



METHODOLOGY NOTE FOR WETOUR TOURISM ENTERPRISE SURVEY - GHANA AND SIERRA LEONE



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OBJECTIVE

The objective of the WeTour survey (survey) was to collect data on the barriers to business performance and competitiveness of micro, small and medium enterprises (MSMEs) in the tourism and tourism-related sectors (target sectors) in Ghana and Sierra Leone. The survey aimed to generate statistically representative data at the country-level on the *de facto* barriers to business performance faced by MSMEs in general and women SMEs (WSMEs) in particular. The ultimate objective of the survey is to provide policy makers, the international development community, and researchers with information to inform policy-making, program targeting, and tourism-related WB lending operations.

The survey collected information on the following thematic areas:

- business characteristics
- investment climate
- marketing and sales
- production and operations
- human resources/ workforce
- finance and accounting
- business strategy
- ICT usage

RESEARCH QUESTIONS

The survey was motivated to respond to the following research questions to strengthen policy advice and tourism-policy engagements.

Business Characteristics

- What do we know about the business characteristics (products and services, finances, workforce, etc.) of tourism MSMEs (and WSMEs in particular) in target countries and target areas within countries?
- Are the differences between men-owned and women-owned MSMEs' business characteristics statistically significant?
- How do business characteristics of tourism MSMEs compare with what we know about MSMEs in services in target countries?¹

Business Performance

- What do we know about the business performance (revenues, sales, margins, etc.) of tourism MSMEs (and WSMEs in particular) in target countries and target areas within countries?
- Are the differences between men-owned and women-owned MSMEs' business performance statistically significant?
- What is, if any, the relation between the use of digital platforms (and other practices – such as training, association and mentorship) on firm performance of tourism MSMEs?

Barriers to Business Performance

- What do we know about investment climate barriers (licenses, permits, connections, informal payments, compliance, taxes and custom duties, financing, and others) experienced by tourism MSMEs (and WSMEs in particular) in target countries and target areas within countries?

¹ Statistics on MSMEs in Services will be drawn from NSO/CSO resources and/or Enterprise Surveys data.

- Are the differences between barriers faced by men-owned and women-owned MSMEs' statistically significant?

SURVEY IMPLEMENTATION

The survey was implemented by EEC International, an international survey research firm working under direct supervision of the World Bank project team. EEC International has more than 40 years-experience in survey design and implementation, having conducted over 600 surveys, including 134 on Investment climate and 80 on gender. The original version of the survey instrument used, BESTIN, contains more than 2,700 variables. The implementing team focused only on variables relevant to the research questions.

SURVEY TARGET

The survey targeted senior executives of MSMEs in selected tourism and tourism-related economic activities. Respondents were expected to be familiar with business operations, investment decisions, finances, workforce, supply and value-chain linkages, and market competition.

Target MSMEs were defined as those belonging to the following activities:

- Accommodation
- Restaurants
- Tour operations
- Travel agencies
- Passenger transport
- Crafts, souvenirs, vendors, and retail of tourism related products
- Recreational activity providers
- Cultural activity providers
- Attraction sites
- Tourism-related ICT.

The geographical coverage of the survey included tourism enterprises in the following areas:

- Ghana - Accra, Takoradi/Secondi, Elmina
- Sierra Leone - Freetown/Lumley Beach, Western Peninsula (Bureh, No. 2 Beach, Lakka, Banana Island)

The survey followed The World Bank's Women Entrepreneurs Finance Initiative (We-Fi) definition of Women MSMEs: those enterprises that are >51 percent women-owned or >20% women owned with a woman CEO or COO/VP and a 30% female board.

SURVEY INSTRUMENT

The survey was implemented through in-person interviews using the BESTIN survey tool (see Annex). Based on the length of the questionnaire and survey mode, completing the questionnaire sometimes required multiple interviews with the respondents.

SAMPLING FRAME

The sampling frame consisted of two lists.

List 1) for SMEs. Constructed based on:

- Previous sampling frames developed for enterprise surveys by the contractor in the same countries.
- Lists of tourism SMEs provided by National Statistics Offices, public registries and business

association.

