



ETUDE ECONOMIQUE CONSEIL

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

Manufacturing Questionnaire

Country:	Tanzania (12)			
Questionnaire ID:	1			
Establishment ID Code:				
Supervisor Call Back	Yes		No	

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

A - CONTROL INFORMATION

Establishment					
Address			Phone		
City			Region (see table below)		
Respondant			Interviewer		Code:
			Sample Frame		Reality
Industry code (see table below)					
Size (see table below)					
Stratum (see table below)					
			Yes	No	No, but some shared activities
Is the actual stratum the same as the sample stratum?					
					Yes No
Is your establishment located in an export processing or other industrial zone?					
Is the establishment part of a larger firm?					
If yes , does your establishment maintain financial information specific to this establishment?					
Supervisor				Code:	

Region	
Dar es Salaam	1
Arusha	2
Mbeya	3
Zanzibar	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

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B - GENERAL INFORMATION

Month(MM)	Day(DD)	Hour	Minutes	AM/PM

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

B2) What percentage of your firm is owned by:

Private domestic individuals, companies or organizations	%
Private foreign individuals, companies or organizations	%
Government/State	%
Other	%
Total	100%

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B - GENERAL INFORMATION

B3)

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

Note: The following questions only apply to this establishment.

B4)

What is the highest level of education of the top manager? (see table below)	
How many years of managerial experience working in this sector does the top manager have?	years
In what year did this establishment begin operations in this country?	

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

C1)

In 2005 , what percentage of this establishment's sales came from the following activities:	
- Manufacturing	%
- Services	%
- Other (specify) :	%
Total	100%

C2)

In 2005 :	
What percentage of your establishment's sales were:	
- Paid for before delivery	%
- Paid for on delivery	%
- Paid for after delivery	%
Total	100%
What percentage of this establishment's total sales came from selling intermediate products and services used as inputs in purchasers' production processes?	%
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)?	%
Who was the principal buyer for this establishment's output? (see table below)	

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) In **2005**, 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:		%
Second:		%

C4)

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

C5)

For 2005 , considering this establishment's main product line:	
What was its main market ? (see table below)	
What was its local market share?	%
What was its national market share?	%
For 2005, 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)	
- How would you describe the change in your prices? (see table below and show card)	
- How many competitors did you face? (see table below and show card)	
- How many new competitors entered the market? (see table below and show card)	

If **none**, go to C6

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

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C - SALES & EXPORTS

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

National sales (Mainland Tanzania + Zanzibar)	%	Percentage of which were in Mainland Tanzania only?	%
		Percentage of which were in Zanzibar only?	%
		Total	100%
Direct exports	%	In what year did you begin exporting directly?	
		What percentage of this establishment's direct export sales were to:	% of direct export sales
		Neighboring Countries within Sub-Saharan Africa	%
		Developed Countries	%
		Other	%
		Total	100%
		Main destination countries as a % of your direct exports:	
		Name of country 1 :	%
Name of country 2 :	%		
Indirect exports (see definition)	%	In what year did you begin exporting indirectly?	
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 your exports used an outside clearing agent to facilitate customs clearance?	%
What percentage of this establishment's exports were physically inspected?	%
What percentage of the consignment value of the products shipped was lost while in transit because of breakage or spoilage?	%
What percentage of the consignment value of the products shipped was lost while in transit because of theft?	%
What is the main point of exit that this establishment used? (name)	
What type of point of exit is it? (see table below and show card)	
For the main point of exit in 2005:	
- What was the average number of days it took you to clear customs? (see definition below)	Days
- What was the longest number of days it took you to clear customs?	Days
- What was the total cost to clear customs 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)	%

Type of point of exit	
1	Land
2	Airport
3	Sea
4	River/Inland lake
5	Other (specify): c7fx

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.

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D - SUPPLIES & IMPORTS

D1)

In 2005 , what percentage of your establishment's material inputs and/or supplies were:	2005		If 100% , go to D2
- Of domestic origin?	%		
- Of foreign origin?	%		
Total	100%		
	Yes	No	
Did you import any of your material inputs and/or supplies directly in 2005?			
If yes :			
- What was the average number of days that it took you to claim the goods from customs? (see definition below)	Days		
- What was the longest number of days that it took you to claim the goods from customs?	Days		
- For this establishment's most important material input or supply of foreign origin purchased in 2005 , what were the two most important reasons why it was imported rather than purchasing a similar input or supply of domestic origin (see table below)?	Most Important Reason	Second Most Important Reason	

Reasons	
1	There are no domestic suppliers
2	Insufficient domestic supply
3	Similar inputs of domestic origin are more expensive
4	Similar inputs of domestic origin are of poor quality
5	Domestic suppliers of similar inputs are too unreliable
6	Domestic suppliers of similar inputs do not have required international certification
7	Other (specify): d12x

