Productivity and the Investment Climate Private Enterprise Survey (Manufcaturing)

The purpose of this survey is to better understand conditions in the local investment climate and how they affect firm-level productivity. The goal is to advise government on ways to change policies that hinder private establishments like yours and to develop new policies and programs that support productivity growth. Your answers should reflect only your experience of doing business in your country. Please note that the information obtained here will be treated strictly confidentially. Neither your name nor the name of your firm will be used in any document based on this survey.

Control information						
ID code]					
Name of city:	Location					
Sector]					
GENERAL INFORMATION						

Questions 1 through 4 apply to your entire firm, including all its establishments (factories, stores and/or service outlets).

1	What is the current legal status of your firm? 1. Publicly listed company (at 2 2. Private equity (not listed), lin 3. Partnership (unlimited liabil 4. Sole proprietorship (individu 5. Other (specify:)	mited liability company ity)	· · · · · · · · · · · · · · · · · · ·	
2	What percentage of your firm is owned by:	Private Sector: don Private Sector: fore Government/State		% % %
		Other:		% 100
3	What percentage of your firm is owned by the Is this principle owner also the manager/direct Is the principal owner (or one of the principal o	or		%
4	Is the director or manager of your firm a female	· · · · · · · · · · · · · · · · · · ·		
5	a. How many establishments (separate factorie in this country?b. Does your firm have holdings, factories, store		, <u>,</u>	have
	OTE: For the remainder of this survey, please re or service outlet).	e answer with respect	to this establishm	ent (factory,
6	In what year did your establishment begin oper In what year was the establishment formally re			
7	a. What are your establishment's three main pr b. What percent of your establishment total sal a1. Description i.	es is represented by eac	h of these main pr a2. Codes	oduct lines? b. % of Total Sales %

%

%

ii.

iii.

8 Within your main product line, how many competitors, suppliers and buyers do you have and are they domestic or foreign owned?

a) competitors	
b) suppliers	
c) buyers	

9

Domest	ic Forei	gn Owned

SALES AND SUPPLIES

)	a. What percen	t of your establishment's sales are:	
		i) sold domestically	%
		ii) exported directly	%
		iii) exported indirectly (through a distributor)	%
		TOTAL	100
	b. Approximat	ely what percentage of your establishment's domestic sales in the last y	year were to:
		i. the government	%
		ii. multinationals located in your country	%
		iii. your parent company or affiliated subsidiaries	%
		iv. other (sales to small firms, individuals, etc.)	%
		TOTAL	100
	c. If you expor	t directly	
		i. what was the year your establishment first exported?	
		ii. which country was the biggest destination of your establishment's and what percent of your total exports did it account for?	exports in the last year

Countries name	 _	<u>% of total</u>	exports
First:			%
Second:			%
Third:			%

10 (*If answer in 9.a.ii was 0 (zero), do not ask this question, and go to question 11)* a. If you **export directly**, what was the average and the longest number of days in the last year that it took from the time your goods arrived in their point of exit (e.g., port, airport) until the time they clear customs?

	Airport	Port
Days on average		
Longest number of days in the last year		

b. For your most recent export, how much did your firm pay for the services of a custom agent? J\$ % of total value

11 Over the last year, what percent of your establishment's purchases of material inputs and supplies were

a)	Purchased through direct imports	%
b)	Purchased through indirect imports (via a distributor)	%
c)	Purchased from domestic sources	%
	TOTAL	•

12 (If answer in 11.a was 0 (zero), do not ask this question, and go to question 13) If you import directly,

what was the average and the longest number of days in the last year that it took from the time your goods arrived in their point of entry (e.g. port, airport) until the time you could claim them from customs?

		Airport	Port		
	Days on average				
	Longest number of days in the last year				
_		-			٦
a. Does ye	our firm use (to deliver or receive) any logistics	s firm (door to	o door)?		
b. Does ye	our firm use transport insurance?				
c. What is	s the insurance cost?		J\$		%
d. Is the in	nsurance effective (do they pay)?	-			
e. Why do	on't you use the insurance?				