- Other publicly available sources of data, namely: travel agent reservation systems such as Amadeus and Sabre, tourism and tourism-related websites such as Expedia and TripAdvisor, establishments referenced on Google Maps and appearing on Google Street View.

List 2) for MSMEs. As there were no pre-existing lists for micro enterprises in these countries, the sampling frame was developed through systematic block enumeration² in the targeted locations (which represent approximately 90% of the areas tourists visit). During the block enumeration, every tourism-related enterprise found was given a number and geographical reference (map or other description of the location). The tourism enterprises identified were categorized by gender composition and size.

The combination of List 1 and List 2 constitute the universe of tourism MSMEs in each country. The contractor then calculated the sample size needed and added 15 percent to allow for non-response. The sample frame was also screened for the gender composition and respondents were randomly drawn.

BASIC SAMPLING CONSIDERATIONS

Table 3 presents the sample size required for a 7.5% precision level and a 90% confidence interval level, with a maximum variance of 0.25, for various population sizes. A sample of 98 units would be sufficient to reach the desired level of precision and of confidence among a population of 500 establishments. As shown in Table **Error! Reference source not found.**, if the population is unknown (or infinite), the size of the sample necessary to ensure an accuracy of 7.5% with a threshold of confidence of 90% is limited to 121 units.

The sample size expressed in proportion to the size of the population decreases with large populations (**Error! Reference source not found.**). For a population of 500 members, the sample satisfying an accuracy of 7.5% with a threshold of confidence of 90% is equivalent to 19.6% of the population. For larger populations (more than 10 000 members), the sample necessary will represent less than 1% of the population size. Considering this, a total sample of 121 enterprises for every 'category of the population being analyzed would be sufficient to provide 'statistical comfort'.

TABLE 1. SAMPLE SIZES WITH 7.5% PRECISION, 90% CONFIDENCE AND A MAXIMUM VARIANCE (.25) OF A PROPORTION

POPULATION SIZE	CRITERIA: 7.5% PRECISION, 90% CONFIDENCE AND MAXIMUM VARIANCE FOR A PROPORTION (0.25)		
	SAMPLE SIZE	MARGINAL INCREASE IN SAMPLE SIZE	SAMPLE IN % OF POPULATION
30	24		81.2%
50	36	47.0%	71.6%
100	55	54.4%	55.3%
200	76	37.4%	38.0%
300	87	14.2%	28.9%
400	93	7.7%	23.4%
500	98	4.8%	19.6%
600	101	3.3%	16.9%
700	104	2.4%	14.8%
800	106	1.9%	13.2%
900	107	1.5%	11.9%
1,000	108	1.2%	10.8%
1,250	111	2.2%	8.9%
1,500	112	1.5%	7.5%
1,750	114	1.1%	6.5%
2,000	114	0.8%	5.7%
3,000	117	1.9%	3.9%
4,000	118	1.0%	2.9%
5,000	120	0.6%	2.4%
1,000	121	1.2%	1.2%
50,000	121	1.0%	0.2%
100,000	121	0.1%	0.1%
500,000	121	0.1%	0.02%
Infinite	121	0.0%	

² Block enumeration consists in listing all businesses in tourism and tourism-related sectors in a given "block" or area. This exercise essentially creates an exhaustive and precise list of all businesses of interest in a given location, allowing to thereafter randomly select and trace back precisely the businesses to be interviewed.

UNIVERSE AND SAMPLE FRAME - GHANA

This section presents the universe and sampling frame of the tourism component of BESTIN-OPME^{ES} in Ghana, the geographic span of the universe covered, basic characteristics of the frame as validated in the field prior to survey launch, and sampling considerations of representativeness.

The universe of MSMEs in Tourism and tourism-related sectors of Accra, Elmina and Sekondi-Takoradi in Ghana comprises 2,677 entities identified individually in the sampling frame. The sampling strategy aimed to have a minimum number of 120 male and 120 female MSMEs to represent this universe and its gender components with statistical robustness. Results are generalizable at the sector and gender group levels with a precision of 7.5% and a confidence level of 90%. The sampling strategy was not designed to allow for comparisons between sub-sectors in Tourism, or between geographic locations. These dimensions can only be revised once the survey is completed, at which point it may be possible to compare effective sample structure with the characteristics of the statistical population as revealed by the survey results.

