

QUESTIONNAIRE NUMBER **id**  
 CELL ID **cell id**  
 ROTATION NUMBER **rotation**


**THE WORLD BANK**  
**Zambia Firm-Level Skills Survey 2016**

GPS Coordinates				
<b>poslat</b>	N	S	Degrees (Latitude)	<b>Lat</b>
<b>poslon</b>	E	W	Degrees (Longitude)	<b>Lon</b>

**A. CONTROL INFORMATION [TO BE COMPLETED BEFORE INTERVIEW]**

A.1 Country

**a1=40**

A.1a Language

**a1a**

A.2

	Sampling Region <b>a2</b>
Kitwe	1
Livingstone	4
Lusaka	3
Ndola	2

A.3a

	Screener Region (coded ex post) <b>a3a</b>
Kitwe	1
Livingstone	4
Lusaka	3
Ndola	2

A.3x Name of city/town/village

**a3x**

A.3b Is this city the official capital city? **a3b**

Yes	1
No	2

A.3c Is this city the main business city? **a3c**

Yes	1
No	2

A.3 Size of locality **a3**

City with population over 1 million	2
Over 250.000 to 1 million	3
50.000 to 250.000	4
Less than 50.000	5

A.4 Industry

	Sampling sector <b>a4a</b>	Screener sector <b>a4b</b>
Food	15	15
Textiles	17	17
Garments	18	18
Fabricated metal products	28	28
Furniture	36	36
IT	72	72
Hotel and restaurants: section H	55	55
Construction Section F:	45	45
Transport Section I: (60-64)	60	60

A.5 Sector match between screener information and sample frame **a5**

Yes, screener and sample frame info match	1
No, screener and sample frame do not match but establishment still does activities that match sample frame	2
No, does not match	3

A.6 Size

	Sampling size <b>a6a</b>	Screener Size <b>a6b</b>
Small $\geq 5$ and $\leq 19$	1	1
Medium $\geq 20$ and $\leq 99$	2	2
Large $\geq 100$	3	3

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A.12 Interviewer code

a12

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A.13 Supervisor code

a13

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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

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

The goal of this survey is to gather information about the skill profile, training and employers' opinions and expectations about the skill needs of the private sector in **Zambia**. The information gathered will help the World Bank and the Government of Zambia to develop new skill policies and programs to enhance job creation, firm performance and economic growth.

The information obtained here will be held in the strictest confidentiality. Neither your name nor the name of your business will be used in any document based on this survey. For your participation in this survey, a summary of the main findings of this study will be shared with you upon completion of the study.

**B. GENERAL INFORMATION**

A.7 Is this establishment part of a larger firm? (larger firms include several distinct locations or establishments, including branch offices or production, distribution, or sales sites)

Yes	1	<b>SKIP TO B.1</b>
No	2	
		<b>a7</b>

A.7a How many establishments are part of the firm?

Number of establishments	<b>a7a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

A.7b Is this establishment the headquarters location?

Yes	1	<b>SKIP TO A9</b>
No	2	
		<b>a7b</b>

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A.7c Does this headquarters location engage in production or sales at this location?

Yes	1
No	2

**TERMINATE**

**a7c**

A.11 Are the financial statements of the headquarters location separate from the rest of establishments?

Yes	1
No	2

**SKIP TO B.1**

**SKIP TO B.1**

**a11**

A.9 Are this establishment's financial statements prepared separately from headquarters' statements?

Yes	1
No	2

**TERMINATE**

**a9**

**READ OUT THE FOLLOWING INTRODUCTORY SENTENCE ONLY IF A7 = 1 (yes):  
The first few questions apply to the firm which your establishment is part of.**

**B.1** What is this firm's current legal status? **SHOW CARD 1**

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

**SKIP TO B.2**

**b1**

**INTERVIEWER: PLEASE NOTE THAT WHEN b1 IS 3 (SOLE PROPRIETORSHIP), WRITE 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	<b>b3</b> %
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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**B.2** | What percentage of this firm is owned by each of the following: **SHOW CARD 2**