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)

	Yes	No
In 2005 , did you have any production inputs delivered to you by road?		
If No , go to Q D3		
If Yes , for the main production input transported by road, what was the main point of origin within this country (or point of entry for imported goods)?		
For the last road shipment of that input from that point,		
- How long did it take to ship this input from that point to this establishment?	Hours	

D3)

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

D4)

Just prior to receiving a delivery of your most important input, how many days of stock (days of production) does your establishment typically have on hand?	Days	
For how many years have you known the primary supplier of the main input used in 2005 ?	Years	
	Yes	No
In 2005 , did you subcontract any part of your production?		

E1)

In 2005 ,	
What was your establishment's average capacity utilization ? (see definition below)	%
How many hours per week did your establishment normally operate?	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?		
Does this establishment have an internationally-recognized quality certification (ISO 9000, 9002, 14000, etc.)?		
During the last three years , did your establishment:	Yes	No
– Introduce any new or significantly improved production processes including methods of supplying services and ways of delivering products?		
– Introduce into the market any new or significantly improved products (goods or services)?		

E3)

How important are each of the following influences on your production costs for existing products (see table below):	
– Pressure from domestic competitors	
– Pressure from foreign competitors	

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

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	
2	Electricity	
3	Transportation	
4	Access to land	
5	Tax rates	
6	Tax administration	
7	Customs and Trade Regulations	
8	Functioning of the courts	
9	Labor Regulations	
10	Inadequately educated workforce	
11	Business licensing and Permits	
12	Access to finance (availability and cost)	
13	Political instability	
14	Macroeconomic instability	
15	Corruption	
16	Crime, theft and disorder	
17	Practices of competitors in the informal sector	

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

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

The most serious obstacle	
The second most serious obstacle	
The third most serious obstacle	

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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?				hrs	%	Tsh
Insufficient water supply for production?				hrs		

G1U) ASK ONLY IF THE ESTABLISHMENT HAS AN ELECTRICAL CONNECTION

	Yes	No
Last month , did your establishment experience power outages?		
- If yes , how many times?		

G2) RESERVED FOR SERVICES QUESTIONNAIRE

G3) RESERVED FOR SERVICES QUESTIONNAIRE

G4)

	Yes	No
In 2005 , did your establishment own or share a generator?		
- If yes , what percentage of your electricity came from your owned or shared generator(s)?	%	

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G - INFRASTRUCTURE & SERVICES

G4U)

	Yes	No
Last month , did your establishment own or share a generator?		
If yes		
- What percentage of your electricity came from your owned or shared generator(s)?		%
- 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)?		
- 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?		%

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

G5)

In 2005 , what percentage of your establishment's water supply, used in the production process, was from public sources?	%
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G6)

	Yes	No
In 2005 , did your establishment use its own transport to make shipments to its customers?		
- If yes , what percentage, in terms of shipment value, was transported by your own transportation?		%

G7)

In 2005 , what percentage of the value of your domestic shipments to clients was lost while in transit due to:	
- Breakage or spoilage?	%
- Theft?	%

G8)

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

G9)

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

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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	
- Quick	
- Affordable	
- Able to enforce its decision	

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?			If no , go to I1
If yes , was the court system used to resolve it?			If no , go to I1
	Yes	No	Still in process
If yes , was a court judgment made?			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)?	weeks		
	Yes	No	Still in process
- Was the decision of the court enforced?			
If yes , how many weeks did the enforcement of the court judgment take?	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)		
	%	
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		
- 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.		
- Establishments in this line of business know in advance about how much this informal payment/gift is to get things done.		
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?	%	Tsh
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?	%	

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

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I - BUSINESS – GOVERNMENT RELATIONS

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			Days		
An electrical connection			Days		
A water connection			Days		
A construction-related permit			Days		
An import license			Days		
An operating license			Days		

13)

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

14)

What percentage of total annual sales would you estimate a typical establishment in your sector of activity reports for tax purposes?	%
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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?	
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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 2005			
– of which total number of females:			
– of which skilled production workers			
– of which unskilled production workers			
Total number of employees at the end of 2002			
Approximately, in 2005 , what was the average monthly compensation per employee, including benefits when applicable, for each type of permanent full-time worker?		Tsh	Tsh
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)?			%

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

J – LABOR RELATIONS

J3)

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

J4)

At the end of 2005 , how many part-time workers did you employ?	
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J5)

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

How did this establishment find its most recent employee? (see table below and show card)				
What percentage of your workforce is currently unionized?	%			
	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?				
If yes , if you had not had to comply with labor regulations, would you have:	Yes	No		
– Hired workers?				
If yes , how many?				
– Fired workers?				
If yes , how many?				