14 At the time you receive a delivery of your most important input or supply, how many days of inventory/stock (days of production) does this establishment typically have on hand? days of production

15 What percent of your purchased material inputs/supplies are of lower quality than agreed upon?

Imports
Exports

% %

IENT CLIMATE CONSTRAINTS

13

16 a. Please tell us if any of the following issues are a problem for the operation and growth of your business. If an issue poses a problem, please judge its severity as an obstacle on a four-point scale where:

		0 = No	1 = Minor	2 =	3 =	4 =	1
		Problem	obstacle	Moderate	Major	Severe	
				obstacle	obstacle	obstacle	
A.	Telecommunications	0	1	2	3	4	
B.	Electricity	0	1	2	3	4	
C.	Transportation	0	1	2	3	4	
D.	Access to Land	0	1	2	3	4	
E.	Tax rates	0	1	2	3	4	
F.	Tax administration	0	1	2	3	4	
G.	Customs and Trade Regulations	0	1	2	3	4	
H.	Labor Regulations	0	1	2	3	4	
I.	Skills and Education of Available	0	1	2	3	4	
J.	Business Licensing and Operating I	0	1	2	3	4	
К.	Access to Financing (e.g. collateral)	0	1	2	3	4	
L.	Cost of Financing (e.g. interest rates	0	1	2	3	4	
M.	Macroeconomic Uncertainty (e.g inf	0	1	2	3	4	
N.	Regulatory Policy Uncertainty	0	1	2	3	4	
0.	Corruption	0	1	2	3	4	
Р.	Crime, theft and disorder	0	1	2	3	4	
Q.	Anti-competitive or informal practic	0	1	2	3	4	
R.	Legal system/conflict resolution	0	1	2	3	4	
S.	Other (specify:	0	1	2	3	4	

b. Among the above alternatives, please indicate which one constitutes

i. the biggest obstacle for the operation and growth of your establishment

ii. the second biggest obstacle

VAT	ION	LE/	ARN	ING
VAL	IUIN,	LLI	11/11	цлО

17 a. Over the last year how many days per year and hours per week did your establishment normally operate?

(days/year) (hours/week)

	b. What was this establishment's average capacit (Capacity utilization is the amount of output actu could be produced with your existing machinery	ally produced	relative to	the maxim		
	in 2003:	%	in 2002:		%	
18	B Does your establishment use technology licensed	from a foreig	n-owned co	ompany?		No
19	a. What are your establishment's intentions over	the next two y	vears?			
	i. Expand capacity ii. Maintain existing capacity	If expand, by	y what perc	ent?]%
	iii. Reduce capacity	<i>If reduce</i> , by	what perce	ent?		%
	b. If i, are you also planning to increase employm If yes by what percentage?	nent?			%	
20	Has your establishment received an international 9002 or 14,000, or sectors specific certifications					
			Which on	e?		
21	 Has your establishment undertaken any of the fol Developed an important new product line Upgraded an existing product line Improved production process (reducing tim or improved know-how in production) 	C	ives in the l	ast two yea	ars?	
22	 a. Has your establishment acquired new technologithe way the main products are produced or allowed b. <i>If YES</i>, what were the two most important way choosing from the following list? 	ed the produc	tion of new	products?		
	1 st most important 2 nd most important					specify "other":
23	How important are each of the following influence of existing products and/or to develop new produ		tablishment	to reduce	the product	ion costs
	a. Pressure from domestic competitorsb. Pressure from foreign competitorsc. Creditors]
	INFRASTRUCTURE AND SERVICE	ES				
24	 a. How many times during last year did your esta (<i>If it is 0 (zero), go to the next line</i>) b. How many hours did they last on average? c. What were the total losses over the year resulti (*Please include losses due to lost production tim and production and sales lost due to processes be i. power outages or surges from the public grid? 	ng from these ne from the o	interruptio utage, time d.) times	ns, as a per	rcentage of reset machin aration hrs	the sales value? nes, c. Lost value(*)
	ii. insufficient water supply for production?iii. Unavailable mainline telephone servcies		times times		hrs hrs	% %

25 a. Does your establishment own or share a generator?

r share a generator?