	Percent	DON'T KNOW (SPONT.)
Private domestic individuals, companies or organizations	<b>b2a</b> %	-9
Private foreign individuals, companies or organizations	<b>b2b</b> %	-9
Government or State	<b>b2c</b> %	-9
Other	<b>b2d</b> %	-9
	<b>100%</b>	

**IF 0, GO TO B.4**  
**IF 100% END INTERVIEW**

**INTERVIEWER: COMPLETE ALL AND CHECK THAT TOTAL SUMS TO 100% (UNLESS RESPONDENT DOES NOT KNOW)**

**B.2b1** | What is the country of origin of the main private foreign owner?

	Name of country
Name of the country	<b>b2b1x</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**B.4** | Amongst the owners of the firm, are there any females?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**b4**

**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?

	Year
Year establishment began operations	<b>b5</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR**

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**B.6** How many full-time employees did this establishment employ when it started operations? Please include all employees and managers (**INTERVIEWER: INCLUDE RESPONDENT WHEN APPLICABLE**)

	Number
Full-time employees at start-up	b6
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**B.6a** Was this establishment formally registered when it began operations?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**b6a**

**B.6b** In what year was this establishment formally registered?

	Year
Year establishment formally registered	b6b
<b>DON'T KNOW (SPONTANEOUS)</b>	-9
<b>NEVER REGISTERED (SPONTANEOUS)</b>	-7

**INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR.**

**B.7** How many years of experience working in this sector does the Top Manager have?

	Years
Manager's experience in sector	b7
<b>LESS THAN ONE YEAR</b>	1
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**B.7b** How many years of education does the Top Manager have?

	Years
Manager's years of education	b7b
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**B.7a** Is the Top Manager female?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**b7a**

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**D. SALES AND MARKETS**

**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?  
**ENUMERATOR: PLEASE SPECIFY THE ACTIVITY AND PRODUCT IN DETAIL, FOR EX., “LEATHER SHOE MANUFACTURING” NOT JUST SHOES’ MANUFACTURING**

	<b>d1a1a</b>	Description	
Manufacturing of	1		<b>d1a1x</b>
Retail trade of	2		
Wholesale trade of	3		
Construction of	4		
Hotel or restaurant	5		
Provide services of	6		

**INTERVIEWER: THE FOLLOWING QUESTION IS NOT PART OF THE INTERVIEW. IT WILL BE FILLED OUT IN THE OFFICE**

**D.1a2** PLEASE CHOOSE THE 4-DIGIT ISIC REV. 3.1 CODE THAT BEST APPLIES TO THE ESTABLISHMENT’S MAIN ACTIVITY AND PRODUCT.

	<b>Code</b>
<b>CODE OF THE MAIN PRODUCT AND ACTIVITY</b>	<b>d1a2</b>

**D.1a3** What percentage of total sales does the main activity or product represent?

	Percent
Percentage of sales represented by main product or activity	<b>d1a3%</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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

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**D.2** In the last complete fiscal year, what were this establishment's total annual sales for **ALL** products and services?

	ZMK
Last complete fiscal year's total sales	<b>d2</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	-9
<b>PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 as Fifty Thousand)</b>	
	<b>d2x</b>

**FY** What is the period of the **last complete fiscal year** for this establishment?  
  
**INTERVIEWER: IF THE RESPONDENT DOES NOT KNOW, FILL IN USING PERIOD August 30, 2014 TO September 1 2015**

**Fiscal year Begins**

Month (mm)	Year (yyyy)
<b>fymonb</b>	<b>fyearb</b>

**Fiscal year Ends**

Month (mm)	Year (yyyy)
<b>fymone</b>	<b>fyeare</b>

**N.3** Three complete fiscal years ago (**i.e., last complete fiscal year MINUS two**), what were the total annual sales for this establishment?

	ZMK
Total annual sales three fiscal years ago	<b>n3</b>
<b>IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO</b>	-7
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

**D.3** In the last complete fiscal year, what percentage of this establishment's sales were:  
**SHOW CARD 3**  
**(INTERVIEWER: SKIP PATTERNS MUST BE FOLLOWED IN THE ORDER THEY APPEAR IN THE TABLE)**

	Percent	DON'T KNOW (SPONT.)
National sales	<b>d3a</b> %	-9
Indirect exports (sold domestically to third party that exports products)	<b>d3b</b> %	-9
Direct exports	<b>d3c</b> %	-9

**IF 100, GO TO QUESTION L.1**

**IF > 0 GO TO QUESTION D.8**

**IF > 0, GO TO QUESTION D.8**

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100%
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**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%**

<b>D.8</b>	In which year did this establishment first export directly or indirectly?
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	Year
Began exporting directly or indirectly	d8
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

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**L. SKILLS AND 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.

