



ETUDE ECONOMIQUE CONSEIL

ENTERPRISE SURVEY MANUFACTURING QUESTIONNAIRE GHANA

Questionnaire Type	a0 (=1)		
Country:	a1 (=Ghana)		
Questionnaire ID:	serial		
Establishment ID Code:	eec_estid		
Is Establishment Panel?	Yes	No	
	eec_panel		
Panel ID	eec_panelid		
Supervisor Call Back	Yes	No	
	eec_callback		

1303, Greene Ave., Suite 200, Montreal (Quebec) Canada H3Z 2A7
Tel. : (514) 939-2296 etecocon@eecgroup.com Fax: (514) 939-2321

ENTERPRISE SURVEY

A - CONTROL INFORMATION

Establishment	eec_est			
Address	eec_addr	Phone	eec_tel	
Region (see table below)	a2	City	a3	
Respondent	eec_resp	Interviewer	Code:	a12
	Sample Frame		Reality	
Industry code (see table below)	a4a		a4b	
Size (see table below)	a6a		a6b	
	Yes	No	No, but some shared activities	
Is the actual stratum the same as the sample stratum?	a5			
			Yes	No
Is your establishment located in an export processing or other industrial zone?			AFb8a	
Is the establishment part of a larger firm?			a7	
If yes , does your establishment maintain financial information specific to this establishment?			a10	
Supervisor			Code:	a13

Region	
Accra-Temin	1
Kumasi	2
Tamale	3
Takoradi	4

Industry Code			
Food	15	Wholesale	51
Textiles	17	Retail	52
Garments	18	Information Technology	72
Chemicals	24	Hotels and restaurants	55
Plastics and rubber	25	Other Services	50
Non metallic mineral products	26	Construction	45
Basic metals	27	Transport (60-64)	60
Fabricated metal products	28		
Machinery and equipment	29		
Electronics (31 & 32)	31		
Other manufacturing	2		

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	
a14_mth	a14_day	a14_hr	a14_min	a14_am	a14

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
---	----

Legal status	
Publicly listed company	1
Private held, limited company	2
Sole proprietorship	3
Partnership	4
Limited Partnership	5
Other (specify):	6
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%



B3)

What percentage of this firm does the largest owner(s) own?	b3 %	
What is the ethnic origin of the largest shareholder? (see table below):	AFb4a	
	Yes	No
Are any of the owners female?	b4	

Ethnic origin	
African	1
Indian	2
Lebanese or Middle Eastern	3
Other Asian	4
European / Caucasian	5
Other	6

Note: The following questions only apply to this establishment.

B4)

What is the highest level of education of the top manager? (see table below)	AFb7a	
How many years of experience working in this sector does the top manager have?	b7 years	
In what year did this establishment begin operations in this country?	b5	
	Yes	No
Was this establishment formally registered when it began operations in this country?	b6a	
– If no, in what year was it registered?	b6b	

if **yes**, go to C1a



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



C1)

In 2006, what percentage of this establishment's sales came from the following activities:	
- Manufacturing	n1a %
- Services	n1b %
- Other (specify) : eec_c1cx	n1c %
Total	100%

C2)

In 2006 :	
What percentage of your establishment's sales were:	
- Paid for before delivery	k2a %
- Paid for on delivery	k2b %
- Paid for after delivery	k2c %
Total	100%
What percentage of this establishment's total sales came from selling intermediate products and services used as inputs in purchasers' production processes?	AFp1d %
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)?	AFk6b %

C3) In 2006, what were this establishment's 2 main products represented by the largest proportion of annual sales?