	<i>If YES</i> , b. What percentage of your electricity comes from your own on c. What was the generator's original cost to your establishment		ition (please include	%
	cost of related equipment such as transformers, lines, etc)? Original Cost:(J\$1,000)	Year of ac		(year)
26	What percentage of your establishment's water supply, used in	the production process	, do you get from	
	a. Public sources?b. Your own well or a shared well?			%
	c. Purchased from private vendors?			% %
	e. i urenased nom private vendors:	TOTAL	10	
27	Considering separately shipments in the domestic market and i and/or imports) by your establishment during the last year a. what percentage of the value of your shipment was lost whil b. what percentage of the value of your shipment was lost whil	e in transit due to break	age or spoilage?	1
	1. for shipments in the domestic market			%
	2. for international shipments (direct exports or imports)			%
28	a. Does your establishment use its own transport for its shipme b. <i>If YES</i> , what percentage of your establishment's shipments		?	%
29	What is your main transport mode used when shipping (export	/import) products and/c	or inputs and supplie	s?
30	Does your establishment regularly use e-mail or a website in it i. E-mail? ii. A website?	s interactions with clier	nts and suppliers?	
31	Is your establishment a member of a business association or ch If yes, please rank the first, second and third most important se First		wides you?]
	FINANCE			
32	a. What percent of your establishment's inputs are bought on c of delivery)?b. What are the terms of credit?	redit (i.e. full payment	is not due at the time	%
33	Please identify the contribution over the last year of each of the for your establishment's: a. working capital (I.e. inventories, Investments (I.e. new land, buildings, machinery and equipme	accounts receivable and	-	
		Working Capital	New Investments	
	i. Internal funds or retained earnings			%
	ii. Domestic commercial banks (loan, overdraft)			%
	iii. International commercial banks			%
	iv. Leasing arrangement			%
	v. Special development financing/ or public financing			%
	(government agencies) / or other public services			%
	vi. Private investment funds (venture capital)vii. Trade credit (supplier or customer credit)			% %
	viii. Credit cards			% %

- Trade credit (supplier or customer credit) vii.
- Credit cards viii.

	ix.	Equity, sale of shares					%
	х.	Family, friends					%
	xi.	Informal sources (e.g. money lender)					%
	xii.	Letter of credit					%
	xiii.	Other (specify:)					%
	лш.		TOTAL	100	100		/0
		Specify:	IUIAL	100	100		
34	If YE a. wh b. Ov c. Is t d. Do e. Do f. If y a. Do	at percent is currently NOT used? yer the last year, what was the average mo this line of credit/overdraft automatically by you use your line of credit/overdraft to fi tes your establishment have a specific array yes, what form does it take? we your establishment currently have a log	onthly interest r rolled over eve inance long ter angement with	(<i>c</i> ate of the overd ry year? m investments? your bank for p	of total value of or raft or line of crec re-export financin	verdrafts and dit?	credit lines)
	b. Wh c. In d. Did e. If Y f. Wh g. Ov h. Wh un i. Wa If	 <i>ES</i>, for the most recent loan: hat year was this loan approved? what currency was the loan d the loan require collateral? <i>VES</i>, which of the following were used as Land and buildin Immoveable plan Moveable Machi Other Tangible a Personal assets o Other (specify:) nat was the appr. value of the collateral reacter the last year, what was the loan's approhat is the total duration (term) of the loan til the moment it must be fully repaid)? is it rolled over or renewed? yes, how many times? 	ngs? nt, machinery inery and equip issets (e.g. acco of the owner/ma upuired as a per- poximate annual	ounts receivable anager (e.g. hou centage of the lo rate of interest	, inventory)? se)? pan value? ?		(year) % % (months)
36	If you	a have one or more loans, is one of them a	a concessional 1	loan (subsidized	l by the governme	ent)	
37	If you	a currently do not have a loan, what is the	e reason?				
38	What	share of your total borrowing (loans, acc	ounts payable)	is denominated	in foreign curren	icy?	
39		es your establishment have a checking an operty and casualty insurance on its assets		count?			
40	a. Do	es your establishment have its annual fina	ancial statemen	t checked and c	ertified by an exte	ernal auditor?	
		yes, does the external auditor provide othe stance in the preparation of the financial s		our establishme	nt (for example		
41		es your establishment own or lease/rent these your establishment own or lease/rent the					