<b>L.1</b>	<p>At the end of the last complete fiscal year, how many permanent, full-time individuals worked in this establishment? Please include all employees and managers</p> <p>(Permanent, full-time employees are defined as all paid employees that are employed for a term of one or more fiscal years and/or have a guaranteed renewal of their employment and work a full shift)</p> <p><b>(INTERVIEWER: INCLUDE INTERVIWEE IF APPLICABLE).</b></p>
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	Number
Permanent, full-time workers the end of last fiscal year	<b>11</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.2</b>	<p>At the end of fiscal year (<b>i.e., last complete fiscal year MINUS two</b>), how many permanent, full-time individuals worked in this establishment? Please include all employees and managers</p> <p>(Permanent, full-time employees are defined as all paid employees that are employed for a term of one or more fiscal years and/or have a guaranteed renewal of their employment and work a full shift)</p> <p><b>(INTERVIEWER: INCLUDE INTERVIWEE IF APPLICABLE).</b></p>
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	Number
Permanent, full-time workers three fiscal years ago	<b>12</b>
<b>IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO</b>	<b>-7</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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**L.6** How many full-time seasonal or temporary employees did this establishment employ throughout the last complete fiscal year?  
 (Full-time, temporary workers are all paid short-term (i.e. for less than a year) employees with no guarantee of renewal of employment and work full-time, excluding casual workers)

	Number
Full-time seasonal or temporary workers employed last fiscal year	<b>16</b>
<b>NO FULL-TIME SEASONAL OR TEMPORARY WORKERS</b>	<b>0</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**L.3** How many full-time temporary employees did this establishment employ three complete fiscal years ago?

	Number
Full-time seasonal or temporary workers employed three fiscal years ago	<b>13</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**L.4** Currently, what percentage of the full-time, permanent workers of this establishment have completed the following as their highest level of education?  
**SHOW CARD 4**

	Percent	DON'T KNOW ((SPONTANEOUS))
Primary school or below	<b>14a</b> %	<b>-9</b>
Lower secondary school	<b>14b</b> %	<b>-9</b>
Upper secondary school	<b>14c</b> %	<b>-9</b>
Higher (Tertiary) education	<b>14d</b> %	<b>-9</b>
	<b>100%</b>	

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

**L.5** What percentage of the full-time permanent workers have completed TVET?

	Percent
Percentage of full time permanent workers who completed TVET	<b>15</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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**OCCUPATIONS**

	<b>L.7 At the end of</b> the last completed fiscal year, how many permanent, full-time individuals working in this establishment were in the following categories? <b>DON'T KNOW=-9</b>  <b>SHOW CARD 5</b>	<b>L.8 At the end of</b> the last completed fiscal year, how many <b>foreign</b> permanent, full-time individuals working in this establishment were of the following category? <b>DON'T KNOW=-9</b>  <b>SHOW CARD 5</b>
	Number	Number
Managers	<b>17a</b>	<b>18a</b>
Professionals	<b>17b</b>	<b>18b</b>
Technicians and Associate Professionals	<b>17c</b>	<b>18c</b>
Clerical Support workers	<b>17d</b>	<b>18d</b>
Service and sales workers	<b>17e</b>	<b>18e</b>
Plant and machine operators and assemblers	<b>17f</b>	<b>18f</b>
Others	<b>17g</b>	<b>18g</b>

**INTERVIEWER:**

- 1) IF ANY OF THE CATEGORIES IN L7 =0 OR DON'T KNOW, THEN RECORD -7 IN CORRESPONDING VARIABLE IN L.8
- 2) PLEASE MAKE SURE THAT L7a TO L7g SUM TO L.1