Name and detailed description:	ISIC code (4 digits)	% of total sales
First: d1a1x	d1a2	d1a3 %
Second: d1b1x	d1b2	d1b3 %



C4)

In its communications with clients and suppliers, does your establishment currently use:	Yes	No
- E-mail?	c22a	
- Its own website?	c22b	

C5) For 2006,

Considering this establishment's main product line:		
- What was its main market ? (see table below)		e1
- What was its local market share?		AFe1a %
Considering this establishment's main market for its main product line:		
- How would you describe the change in your quantities sold? (see table below and show card)		e3
- How would you describe the change in your prices? (see table below and show card)		e4
- How many competitors did you face? (see table below and show card)		e2
		If none, go to C6
For this establishment's main product:		
	Yes	No
Has this establishment reduced prices of its main product in response to price reductions by its domestic competitors?	e12	
Has this establishment reduced prices of its main product in response to price reductions by its foreign competitors?	e13	

Comment [YT1]: e2, e3, and e4 will be marked as skipped (-44) if e1 is international (3)

Main market	
1	Local
2	National
3	International

Change	
1	Increased
2	Remained the same
3	Decreased

Competitors	
1	None
2	1
3	2-5
4	More than 5



C6) In 2006, what percentage of your establishment's sales were:

National sales	d3a %	If less than 100%, In what year did you begin exporting directly or indirectly?	d8	
Direct exports	d3c %			
		What percentage of this establishment's direct export sales were to:	% of direct export sales	
		Neighboring Countries within Sub-Saharan Africa	AFd3f %	
		Developed Countries	AFd3g %	
		Other	AFd3h %	
		Total	100%	
		Main destination countries as a % of your direct exports:		
		Name of country 1 : AFd3d1x		
		Name of country 2 : AFd3d2		
Indirect exports (see definition)	d3b %			If Direct exports = 0%, go to D1
Total	100%			

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



C7) If you **exported directly** in 2006,

What percentage of the consignment value of the products shipped was lost while in transit because of breakage or spoilage?	d7	%
What percentage of the consignment value of the products shipped was lost while in transit because of theft?	d6	%
What is the main point of exit that this establishment used? (name)	AFd3jx	
What type of point of exit is it? (see table below and show card)	AFd3k	
For the main point of exit in 2006:		
- What was the average number of days it took you to clear customs? (see definition below)	d4	Days
- What was the longest number of days it took you to clear customs?	d5	Days
- What was the total cost to clear the port or crossing for a typical consignment as a percentage of the consignment value? (Please include payments to clearing agents, storage fees, container handling fees, and gifts or informal payments to customs officials)	AFd5a	%

Type of point of exit	
1	Land
2	Airport
3	Sea
4	River/Inland lake
5	Other

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)

In 2006, what percentage of your establishment's material inputs and/or supplies were:	2006		
- Of domestic origin?	d12a	%	If 100%, go to D2
- Of foreign origin?	d12b	%	
Total	100%		
	Yes	No	
Did you import any of your material inputs and/or supplies directly in 2006?	d13		
If yes:			
- What was the average number of days that it took you to claim the goods from customs? (see definition below)	d14	Days	
- What was the longest number of days that it took you to claim the goods from customs?	d15	Days	

Days to claim goods
From the time your goods arrived at their point of entry (e.g. port, airport) until you could claim them from customs

D2)

In 2006, what was the main point of origin of the main production input that this establishment needed to be transported in <i>by road</i> ? In the case of imported inputs, what was the point of entry into this country?	AFc2ax	
For the last road shipment of that input from that point,	Cost per unit	Units
- What was the cost of transportation from that point?	AFc2b GHC	AFc2cx
- How long did it take to ship this input from that point to this establishment?	AFc2d Hours	



D3)

In 2006, what percentage of total annual purchases of material inputs or services, were:	
- Paid for before delivery?	k1a %
- Paid for on delivery?	k1b %
- Paid for after delivery?	k1c %
Total	100%

D4)

Just prior to receiving a delivery of your most important input, how many days of inventory (days of production) / does your establishment typically have on hand?	d16 Days
For how many years have you known the primary supplier of the main input used in 2006?	AFd11a Years
What was the main source of information that this establishment had about its newest supplier? (see table below)	AFd11b
	Yes No
In 2006, did you subcontract any part of your production?	AFd11d

Source of Information	
Personal knowledge	1
Other businesses in the same line of business as this establishment	2
Other business associates, suppliers, or customers	3
Business association or Chamber of Commerce	4
Government agency	5
Family and friends	6
Tender	7
Advertisement	8
Internet	9
Supplier is located close to this establishment	10
Supplier contacted this establishment	11
Others	12