42 How many days does it take and how much does it cost to clear the following payments through your

	financial institution?			
		Days until recipient	Cost	
		can withdraw funds	as % of transaction	as fixed fee in J\$
	i. Domestic check		%	
	ii. Foreign check		%	
	iii. Domestic currency wire		%	
	iv. Foreign currency wire		%	
	CONFLICT RESOLUTION / LEGAL ENVI	RONMENT		
43				cial
	system will enforce my contractual and property	rights in business disput	tes."	
			0	
	b. Has your establishment been involved in a co	ourt case in the last 3 year	rs ?	1
	c. How long did it take to resolve the case?			days
44	a. On average over the last year, what percent of	vour establishment's sal	es was ?	
	i. Pre paid (paid before delivery)	your estublishment s su	ics was	%
	ii. Paid at delivery			%
	iii. Sold on credit (or with deferred payme	ant)		- ^{/0} %
	in. Sold on credit (or with deferred paying	int)	TOTAL: 10	
			IUIAL. IU	0
	b. On average over the last year, what percent of	your monthly total sales	to private customers y	were
	not paid within the agreed time?	your monthly total suice	to private customers	%
	c. Typically, what percent of these monthly sale	es are never repaid?		%
	d. In general, how many days does it typically ta		payment (i.e. from	
	the moment it becomes overdue until you rec			days
45	Over the last 2 years,			
	a. What percent of your establishment's disputes	s over overdue payments	with private customers	s
	were resolved by court action?			%
	b. On average, how many weeks did those court			
	the case was brought to court until the mome	nt the court decided the c	case?	weeks
	c. Were the decisions of the court (whether in ye	our favor or not) generally	y enforced?	
	d. Have you resolved disputes through alternativ	e dispute resolution mec	hanisms such as	
	arbitration or out of court settlements?			
	e. Was this satisfactory (in terms of time, cost an	nd fairness)		
_				
CR	RIME			

46 a. How do you feel about the chances of your firm being a victim of the following?

i. Robbery

- ii. Burglary
- iii. Motor vehicle theft
- iv. Fraud v. Extortion
- vi. Protection
- vii. Arson
- viii. Employee crime

b. In 2003, Did your establishment experience losses in the last year due to theft, robbery,

vandalism, or arson?

c. How many cases occurred

d. Please estimate the value of losses in Jamaican Dollar

e. How many of these incidents did you report to the police

f. Of these incidents, how many were solved (the perpetrator was caught etc.)?

Number Est. cost No. of No. of

	 i. Robbery / Burglary ii. Fraud iii. Extortion iv. Arson 			idents orted	incidents solved		
	v. Other					I	
47	Please estimate your establishment's costs (in J\$) a. security related to crime (equipment, personnel b. protection payments (e.g. to organized crime to	l, or professior	al security serv			(J\$) (J\$)	
48	How do you view the future of your firm over the a. Remaining in operation b. Switching to another type of business c. Relocating within Jamaica d. Relocating outside Jamaica e. Closing down permanently f. Other	e next 3 years i	f the present le	vel of c	rime/violer	nce persists	
BU	SINESS-GOVERNMENT RELATIONS						
49	To what extent do you agree or disagree with this interpretations of regulations affecting my esta						
50	How many different tax forms does you establish	ment need to f	ill annually?				
51	In a typical week over the last year, what percent manager, chairman, director, vice-president, and/ was spent in dealing with requirements imposed regulations, licensing and registration) including	or chief office	rs for operation t regulations (e.	n, finano .g. taxe	ce, but not s, customs,	supervisors) labor	
52	We've heard that establishments are sometimes r officials to "get things done" with regard to custo a. Does this occur for establishments in your sect b. <i>If YES</i> , on average, over a year, what percent of establishment in your area of activity? (<i>If respondent cannot answer in percentage, ask</i>	oms, taxes, lice for (not necessand of annual sales	enses, regulation arily yours)? value would su	ns, serv	rices etc.		
53	If your establishment has gone through the follow please answer the questions in the table below.			-		1	
		Total duration		Fotal sts for	Value of gifts		

Total	0.50 01	Total	value of	
duration	outside	costs for	gifts	
(calendar	help	J\$	J\$	
days)	(e.g.lawy	1000000	1000000	
(1)	(2)	(3)	(4)	
				specify
	duration (calendar days)	duration outside (calendar help days) (e.g.lawy	durationoutsidecosts for(calendarhelpJ\$days)(e.g.lawy1000000	durationoutsidecosts forgifts(calendarhelpJ\$J\$days)(e.g.lawy10000001000000

54 If you have started a business in the last three years, please feel in the duration and the estimated costs of

the following procedures:

	Duration (day	s)	Costs (J\$)
a. Check availability of name			
b. Pay stamp duty			
c. Obtain a registration certificate			
d. Obtain national insurance			
e. Registe for income tax			
f. Obtain taxpayer registration number (TRN)			
g. Register for GCT			
Total			

55 a. Recognizing the difficulties many enterprises face in fully complying with taxes and regulations, what percentage of total sales would you estimate the typical establishment in your sector reports for tax purposes?