<b>L.9</b>	In the last completed fiscal year, what was the average <b>gross</b> wage/salary <b>per month</b> of a current, permanent, full-time employee in the following occupational category? <b>INTERVIEWER: IF WAGES ARE PAID TWICE A MONTH, PLEASE CONVERT INTO MONTHLY WAGE</b> <b>SHOW CARD 5</b>
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	Average gross wage/salary in ZMK	DON'T KNOW (SPONTANEOUS)	DOESN'T APPLY (SPONTANEOUS)
Managers	<b>19a</b>	<b>-9</b>	<b>-7</b>
Professionals	<b>19b</b>	<b>-9</b>	<b>-7</b>
Technicians and Associate Professionals	<b>19c</b>	<b>-9</b>	<b>-7</b>
Clerical Support workers	<b>19d</b>	<b>-9</b>	<b>-7</b>
Service and sales workers	<b>19e</b>	<b>-9</b>	<b>-7</b>
Plant and machine operators and assemblers	<b>19f</b>	<b>-9</b>	<b>-7</b>
Others	<b>19g</b>	<b>-9</b>	<b>-7</b>

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<b>L.16</b>	<p>How do you rate the level of skills of the establishment's permanent employees compared to what the establishment needs for the following types of skills?</p> <p><b>SHOW CARD 6</b></p> <p><b>INTERVIEWER: PLEASE READ OUT THE QUESTIONS</b></p>
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	Below required	As required	Above required	<b>(SPONTANEOUS)</b>	
				<b>DON'T KNOW</b>	<b>DOES NOT APPLY</b>
Interpersonal and communication skills <b>I16a</b>	0	1	2	<b>-9</b>	<b>-7</b>
Writing skills <b>I16b</b>	0	1	2	<b>-9</b>	<b>-7</b>
Problem solving skills <b>I16c</b>	0	1	2	<b>-9</b>	<b>-7</b>
Critical thinking skills <b>I16d</b>	0	1	2	<b>-9</b>	<b>-7</b>
Work ethic <b>I16e</b>	0	1	2	<b>-9</b>	<b>-7</b>
English skills <b>I16f</b>	0	1	2	<b>-9</b>	<b>-7</b>
Computer skills / General IT skills <b>I16g</b>	0	1	2	<b>-9</b>	<b>-7</b>
Technical skills, other than computers / vocational, job-specific skills <b>I16h</b>	0	1	2	<b>-9</b>	<b>-7</b>
Numeracy skills <b>I16i</b>	0	1	2	<b>-9</b>	<b>-7</b>

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**VACANCIES AND HIRING**

**L.10** Over the last two completed fiscal years, did this establishment have any job vacancies?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION L.12**  
**GO TO QUESTION L.12**

**110**

	<b>L.10a</b> How many of these vacancies in this establishment were in the following categories? <b>SHOW CARD 7</b>	<b>L.10b</b> How many of these vacancies were filled? <b>SHOW CARD 7</b>	<b>L.10c</b> What was the average number of weeks required to fill these vacancies? <b>SHOW CARD 7</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>
Managers	<b>110a1</b>	<b>110b1</b>	<b>110c1</b>
Professionals	<b>110a2</b>	<b>110b2</b>	<b>110c2</b>
Technicians and Associate Professionals	<b>110a3</b>	<b>110b3</b>	<b>110c3</b>
Clerical Support workers	<b>110a4</b>	<b>110b4</b>	<b>110c4</b>
Service and sales workers	<b>110a5</b>	<b>110b5</b>	<b>110c5</b>
Plant and machine operators and assemblers	<b>110a6</b>	<b>110b6</b>	<b>110c6</b>
Others	<b>110a7</b>	<b>110b7</b>	<b>110c7</b>

**INTERVIEWER: IF ANY OF THE CATEGORIES IN L10a =0 OR DON'T KNOW, THEN RECORD -7 IN CORRESPONDING VARIABLE IN L10b AND L10c**  
**OR**  
**IF ANY OF THE CATEGORIES IN L10b =0 OR DON'T KNOW, THEN RECORD -7 IN CORRESPONDING VARIABLE IN L10c**