THE UNIVERSE: ACTIVITIES COVERED AND GEOGRAPHIC SPAN

The universe to be covered by this initiative is defined in the following manner:

- a. Tourism and tourism-related private sector MSMEs (Micro Small and Medium Enterprises), which conduct the following activities:
 1. Accommodation;
 2. Restaurants;
 3. Tour operations;
 4. Travel agencies;
 5. Passenger transport;
 6. Crafts, souvenirs, vendors, and retail of tourism-related products;
 7. Recreational activity providers;
 8. Cultural activity providers;
 9. Attraction sites
 10. Tourism-related ICT;
- b. SMEs are firms that employ between 5 and 99 full-time employees, and micro enterprises are defined as having less than 5 full-time employees;
- c. Gender characterization of MSMEs will correspond to the following definition³ (see Table)
- d. The universe includes key selected tourism-related locations (as
- e. Figure 1 shows for Ghana), and the data set includes respondents from each of these locations.

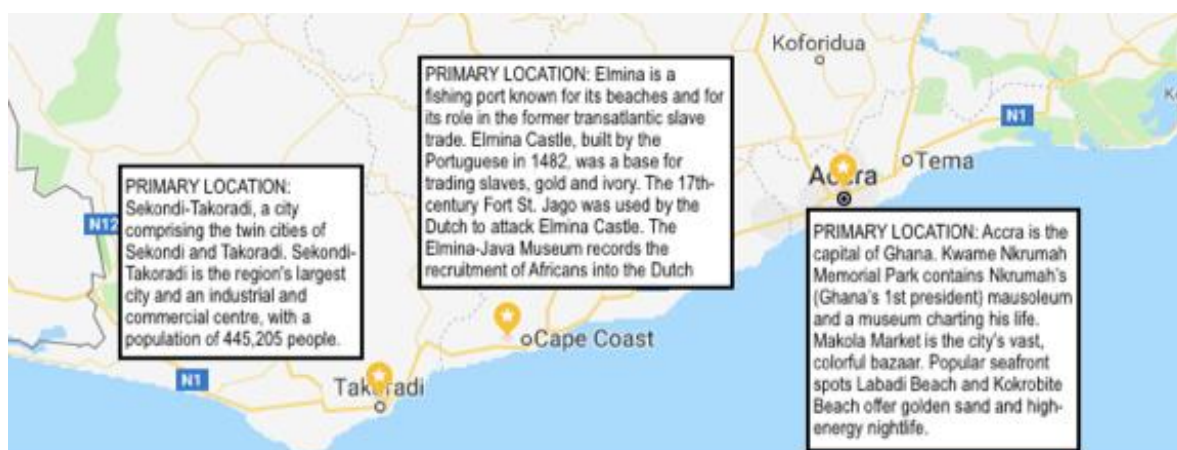
TABLE 2. OWNERSHIP-MANAGEMENT GENDER MIX MATRIX

Gender Mix of Management	Gender Mix Ownership				
	All Men	Predominantly Men	Equally Men and Women	Predominantly Women	All Women
All Men	1	2	16	20	23
Predominantly Men	3	4	17	21	24
Equally Men and Women	10	11	9	22	25
Predominantly Women	12	13	18	5	6
All Women	14	15	19	7	8

Men run entities	Female or matriarchal enterprises
Patriarchal entities	
Neutral entities	
Matriarchal entities	
Female run entities	

³ Female entities include cases where ownership is predominantly or completely female, or where ownership is equally distributed between genders but management is predominantly or completely female (categories 5, 6, 7, 8, and from 18 to 25 of the Ownership-Management Gender Mix Matrix). Category 9 is a very rare occurrence, but is generally also included in the 'female' group of firms.

FIGURE 1. SELECTED LOCATIONS FOR GHANA (ACCRA, ELMINA AND SEKONDI-TAKORADI)



SAMPLE FRAME: SOURCES FOR GHANA

There are no available rosters listing SMEs and micro firms in the tourism and tourism-related sectors, or information on the gender characteristics (ownership or management) of the universe of MSMEs in Ghana. The original sample frame of SMEs was compiled from previous sample frames developed for enterprise surveys by EEC International, the amalgamation of past listings of SMEs from the NSO and other public registries, as well as numerous other sources collated from business associations and other publicly available sources of tourism-related information portals, namely: travel agent reservation systems such as Amadeus and Sabre, tourism and tourism-related websites such as Expedia and TripAdvisor, as well as establishments referenced on Google Maps and appearing on Google Street View. This SME frame was destined for validation in the field prior to sample draw.