% reported

b. Recognizing the difficulties many enterprises face in fully complying with labor regulations, what do you think is the percentage of total workforce that is reported for purposes of payroll taxes and labor regulation in a typical establishment in your sector?

56 a. How many **times in total last year** was your establishment inspected or were you (or your staff) required to have mandatory meetings with officials of each of the following agencies in the context of regulation of your business?

b. What was the average duration (in hours) of each of these times?

c. Was a gift or informal payment asked for or expected at each of these interactions?

	Inspections and requ	Was a gift or informal payment ever expected/	
	officials		requested?
	a. # ofTimes	b. Average duration (hours)	
i. Tax Inspectorate			
ii. Labor and Social Security			
iii. Fire and Building Safety			
iv. Sanitation/Epidemiology/Health			
v. Police			
vi. Environmental			
vii. Parish councils			
vii. TOTAL , all agencies (including those not listed above)			

57 a. When establishments in your industry do business with the government, is a gift or informal payment expected to secure the contract?

b. If yes, what is the typical value of the gift or informal payment as a percentage of the contract value?

- 58 We have identified the following incentives in Jamaica:
 - i. Tax holiday

а	b	с	d	e (days)

%

- ii. Custom exemption on imp. capital equipment or inputs?
- iii. Return of custom duties (drawback)
- iv. Other, specify:

f. If you use incentives, would you have operated your business at the same level as you do now in case you had not been able to access these incentives?

59 Were you unsuccessful in any attempts to acquire land or new premises?

60	If you were unsuccessful, which of the following reasons help explain why?	
	a. The government did not want to sell the land	
	b. You could not get the required zoning approval	
	c. Could not get clear title	
	d. Government would not provide infrastructure for desired site	
	e. High price	
61	For the most recent acquisition of land or buildings:	
01	a. How long did the entire process take once a suitable site was identified? (Include all time to register,	
	negotiate with sellers, obtain all required licenses and zoning permissions)	
	b. How much did the process cost in transaction fees (do not include the cost of the land) in J\$	
	i. Transaction fees (incl. Registration fees, payments to lawyers, brokers etc.	
	ii. Informal payments to government officials or private parties	
62	Are there any restrictions on foreign ownership in your main area of business (merchandise)	
RE	ELATIONS	

63 When your establishment started its operation in this country, what was the total number of full-time paid employees?

(number of employees) or (DK=Don't know)

64 Please describe your workforce using the following definitions: (Enumerator: read the definitions)

i ieuse deserroe	your workforce using the following definitions: (Enumerator: Feature definitions)	
Professionals	Trained and certified specialists outside of management such as engineers, accountants,	
:	lawyers, chemists, scientists, software programmers. Generally, Professionals hold a	
	University-level degree. Includes managers (persons making management decisions), but	
	exclude supervisors.	
Skilled	Skilled Production workers are technicians involved directly in the production process or	
Production	at a supervisory level and whom management considers to be skilled.	
Unskilled	Persons involved in production process whom management considers to be unskilled.	

The following table refers only to <u>permanent workers</u> (including management) of your establishment. Permanent workers are defined as all paid workers that are employed for a term of one or more years and/or have a guaranteed renewal of their employment contract.

		Total	Professio	Skilled	Unskilled
			nals	Productio	Productio
				n	n
Ave. number of	of workers during 2001				
Ave. number of	of workers during 2002				
Ave. number of	of workers during 2003				
Of which:	Number of female workers				
	Part-time				
	Part-time female				
Total compens	ation in 2003 (includes all benefits in				

65 The following table refers only to <u>temporary workers</u> of your establishment. Temporary workers are defined as all (paid) short term (i.e. for less than a year) employees with no guarantee of renewal of employment contract.