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**L.11** Over the last two completed fiscal years, did this establishment encounter the following problems when trying to hire workers?  
**INTERVIEWER: PLEASE READ OUT**

	Yes	No	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY (SPONTANEOUS)
There were no or few applicants <b>I11a</b>	1	2	-9	-7
Applicants lacked required skills <b>I11b</b>	1	2	-9	-7
Applicants expected wages higher than we can offer <b>I11c</b>	1	2	-9	-7
Applicants did not like working conditions <b>I11d</b>	1	2	-9	-7
Other (Specify)_ <b>I11ex</b>	1	2	-9	-7

**L.12** By looking at card 8, can you tell me among the following skills which are the three most important type of skills for deciding whether to hire an employee?  
**SHOW CARD 8**  
**INTERVIEWER: DO NOT READ OUT**

- |   |
|---|
| <b>1=Interpersonal and communication skills</b>                                   |
| <b>2=Writing skills</b>   |
| <b>3=Problem solving skills</b>   |
| <b>4=Critical thinking skills</b>   |
| <b>5=Work ethic</b>   |
| <b>6=English skills</b>   |
| <b>7=Computer skills / General IT skills</b>                                      |
| <b>8=Technical skills, other than computers / vocational, job-specific skills</b> |
| <b>9=Numeracy Skills</b>  |

		DON'T KNOW (SPONT.)	DOES NOT APPLY (SPONT.)
First most important skills	<b>I12a</b>	-9	-7
Second most important skills	<b>I12b</b>	-9	-7
Third most important skills	<b>I12c</b>	-9	-7

Rotation (option 1 or 2 )	<b>I12r</b>
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**L. 13.** Thinking about the current workforce of this establishment, please list up to three **main** public or private **universities** attended by employees hired by this establishment. **Main** refers to the university attended by the highest numbers of employees.

**SHOW CARD 9**

Name of the <b>university</b>  “Unknown”= DON’T KNOW “NA”= DOES NOT APPLY	Location (town/city) of the University  “Unknown”= DON’T KNOW “NA”= DOES NOT APPLY	Type of University: Public=1, Private=2  -9 DON’T KNOW -7 DOES NOT APPLY
<b>I13a1x</b>	<b>I13b1x</b>	<b>I13c1</b>
<b>I13a2x</b>	<b>I13b2x</b>	<b>I13c2</b>
<b>I13a3x</b>	<b>I13b3x</b>	<b>I13c3</b>

**L. 14.** Thinking about the current workforce of this establishment, please list the three **main TVET or other tertiary-level technical** institution attended by employees hired by this establishment. **Main** refers to the **TVET or other tertiary-level technical** intuition attended by the highest numbers of employees.

**SHOW CARD 10**

Name of the <b>TVET or other tertiary-level technical</b>  “Unknown”= DON’T KNOW “NA”= DOES NOT APPLY	Location (town/city) of the institution  “Unknown”= DON’T KNOW “NA”= DOES NOT APPLY	Type of TVET or other tertiary-level technical institution: Public=1, Private=2  -9 DON’T KNOW -7 DOES NOT APPLY
<b>I14a1x</b>	<b>I14b1x</b>	<b>I14c1</b>
<b>I14a2x</b>	<b>I14b2x</b>	<b>I14c2</b>
<b>I14a3x</b>	<b>I14b3x</b>	<b>I14c3</b>

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**SKILLS AND TRAINING**

**L.17** Over the last two fiscal years, **due to employee shortages or skills gaps of the workforce**, did this establishment experience the following difficulties?  
**INTERVIEWER: READ OUT**

	Yes	No	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY
Maintaining production levels according to demand (or planned output) <b>I17a</b>	1	2	-9	-7
Maintaining consistent quality <b>I17b</b>	1	2	-9	-7
Implementing new technology or improving production processes <b>I17c</b>	1	2	-9	-7
Developing new products <b>I17d</b>	1	2	-9	-7
Effective sales and marketing <b>I17e</b>	1	2	-9	-7

**L.18a** Over the past two fiscal years, did this establishment conduct any (*beyond “on the job”*) formal training programs in-house or outside the establishment’s premises for its permanent, full-time employees?

