sources (e.g., moneylenders)	k3g1 %	k3g2 %		
Issued new equity (shares)		k3h2 %		
Issued new debt (including commercial paper and debentures)		k3i2 %		
Other (Specify): k3j1x k3j2x	k3j1 %	k3j2 %		
Total	100%	100%		

Current assets
Inventory, accounts receivable and cash accounts

Fixed assets
Machinery, vehicles, equipment, land, or buildings

K4)

	Yes	No	
Does your establishment currently have a line of credit or loan from a financial institution?	k4a		If No , go to K5
If yes , for the most recent line of credit or loan which is still current:	Line of credit	Loan	
– Is it a line of credit or a loan?	k4b		
– What year was it approved?	k4c		
– What was the amount at the time of approval?	k4d	BWP	
– What is the average annual interest rate?	k4e	%	
– What is the total duration (term) in months?	k4f	Months	
– What is the name of the financial institution that granted the line of credit or the loan?	k4g		
– What type of financial institution granted the line of credit or the loan? (see table below)	k4h		
	Yes	No	
Did your financial institution require collateral?	k4i		If No , go to K5
If yes , which of the following assets were required as collateral:	Yes	No	
– Land, buildings	k4j1		
– Machinery and equipment including movables	k4j2		
– Accounts receivable and inventories	k4j3		
– Personal assets of owner (house, etc.)	k4j4		
– Other (Specify): k4j5x	k4j5		
– If yes , what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit?	k4k %		Go to K5

Type of financial institution	
Private commercial banks	1
State-owned banks and/or government agency	2
Non-bank financial institutions (microfinance institution, credit cooperative, credit union, finance company)	3
Other	4

K5)

	Yes	No	
In 2005 , did this establishment apply for loans or lines of credit?	k5a		If No , go to K6
– If yes , how many applications were submitted?	k5b		
– How many of those applications were rejected?	k5c		If 0 , go to L1
– What was the most common reason given by the lender for those rejections? (see table and show card)	k5d		Go to L1

Reason cited by lender	
Collateral or cosigners unacceptable	1
Insufficient profitability	2
Problems with credit history/report	3
Incompleteness of loan application	4
Concerns about level of debt already incurred	5
Other objections	6

K6)

If your establishment did not apply for a line of credit or a loan, what was the main reason ? (see table below and show card)	k6
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Main reason	
No need for a loan - establishment has sufficient capital	1
Application procedures for loans or line of credit are complex	2
Interest rates are not favorable	3
Collateral requirements for loans or line of credit are unattainable	4
Size of loan and maturity are insufficient	5
Did not think it would be approved	6
Other	7

L1)

	2005 (BWP)	2002 (BWP)
What were the total sales of your establishment in:	I1b	I1c

L2)

Please provide the following information on your establishment's costs:	2005 (BWP)
- Total cost of labor, including wages, salaries and bonuses and social payments	I2b
- Total cost of rental of land/buildings, equipment, furniture	I2d

L3)

Please provide the following information on your establishment's costs:	2005 (BWP)
- Electricity	I3a
- Communications services	I3e

L4)

In 2005 , how much did your establishment spend on purchases of:	2005 (BWP)
- Machinery, vehicles and equipment (new and/or used)	I4a
- Land and buildings	I4b
- Information technology	I4c

M - FEEDBACK

Month(MM)	Day(DD)	Hour	Minutes	AM/PM
endmonth	endday	endhour	endmin	endampm

I perceive the answers to questions regarding opinions and perceptions to be (see table below):	m1		
The answers to questions regarding figures (productivity and employment numbers) (see table below):	m2		
This questionnaire was completed in (see table below):	m3a		
– If 2 or 3 , estimate the duration of the whole interview	m3b1	h	m3b2 min

Opinions and Perceptions	
Truthful (reflect real opinions)	1
Somewhat truthful	2
Not truthful	3

Figures	
Are taken directly from establishments' records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

Questionnaire	
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

comments

[illegible]