E1)

In 2006,	
What was your establishment's average capacity utilization ? (see definition below)	f1 %
How many hours per week did your establishment normally operate?	f2 H/week

Capacity utilization
The amount of output actually produced relative to the maximum amount that could have been produced using your facilities at the time (existing machinery, equipment and regular shifts)

E2)

	Yes	No
Does your establishment use technology licensed from a foreign owned company?	e6	
Does this establishment have an internationally-recognized quality certification (ISO 9000, 9002, 14000, etc.)?	b8	

E4)

	Yes	No
Does this establishment compete against unregistered or informal firms?	e11	



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	Access to finance (availability and cost)	k30
2	Access to land	g30a
3	Business licensing and Permits	j30c
4	Corruption	j30f
5	Courts	h30
6	Crime, theft and disorder	i30
7	Customs and Trade Regulations	d30b
8	Electricity	c30a
9	Inadequately educated workforce	l30b
10	Labor Regulations	l30a
11	Political instability	j30e
12	Practices of competitors in the informal sector	e30
13	Tax administration	j30b
14	Tax rates	j30a
15	Transportation of goods, supplies, and inputs	d30a
	Macroeconomic instability	eec_f1a14
	– If macroeconomic instability is an obstacle, which of the following instability aspects is most problematic? (see table below and show card)	rsa_f1a14a

Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4



Instability Aspects	
1	Exchange rate instability
2	Level of exchange rate
3	Inflation
4	Unstable domestic demand for this establishment's goods & services
5	Other (Specify) : <i>rsa_f1a14ax</i>

b) Among the issues numbered 1 to 15 above, please indicate which one constitutes:

The most serious obstacle	<i>m1a</i>
The second most serious obstacle	<i>m1b</i>
The third most serious obstacle	<i>m1c</i>



G1)

In 2006, 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?	c6		c7	c8 hrs		c9a %	c9b	GHC
Insufficient water supply for production?	c15		c16	c17 hrs				

G4)

	Yes	No
In 2006, did your establishment own or share a generator?	c10	
- If yes , what percentage of your electricity came from your owned or shared generator(s)?		c11 %



G4U)

	Yes	No
Last month, did your establishment own or share a generator?	eec_g4u1	
If yes		
- What percentage of your electricity came from your owned or shared generator(s)?	eec_g4u2	%
- At current tariff rates and fuel prices, is it more or less expensive for you to generate power using your generator rather than to use power from the grid (when available) (see table below)?		eec_g4u3
- If 1 or 3 , how much more or less expensive is it to use power from your generator than to use power from the grid?	eec_g4u4	%

Power	
More expensive to use generator	1
About the same cost	2
More expensive to use power from grid	3

G5)

In 2006, what percentage of your establishment's water supply, used in the production process, was from public sources?	c18	%
---	-----	---

G6)

	Yes	No
In 2006, did your establishment use its own transport to make shipments to its customers?	c1	
- If yes , what percentage, in terms of shipment value, was transported by your own transportation?		c2 %

G7)

In 2006, what percentage of the value of your domestic shipments to clients was lost while in transit due to:		
- Breakage or spoilage?	d11	%
- Theft?	d10	%



G8)

	Yes	No
In 2006, did this establishment pay for security (equipment, personnel, or professional security services)?	i1	
- If yes , how much was spent? (calculated as total annual cost or as a percentage of annual sales)	i2b GHC	i2a %

G9)

	Yes	No
In 2006, did this establishment experience losses as a result of theft, robbery, vandalism or arson?	i3	
- If yes , what were the estimated losses? (calculated as the total annual value or as a percentage of annual sales)	i4b GHC	i4a %



1)

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)	j2	%	
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	j1a		
- The court system is fair, impartial and uncorrupted	h7a		
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?	j7a	j7b	
	%	GHC	
	Yes	No	
Over the last 12 months, has this establishment secured a government contract or attempted to secure a contract with the government?	j6a		IF NO, GO TO I2
- If yes , 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?	j6	%	

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



12)