Yes	1	<b>GO TO QUESTION L.26</b> <b>GO TO QUESTION L.26</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

**I18a**

**L.18** In the last two fiscal years, did this establishment conduct **formal** (*beyond “on the job”*) **in-house** training programs for its permanent full-time employees?

Yes	1	<b>GO TO QUESTION L.21</b> <b>GO TO QUESTION L.21</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

**I18**

**L.19** What percent of this establishment’s permanent full time employees received formal in-house training?

	Percent
Percentage received training	<b>I19</b> %
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

QUESTIONNAIRE NUMBER

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**L.20** Who was the main training provider of the in-house training? **SHOW CARD 11**

In-house training staff	1
Public TVET Trainers	2
Consultants / private training firms	3
Industry/association trainers	4
Other	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**120**

**L. 20a.** Other than your own company employees, please list up to three **main** public and private institutions used by this establishment to provide in-house training in the last two fiscal years. **Main** refers to institutions training the highest number of this establishment’s employees.

**SHOW CARD 12**

Name of the institution	Location (town/city)	Type of institution: Public=1, Private=2 -9= DON'T KNOW -7= DOES NOT APPLY
<b>“Unknown”= DON'T KNOW</b>	<b>“Unknown”= DON'T KNOW</b>	
	<b>“NA”= DOES NOT APPLY</b>	
<b>I20a1</b>	<b>I20b1</b>	<b>I20c1</b>
<b>I20a2</b>	<b>I20b2</b>	<b>I20c2</b>
<b>I20a3</b>	<b>I20b3</b>	<b>I20c3</b>

**L.21** In the last two fiscal years, did this establishment send its permanent full-time employees to **formal** (*beyond “on the job”*) training programs **outside its premises**?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION L.26**  
**GO TO QUESTION L.26**

**121**

**L.22** What percent of this establishment’s permanent full time employees received formal training programs outside its premises?

	Percent
Percentage received training	<b>122</b> %
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

QUESTIONNAIRE NUMBER

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**L.23** Who was the main training provider of the outside training?  
**SHOW CARD 13**

Universities	1
Public TVET	2
Private TVET	3
Industry Association/chamber of commerce	4
Other	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**123**

**L. 25.** Please list up to three **main** public and private institutions used by this establishment for external training in the last two fiscal years. **Main** refers to institutions where the highest numbers of this establishment’s employees were trained. .

**SHOW CARD 14**

Name of the institution	Location (town/city)	Type of institution: Public=1, Private=2
<b>“Unknown”= DON’T KNOW</b>	<b>“Unknown”= DON’T KNOW</b>	<b>-9= DON’T KNOW</b>
	<b>“NA”= DOES NOT APPLY</b>	<b>-7= DOES NOT APPLY</b>
<b>1251a</b>	<b>1251b</b>	<b>1251c</b>
<b>1252a</b>	<b>1252b</b>	<b>1252c</b>
<b>1253a</b>	<b>1253b</b>	<b>1253c</b>

**L.24** Over the last two fiscal years, how much did this establishment spend on formal (in-house and external) training programs for its permanent full-time employees?

	ZMK
Expenditures on formal training programs	<b>124</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**If >0, GO TO QUESTION L.26a**  
**GO TO QUESTION L.26a**

**L.26** What was the **MAIN** reason why this establishment did not conduct any formal training programs for its permanent full-time employees? **SHOW CARD 15**

Too expensive/not cost efficient	1
Training programs/trainers were not available	2
Training would not be useful	3
If training provided, workers will leave for other firms	4
Cannot afford for my staff not to work while taking the training	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**126**

QUESTIONNAIRE NUMBER

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**L.26a** Does this establishment have regular contact with educational or training institutions for any of the following purposes?  
**INTERVIEWER: READ OUT**

	Yes	No	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY
To recruit staff <b>l26a1</b>	1	2	-9	-7
Use the institute for training of the establishment's staff <b>l26a2</b>	1	2	-9	-7
Participate in testing of students <b>l26a3</b>	1	2	-9	-7
Give feedback to the institutions for their Curriculum development <b>l26a4</b>	1	2	-9	-7
Provide work experience for students (internships and apprenticeships) <b>l26a5</b>	1	2	-9	-7
Other (please specify) _____ <b>l26ax</b>	1	2	-9	-7

**L.26b** Is this establishment a member of industry association or other industry organization?

Yes	1	<b>GO TO QUESTION L.27</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	

**l26b**

**L.26c** Please list names of three main industry associations or other industry organization in which this establishment is a member of, and rate the quality of dialogues conducted by these associations.