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)

J7) RESERVED FOR SERVICES QUESTIONNAIRE

J8)

What is the average educational attainment of a typical production worker employed in your establishment? : (see table below)		
	Yes	No
In 2005 , did this establishment run formal training programs for its permanent, full-time employees?		
If yes , what percentage in each category below received formal training?		
– Production workers		%
– Non-production workers		%

Average educational	
0-3 years of education	1
4-6 years of education	2
7-12 years of education	3
13 years and above of education	4

J9)

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

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		
– High absenteeism among workers who need to care for family members or friends due to sickness		
– High absenteeism among workers due to HIV/AIDS		
– High absenteeism among workers who need to care for family members or friends due to HIV/AIDS		

K1)

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

K2)

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

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	
		Purchases of fixed assets		
Internal funds/Retained earnings	%			%
Borrowed from private commercial banks	%			%
Borrowed from state-owned banks and/or government agency	%			%
Borrowed from non-bank financial institutions	%			%
Purchases on credit from suppliers and advances from customers	%			%
Borrowed from family/friends	%			%
Borrowed from informal sources (e.g., moneylenders)	%			%
Issued new equity (shares)				%
Issued new debt (including commercial paper and debentures)				%
Other (Specify):	%			%
Total	100%			100%

Current assets
Inventory, accounts receivable and cash accounts

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

PRODUCTIVITY & INVESTMENT CLIMATE SURVEY

K – FINANCE

K4)

	Yes	No	
Does your establishment currently have a line of credit or loan from a financial institution?			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?			
– What year was it approved?			
– What was the amount at the time of approval?			Tsh
– What is the average annual interest rate?			%
– What is the total duration (term) in months?			Months
– What is the name of the financial institution that granted the line of credit or the loan?			
– What type of financial institution granted the line of credit or the loan? (see table below)			
	Yes	No	
Did your financial institution require collateral?			If No , go to K5
If yes , which of the following assets were required as collateral:	Yes	No	
– Land, buildings			
– Machinery and equipment including movables			
– Accounts receivable and inventories			
– Personal assets of owner (house, etc.)			
– Other (Specify):			
– If yes , what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit?			% 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?			If No , go to K6
- If yes , how many applications were submitted?			
- How many of those applications were rejected?			If 0 , go to K7
- What was the most common reason given by the lender for those rejections? (see table and show card)			Go to K7

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)	
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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

K7)

For this establishment to go ahead with a major new investment or project, what are:		
- The maximum time to earn back the initial investment?	months	
- The minimum expected rate of return?	%	
	Yes	No
Did this establishment calculate an expected rate of return for its most recent major new investment or project?		
	Most Important Reason	Second Most Important Reason
Thinking of the <u>most</u> recent major new investment or major new project that this establishment has made, what were the two most important reasons why this establishment made the investment (see table below)?		

Reasons	
To upgrade technology of production process	1
To start a new product line	2
To meet expected future demand for existing product line	3
To ensure that establishment can fill existing contracts for existing product line on time	4
To secure market position in existing product lines or discourage entry by competitors	5
Other (specify): TU k19x	6

L1)

	2005 (Tsh)	2002 (Tsh)
What were the total sales of your establishment in:		

L2)

Please provide the following information on your establishment's costs:	2005 (Tsh)
- Total cost of raw materials and intermediate goods used in production	
- Total cost of labor, including wages, salaries and bonuses and social payments	
- Total annual depreciation	
- Total cost of rental of land/buildings, equipment, furniture	

L3)

Please provide the following information on your establishment's costs:	2005 (Tsh)
- Electricity	
- Fuel	
- Water	
- Transportation for goods (not including fuel)	
- Communications services	
- Royalty fees and licenses	

L4)

In 2005 , how much did your establishment spend on purchases of:	2005 (Tsh)
- Machinery, vehicles and equipment (new and/or used)	
- Land and buildings	

L5)

At the end of 2005 , what was the net book value of the following assets?	Net book value (Tsh)
	2005
- Machinery, vehicles, and equipment	
- Land and buildings	

L6)

In 2005 , if you had needed to purchase the following in its condition at that time, how much would it have cost?	Value (Tsh)
- All machinery, vehicles and equipment that you use (whether you own it or not)	
- All land and buildings that you use (whether you own it or not)	

L7)

In 2005 , what would have been the cost of replacing all your machinery and equipment with new machines?	Tsh
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M - FEEDBACK

Month(MM)	Day(DD)	Hour	Minutes	AM/PM

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

[illegible]