At the stage of the inception report, EEC International estimated that the universe of tourism and tourism-related sectors comprised 1,015 enterprises (315 SMEs and 700 Micros) in Accra, Elmina and Sekondi-Takoradi (targeted locations).⁴

Once in the field, EEC International was provided with two additional sources for SMEs, one from the Ghana Statistical Service (GSS), that did not seem to be recent or exhaustive, and a tourism directory from the Ghana Tourism Authority (GTA), which seemed more complete, and was significantly larger than expected, but did not contain size or gender characteristics. As the latter was more recent and seemed to contain better contact information, it was decided to use it as the 'backbone' of the sample frame for SMEs in the tourism sector. The first step consisted in verifying that all 315 cases that were previously identified as SMEs in that sector were included in that list (it was the case for most of them). Those that were not in the list were added. The second step consisted in ensuring that all cases from GSS were also included, even if the list seemed older, and any cases not in the directory were added. The third step consisted in verifying if any Micro entities had been included as SMEs. All cases in the directory located in Accra, Elmina and Sekondi-Takoradi were called and screened for number of employees, and those with less than 5 full-time employees were dropped. The sample frame of SMEs was then set at the final number of 757 cases.

⁴ Considering that tourism and tourism-related sectors represent about 4% of the economic activity, and assuming a similar relation for the number of establishments, hence, the estimates of the universe of micro enterprises in Ghana would be 15,556.

The sample frame for micro enterprises was planned to result from systematic block enumeration⁵ in the targeted locations. There were three main clusters of tourism-related micros in Accra: Oxford Street, National Arts Center and Salaga Market and surroundings. Block enumeration provided for 194 entities in Oxford Street, 1,028 at the National Arts Center and 70 at Salaga Market and surroundings. Clusters in Sekondi-Takoradi provided an additional 442 entities and those in Elmina provided an additional 186 entities. Hence, the sample frame in Ghana for the targeted locations encompassed 2,677 entities, of which 1,920 were micros and 757 were SMEs. Each of the 2,677 entities could be specifically located.

SAMPLE FRAME IN GHANA: BY SIZE, LOCATION, GENDER AND ACTIVITY

The activity composition of the sample frame was not known at inception, and the validation of the sample frame consisted in ensuring there were no foreign elements (activities not included in the universe under study). Only the SME portion of the sample frame contained a classification as presented in the Table below. The location composition shows that Accra had 1,867 entities (575 SMEs and 1,292 Micros) whereas Sekondi-Takoradi had a total of 591 entities (149 SMEs and 442 Micros) and Elmina had a total of 219 entities (33 SMEs and 186 Micros).

TABLE 3. SUB-SECTOR COMPOSITION BY LOCATION OF SAMPLE FRAME, SMEs

CATEGORY	SME ACCRA	SME TAKORADI	SME ELMINA	SME TOTAL
Accommodation	179	36	9	224
Restaurants	134	43	14	191
Tour operations	93	2	1	96
Travel agencies	29	1	0	30
Passenger transport	44	17	1	62
Crafts, souvenirs, vendors, and retail of tourism-related products	12	3	1	16
Recreational activity providers	64	43	2	109
Cultural activity providers	14	3	4	21
Attraction sites	4	1	1	6
Tourism-related ICT	2	0	0	2
TOTAL	575	149	33	757

Given that the gender composition of the sample frame was unknown, a screener was conducted in order to identify the appropriate number of targeted male and female entities to sample. The survey targeted a minimum of 120 male and 120 female entities (see early discussion on sample size) and the non-response was anticipated at a maximum of 15%. The gender composition was likely to be skewed in favor of male entities, so EECI decided to randomly draw 271 entities in order to screen them. The random draw produced 199 Micros and 72 SMEs (132 female entities and 139 male entities). The entire group of 132 female entities was directed to interviewing, and so were the 139 male entities that were screened, with an expected minimum 120 respondents by *gender*.