**SHOW CARD 16**

Name of the three main industry association or other industry organization: <b>"Unknown"= DON'T KNOW</b>	Quality of industry-level dialogue: 1-Very Poor, 2-Poor, 3-Good, 4-Very good,  <b>-9 DON'T KNOW</b> <b>-7 DOES NOT APPLY</b>	Quality of government-level dialogue: 1-Very Poor, 2-Poor, 3-Good, 4-Very good,  <b>-9 DON'T KNOW</b> <b>-7 DOES NOT APPLY</b>
<b>l26a1x</b>	<b>l26b1</b>	<b>l26c1</b>
<b>l26a2x</b>	<b>l26b2</b>	<b>l26c2</b>
<b>l26a3x</b>	<b>l26b3</b>	<b>l26c3</b>

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**PROFESSIONAL EMPLOYEES AND OUTSOURCING SERVICES**

**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

The following questions refer only to professions in the areas of law, accounting/auditing, architecture, engineering and IT. We are interested in the numbers and monthly compensation of your full-time employees in these professions, and whether your establishment outsources these services to external firms (domestic or foreign) specializing in these professions

	<p><b>L27.</b> In the last completed fiscal year, how many full-time permanent employees did this establishment employ for each category?</p> <p><b>DON'T KNOW=-9</b></p> <p><b>SHOW CARD 17</b></p>	<p><b>L28.</b> In the last completed fiscal year, what was the average <b>gross</b> wage/salary <b>per month</b> of a current, permanent, full-time employee in the following occupational category?</p> <p><b>INTERVIEWER: IF WAGES ARE PAID TWICE A MONTH, PLEASE CONVERT INTO MONTHLY WAGE</b></p> <p><b>DON'T KNOW=-9</b></p> <p><b>SHOW CARD 17</b></p>
	Number	Average gross wage/salary in Zambian Kwacha
Engineering Professionals	<b>127a</b>	<b>128a</b>
Engineering Technicians	<b>127b</b>	<b>128b</b>
Certified accountants and auditors	<b>127c</b>	<b>128c</b>
Bookkeepers & technician accountants	<b>127d</b>	<b>128d</b>
Architects	<b>127e</b>	<b>128e</b>
Lawyers	<b>127f</b>	<b>128f</b>
IT Professionals	<b>127g</b>	<b>128g</b>
IT technicians & associate professionals	<b>127h</b>	<b>128h</b>

QUESTIONNAIRE NUMBER

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**L.29** In the last completed fiscal year, did this establishment outsource any of the following professional services?

	Yes	No	DON'T KNOW (SPONT.)	DOESN'T APPLY (SPONT.)
Engineering services <b>129a</b>	1	2	-9	-7
Accounting and Auditing services <b>129b</b>	1	2	-9	-7
Architectural services <b>129c</b>	1	2	-9	-7
Legal services <b>129d</b>	1	2	-9	-7
IT services <b>129e</b>	1	2	-9	-7

**L.30** Using the response options on the card; To what degree is **an Inadequately Educated Workforce** an obstacle to the current operations of this establishment? **SHOW CARD 18**

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	(SPONTANEOUS)	
						DON'T KNOW	DOES NOT APPLY
Inadequately educated workforce <b>130b</b>	0	1	2	3	4	-9	-7

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**H. INNOVATION AND TECHNOLOGY USE**

**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 significantly improved **products or services**?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h1**

**H.3** During the last three years, has this establishment introduced any new or significantly improved **methods of manufacturing products or offering services** ?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h3**

**H.4** During the last three years, has this establishment introduced any new or significantly improved **logistics, delivery or distribution** method or any new or significantly improved **supporting activity**?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h4**

**H.5** During the last three years, has this establishment introduced any new or significantly improved **organizational structures or management practices**;

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h5**

**H.6** During the last three years, has this establishment introduced any new or significantly improved **marketing methods**?