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	c19		c20 Days	c21	
An electrical connection	c3		c4 Days	c5	
A water connection	c12		c13 Days	c14	
A construction-related permit	g2		g3 Days	g4	
An import license	j10		j11 Days	j12	
An operating license	j13		j14 Days	j15	

13)

	Yes	No
Over the last 12 months, was this establishment visited by, inspected by, or required to meet with tax officials?	j3	
- If yes , how many times?	j4	
	Yes	No
- In any of these visits, inspections or meetings, was a gift or informal payment expected/requested?	j5	

14)

What percentage of total annual sales would you estimate a typical establishment in your sector of activity reports for tax purposes?	AFj8 %
---	--------



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?	b6
--	----

J2)

Please describe the full-time permanent workforce of your establishment:	Total	Production workers	Non production workers
Total number of employees at the end of 2006	l1	l3a	l3b
- of which total number of females:		l5a	l5b
- of which skilled production workers		l4a	
- of which unskilled production workers		l4b	
Total number of employees at the end of 2003	l2		
Approximately, in 2006 , what was the average monthly compensation per employee, including benefits when applicable, for each type of permanent full-time worker?		n4a	GHC



J3)

Please describe the full-time seasonal/temporary workforce of your establishment in 2006		
Total number of seasonal/temporary employees :		I6
Average length of employment (months)	I8	Months

J4)

At the end of 2006 , how many part-time workers did you employ?	AFI8a
---	-------

J6)

What percentage of your workforce is currently unionized?	AFI12	%
In 2006, how many permanent employees left for the following reasons:		
– Dismissed or laid off	AFI13a	
– Sickness or death	AFI13b	
– Other reasons	AFI13c	



J6rg)

In 2006, for the following categories, did you try to fill your most recent vacancies through external recruitment?	Yes	No	If yes, how long did it take to fill your most recent vacancies (see table below)?	
			Length	Unit
Skilled production worker vacancy	rg_j6k		rg_j6k1	rg_j6k2
Unskilled production worker vacancy	rg_j6L		rg_j6l1	rg_j6l2
Manager	rg_j6M		rg_j6m1	rg_j6m2

Unit	
Day	1
Week	2
Month	3



J8)

What is the average educational attainment of a typical production worker employed in your establishment? : (see table below)							I9	
							Yes	No
In 2006, did this establishment run formal training programs for its permanent, full-time employees?							I10	
If yes,								
– Was the formal training offered internally (i.e. at a location within the walls of this establishment)?							rg_j8b1	
– Was the formal training offered externally (i.e. at a location outside the walls of this establishment)?							rg_j8b2	
– What percentage of workers in each of the following categories received formal training:								
	Total	Male			Female			
		Percent	Length	Unit	Percent	Length	Unit	
– Production workers	I11a %							
– Skilled		rg_j8c1a1 %	rg_j8c1a2	rg_j8c1a3	rg_j8c1a4 %	rg_j8c1a5	rg_j8c1a6	
– Unskilled		rg_j8c1b1 %	rg_j8c1b2	rg_j8c1b3	rg_j8c1b4 %	rg_j8c1b5	rg_j8c1b6	
– Non- production workers	I11b %							
– Managers and professionals		rg_j8c5a1 %	rg_j8c5a2	rg_j8c5a3	rg_j8c5a4%	rg_j8c5a5	rg_j8c5a6	
– How much did the establishment spend on the programs, as a percent of total sales?							AFI10a %	

Average educational	
0-3 years of education	1
4-6 years of education	2
7-12 years of education	3
**** Reserved for compatibility future versions ****	4
13 years and above of education	5

Unit	
Day	1
Week	2
Month	3



J9)

In 2006, did your establishment undertake any of the following activities to prevent HIV/AIDS among employees?	Yes	No
- HIV prevention messages	AFs3a	
- Free condom distribution	AFs3b	
- Anonymous HIV testing	AFs3c	
How much did you spend on all HIV/AIDS programs and activities?	AFs4 GHC	

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	AFs1a	
- High absenteeism among workers who need to care for family members or friends due to sickness	AFs1b	
- High absenteeism among workers due to HIV/AIDS	AFs2a	
- High absenteeism among workers who need to care for family members or friends due to HIV/AIDS	AFs2b	