		2003	2002	2001
Average numb employed:	per of temporary workers			
Of which:	average number of female			
	average number of part-time			
	Of which female			
Avg length of	employment for each period		(months)	
Total compension	sation (including benefits, if			
applicable) of	all temporary workers (in J\$)			
uppliedole) of	un temporary wonters (m t¢)		L	

66	For temporary workers, on average, how many hours per week do they work? hours/week
67	a. In 2003, how many new permanent employees did your establishment hire?
68	At your current level of production, if you could change the number of regular full-time workers you currently employ without any restrictions (i.e. without seeking permission, making severance payments, required to pay mandatory benefits, etc.), would you increase, decrease or keep constant your current workforce? \rightarrow <i>If Increase</i> , how many would you hire? \rightarrow <i>If Decrease</i> , how many would you fire?
69	(if question 67 is answeerd with 'increase' or 'decrease'): Why are you not at the optimal level of labor? List up to 3 main reaseons
70	Do you find the labor regulations very restrictive?
71	If your establishment were not required to pay the costs of maternity leave, would you hire:
72	 a. Does you plant offer formal training programs for its employees (external and/or in-house)? b. If yes, in what year did your plant first introduce a formal training program (either in-house or external training?
73	If your plant does not offer formal training (neither internal nor external), please indicate the three principal reasons for not doing so: Most important 2nd most important 3rd most important
74	 a. Do you consider the external training provided by public or private external agencies is adequate to your establishment's needs? b. If NO, could you indicate the 3 principal reasons why Most important 2nd most important 3rd most important
	If other, specify:
75	Could you rank the effectiveness of public training institutions, in a 1-6 scale?
76	In your opinion, what are the three most important factors (choose from list below) that are important in improving the services offered by the public training institution Most important 2nd most important 3rd most important
	If other, specify:
77	a. In the last year, did you offer any of the following formal (beyond "on the job") training to youri. Internal training (offered within the walls of your establishment)?

	ii. External training (offered at a location outside your establishment)?			
	b. What percentage of your total permanent employees received formal training in the last year? Skilled: % Unskilled: %			
	c. What was the average number of weeks of training for each employee? Skilled:weeks Unskilled:weeks (Skilled includes professionals)			
78	What percentage of the establishment's workers speak multiple languages?			
79	What percent of your workforce is unionized? a. Total: b. Female: %			
80	How many days of production last year did you lose due to a. worker strikes or other labor disputes? days b. civil unrest? days c. employee absenteeism due to illness, death, funerals? days			
81	What percentage of the workforce at your establishment have the following education levels? I. Some university or higher ii. Completed secondary (incl. vocational) iii. Incomplete secondary iv. Completed primary v. Did not complete primary Total 100			
82	Do you believe HIV/AIDS is a potential threat to your business?			
83	If so, do you have a plan to deal with this?			
84	84 Could you please estimate the losses to the establishment (as a percent of sales) % due to HIV/AIDS in your workforce?			

PRODUCTIVITY

85 Please provide the following information on your establishment's production, sales and expenses

	Value in thousands of J\$		
	2003	2002	2001
i. Total sales			
ii. Total purchases of raw material and intermediate goods (whether used in production or not), including finished goods for resale			
iii. Total cost of labor, including wages, salaries and bonuses			
iv. Total cost of energy, water, electricity			

86 In 2003 how much did your establishment spend on purchases of...? Value in thousands

	Value in thousands of
	J\$
	2003
i. Machinery and equipment (new and/or used)	
ii. Land, buildings or improvements to	
leasehold	
iii. Of which: Land	

iv. Vehicl	es	

87 What was the net book value of the following at the end of 2003

	Value in thousands of J\$
i. Machinery and equipment (including	
transport)	
ii. Land, buildings and leasehold improvements	

88 Whether you rent or own your land, buildings, and machinery and equipment, at the end of 2003, if you had to purchase back the following in its current condition, how much would it have cost?
Value in thousands of

	value in mousanus or
	J\$
Machinery and equipment (including transport)	
Land, buildings and leasehold improvements	

89 What was the value of the following at the end of the year...?

	Value in thousands of J\$ at the end of	
	2003	2002
Value of your total assets?		

THE SURVEY ENDS HERE. THANK YOU VERY MUCH FOR YOUR COOPERATION.