QUESTIONNAIRE NUMBER

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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h6**

**H.7a** During the last three years, did this establishment spend on formal research and development activities, either in-house or contracted with other companies, excluding market research surveys?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION H.8**  
**GO TO QUESTION H.8**

**h7a**

**H.7b** In the last complete fiscal year, how much did this establishment spend on formal research and development activities, either in-house or contracted with other companies?

	ZMK
Expenditures on formal research and development activity	<b>h7b</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**H.8** Does this establishment have an internationally-recognized quality certification?  
**(INTERVIEWER: SOME EXAMPLES ARE ISO 9000 or 14000, or HACCP)**

Yes	1
No	2
<b>STILL IN PROCESS</b>	<b>-6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION H.9**

**GO TO QUESTION H.9**

**h8**

**H.8a** What is the name of the certification?

Name of Certifications	<b>h8ax</b>
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**H.9** At present time, does this establishment use technology licensed from a foreign-owned company, excluding office software?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h9**

**H.9a** At the present time, does this establishment use e-mail to communicate with clients or suppliers?

QUESTIONNAIRE NUMBER

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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h9a**

**H.10** At the present time, does this establishment have its own website?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**h10**

**K. INVESTMENT**

**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:  
I would like to ask you few questions about this establishment's investments in fixed assets.**

**K.4** In the last complete fiscal year, did this establishment purchase any fixed assets, such as machinery, vehicles, equipment, land or buildings (new or used)?

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION N.2  
GO TO QUESTION N.2**

**k4**

**N.5** In the last complete fiscal year, how much did this establishment spend on purchases of:  
**INTERVIEWER: READ OUT**

	<b>ZMK</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Machinery, vehicles, and equipment (new or used)	<b>n5a</b>	<b>-9</b>
Land and buildings	<b>n5b</b>	<b>-9</b>

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**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. The individual data are treated as confidential – the identity of your establishment will not be revealed at any point. Please provide the following information from the financial statements of this establishment.

**N.2** From this establishment’s Income Statement for the last complete fiscal year, please provide the following information: **SHOW CARD 19**

	ZMK	DON'T KNOW (SPONTANEOUS)
Total annual cost of labor including wages, salaries, bonuses, social security payments	n2a	-9
Total cost of sales	n2p	-9

**N.6** From this establishment’s Balance Sheet for the last complete fiscal year, what was the net book value, that is the value of assets after depreciation, of the following:

	ZMK	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment	n6a	-9
Land and buildings	n6b	-9

**N.7** Hypothetically, if this establishment were to purchase the assets it **uses now**, in their current condition and regardless of whether the establishment owns them or not, how much would they cost, independently of whether they are owned, rented or leased?

**INTERVIEWER: READ OUT**

	ZMK	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment	n7a	-9
Land and buildings	n7b	-9

QUESTIONNAIRE NUMBER

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A.15a Please complete the following information about the interviewee(s)

	Position in the firm	Years with the firm ENTER 1 WHEN YEARS WITH THE FIRM IS LESS THAN ONE	Gender 1: MALE 2: FEMALE
Main respondent	a15a1x	a15a2	a15a3
Second respondent	a15b1x	a15b2	a15b3
Third respondent	a15c1x	a15c2	a15c3

THE SURVEY ENDS HERE

THANK YOU VERY MUCH FOR YOUR COOPERATION.

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

INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:

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

Truthful	1
Somewhat truthful	2
Not truthful	3

a16

A.16a The section L (Skills and Labor) questions are answered:

Entirely by the human resource manger	1
Partly by the human resource manager	2
Entirely by someone else	3

a16a

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

Are taken directly from establishment records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3
Are in some case taken from books in some case estimates	4

a17

INTERVIEWER COMMENTS:

a17x

(Problems occurred/extraordinary circumstances which could influence results)

SUPERVISORS PLEASE ANSWER:

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

QUESTIONNAIRE NUMBER

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**a18**

**A.19** | If option 2 or 3 in **A.18**, estimate duration of the whole interview

Hour	Minutes
<b>a19h</b>	<b>a19m</b>