J11)

	Yes	No
Do you have a pre-employment health check for new employees?	AFs1y	



K1)

	Yes	No
In 2006, did this establishment have its annual financial statements checked and certified by an external auditor?	k21	
Does this establishment currently have a checking and/or saving account?	k6	
Of the land occupied by this establishment, what percentage does it :		
- Own	g1a	%
- Lease	g1b	%
Total		100%

K2)

	Yes	No
Does your establishment have an overdraft facility?	k7	
- If yes , what is the average annual interest rate?	AFk7a	%



K3)

For 2006, please estimate the proportion of financing from the sources below for :	Working capital (Current assets)	Did you purchase Fixed assets in 2006?		If No, go to K4
		Yes	No	
		k4		
Purchases of fixed assets				
Internal funds/Retained earnings	k3a %		k5a %	
Borrowed from banks (private and state-owned)	k3bc %		k5bc %	
Borrowed from non-bank financial institutions	k3e %		k5e %	
Purchases on credit from suppliers and advances from customers	k3f %		k5f %	
Issued new equity (shares)			k5i %	
Issued new debt (including commercial paper and debentures)			k5j %	
Other (moneylenders, friends, relatives, etc)	k3hd %		k5hd %	
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?	k8		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?	AFk8a		
- What year was it approved?	k10		
- What was the amount at the time of approval?	k11	GHC	
- What is the average annual interest rate?	AFk10a %		
- What is the total duration (term) in months?	k12	Months	
- What is the name of the financial institution that granted the line of credit or the loan?	AFk9ax		
- What type of financial institution granted the line of credit or the loan? (see table below)	k9		
	Yes	No	
Did your financial institution require collateral?	k13		If No, go to K5
If yes , which of the following assets were required as collateral:	Yes	No	
- Land, buildings under ownership of the establishment	k14a		
- Machinery and equipment including movables	k14b		
- Accounts receivable and inventories	k14c		
- Personal assets of owner (house, etc.)	k14d		
- Other	k14e		
- If yes , what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit?	k15 %		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 2006 , did this establishment apply for loans or lines of credit?	k16		If No , go to K6
- If yes , how many applications were submitted?	k18		
- How many of those applications were rejected?	k19		If 0 , go to L1

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)	k17
---	-----

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



K7)

	Yes	No
Did this establishment make any recent major new projects or investments?	rsa_k7a	
If yes,		
- Was an expected rate of return calculated for the most recent major new investment or project?	SA_k23	
- What is the minimum expected rate of return on a new investment or project for this establishment to go ahead with it?		SA_k24 %



L1)

	2006 (GHC)	2003 (GHC)
What were the total sales of your establishment in:	d2	n3

L2)

Please provide the following information on your establishment's costs:	2006 (GHC)
- Total cost of raw materials and intermediate goods used in production	n2e
- Total cost of labor, including wages, salaries and bonuses and social payments	n2a
- Total annual depreciation	AFn2k
- Total cost of rental of land/buildings, equipment, furniture	n2d

L3)

Please provide the following information on your establishment's costs:	2006 (GHC)
- Electricity	n2b
- Fuel	n2f
- Water	n2h
- Transportation for goods (not including fuel)	n2g
- Communications services	n2c

L4)

In 2006, how much did your establishment spend on purchases of:	2006 (GHC)
- Machinery, vehicles and equipment (new and/or used)	n5a
- Land and buildings	n5b

Comment [YT2]: n5a, n5b, and n5c will necessarily be "0" if k4 is "No".



L5)

At the end of 2006, what was the net book value of the following assets?	Net book value (GHC)
	2006
- Machinery, vehicles, and equipment	n6a
- Land and buildings	n6b

L6)

In 2006, if you had needed to purchase the following in its condition at that time, how much would it have cost?	Value (GHC)
- All machinery, vehicles and equipment that you use (whether you own it or not)	n7a
- All land and buildings that you use (whether you own it or not)	n7b

L7)

In 2006, what would have been the cost of replacing all your machinery and equipment with new machines?	AFn7c GHC
---	-----------