For Ghana's tourism sector's universe size (2,677 cases), a sample of 116 cases would be sufficient to generalize results. If the universe is divided in two portions: a male and a female, and the male portion has a population of 1,375 cases while the female portion has a population of 1302 cases, the sample sizes of the male and female categories should be 111 males and 111 female entities, respectively, to guarantee a precision of 7.5%, and a confidence level of 90%.⁶

⁵ During the block enumeration, entities are identified by a number on a list and a geographical reference (map or other description of the location), and for each micro enterprise, information is gathered on its apparent activity (tourism or tourism-related), as well as visible gender composition (no apparent female, no apparent male, mixed presence).

⁶ It is important to note that additional stratification of samples in fairly small statistical universes, such as the case of Ghana, imposes a double burden: on the one hand, it increases the budget requirement because it generates a larger sample, and the survey becomes akin to a census; and on the other hand, when additional strata represent a very small number of operators, it becomes impossible to maintain confidentiality.

UNIVERSE AND SAMPLE FRAME - SIERRA LEONE

This section describes the universe and sampling frame of the tourism component of BESTIN-OPME^S in Sierra Leone, the geographic span of the universe covered, basic characteristics of the frame as validated in the field prior to survey launch, and sampling considerations of representativeness.

The universe of MSMEs in Tourism and Tourism-related sectors of Freetown and the Western Area in Sierra Leone comprises 1,067 entities identified individually in the sampling frame. The sampling strategy aims at having a minimum number of 120 male- and 120 female-MSMEs who will respectively represent with statistical robustness this universe and their gender components. As in the case of Ghana, the sampling strategy is not designed to allow for comparisons between sub-sectors in Tourism, by geographic location, or by gender sub-groups of businesses.

THE UNIVERSE: ACTIVITIES COVERED AND GEOGRAPHIC SPAN

The universe to be covered by this initiative can be described in the following manner:

- The inclusion of tourism and tourism-related private sector MSMEs (Micro Small and Medium Enterprises), which conduct the following activities:
 - Accommodation;
 - Restaurants;
 - Tour operations;
 - Travel agencies;
 - Passenger transport;
 - Crafts, souvenirs, vendors, and retail of tourism-related products;
 - Recreational activity providers;
 - Cultural activity providers;
 - Attraction sites;
 - Tourism-related ICT;
- SMEs are firms that employ between 5 and 99 full-time employees, and Micro enterprises are defined as having less than 5 full-time employees;
- Gender characterization of MSMEs⁷ (see Table 1).
- The universe will include key selected tourism-related locations (see Figure 1), and the data set will include respondents from each of these locations.

TABLE 4. OWNERSHIP-MANAGEMENT GENDER MIX MATRIX

Gender Mix of Management	Gender Mix Ownership						
	All Men	Predominantly Men	Equally Men and Women	Predominantly Women	All Women		
All Men	1	2	16	20	23	Men run entities	Female or matriarchal enterprises
Predominantly Men	3	4	17	21	24	Patriarchal entities	
Equally Men and Women	10	11	9	22	25	Neutral entities	
Predominantly Women	12	13	18	5	6	Matriarchal entities	
All Women	14	15	19	7	8	Female run entities	

⁷ Female entities include cases where ownership is predominantly or completely female, or where ownership is equally distributed between genders but management is predominantly or completely female (categories 5, 6, 7, 8, and from 18 to 25 of the Ownership-Management Gender Mix Matrix). Category 9 is a very rare occurrence, but is generally also included in the 'female' group of firms.

FIGURE 2. SELECTED LOCATIONS FOR SIERRA LEONE (FREETOWN AND THE WESTERN AREA PENINSULA)



SAMPLE FRAME: SOURCES AND FOR SIERRA LEONE

There are generally no available rosters listing SMEs in the tourism and tourism-related sectors, or Micro firms, and even less information on the gender characteristics (ownership or management) of the universe of MSMEs in Sierra Leone.

- The original sample frame of SMEs in the tourism and tourism-related sectors for Sierra Leone was created from previous sample frames developed for enterprise surveys by EEC International, the amalgamation of past listings of SMEs from the NSO and other public registries, as well as numerous other sources collated from business associations and other publicly available sources of tourism-related information portals, namely: travel agent reservation systems such as Amadeus and Sabre, tourism and tourism-related websites such as Expedia and TripAdvisor, as well as establishments referenced on Google Maps and appearing on Google Street View. This SME frame was destined for validation in the field prior to sample draw. At the stage of the inception report, EEC International estimated the size of the universe of SMEs in the tourism and tourism-related sectors at 77 entities.
- The sample frame for micro enterprises was planned to result from systematic block enumeration in the targeted locations (Freetown and the Western Area). During the block enumeration, entities were identified by a number on a list and a geographical reference (map or other description of the location), information on its apparent activity (tourism or tourism-related), as well as visible gender composition (no apparent female, no apparent male, mixed presence).

The sample frame in Sierra Leone consisted in a list of 1,067 entities, of which 705 micros and 362 SMEs. Each of these 1,067 entities could be specifically located and was either an SME or a Micro enterprise.

Once in the field, EEC International was provided with two additional sources for SMEs, one from Statistics Sierra Leone (SSL), that did not seem to be recent or exhaustive, and a tourism directory from the National Tourist Board of Sierra Leone, which seemed more complete, and was significantly larger than expected. The latter was more recent and seemed to contain better contact information, so it was used as the 'backbone' of the sample frame for SMEs in the tourism sector. The first step consisted in verifying that all 77 cases previously identified as SMEs in that sector were included in that list (it was the case for most of them). Those that were not in the list (9 cases) were added. The second step consisted in ensuring that all cases from SSL were also included and any cases not in the directory were added (6 cases). The third step consisted in verifying if any Micro entities had been included as SMEs: all cases in the directory located in Freetown and the Western Area were called and screened for number of employees, and those with less than 5 full-time employees were dropped (15 cases were dropped). The sample frame of SMEs was then set at the final number of 362 cases.

There were 3 main clusters of tourism-related Micros in Freetown: Victoria Park, Big Market and Lumley Beach. Block enumeration provided for 387 entities in Victoria Park, 208 in Big Market and 20 at Lumley Beach. Other clusters in the Western Area provided for an additional 90 entities.

SAMPLE FRAME IN SIERRA LEONE: BY SIZE, LOCATION, GENDER AND ACTIVITY

The activity composition of the sample frame was not known at inception, and the validation of the sample frame consisted in ensuring that there were no foreign elements (activities not included in the universe under study). Only the SME portion of the sample frame contained a classification by economic activity as presented in the Table 5. The location composition shows that Freetown had 919 entities (304 SMEs and 615 Micros) whereas the Western Area had a total of 148 entities (58 SMEs and 90 Micros).

TABLE 5. SUB-SECTOR COMPOSITION BY LOCATION OF SAMPLE FRAME, SMEs

CATEGORY	SME/FREETOWN	SME/WESTERN	SME/TOTAL
Accommodation	121	42	163
Restaurants	66	10	76
Tour/operations	16	1	17
Travel/agencies	51	1	52
Passenger/transport	14	0	14
Crafts, Souvenirs, Vendors, and Retail of tourism-related products	8	0	8
Recreational activity providers	16	3	19
Cultural activity providers	3	1	4
Attraction sites	6	0	6
Tourism-related ICT	3	0	3
TOTAL	304	58	362

The gender composition of the sample frame was unknown, requiring that a screener be conducted in order to identify the appropriate number of targeted male and female entities to sample. As the survey targeted a minimum of 120 male and 120 female entities, the non-response was anticipated at a maximum of 15%. Since the gender composition was likely to be skewed in favor of male entities, EECI decided to randomly draw 323 entities to screen them. The random draw produced 212 Micros and 111 SMEs (125 female entities and 198 male entities). The entire group of 125 female entities was directed to interviewing, and the first 125 male entities that were screened, were directed to interviewing, with an expected 120 respondents by *genre*.

For the 1,067 universe of tourism and tourism-related enterprises in Sierra Leone, a sample of 109 cases would be sufficient to 'generalize results' to the tourism sector. The universe was further divided in two portions: a male and a female. The male portion had a population of 700 cases while the female portion had a population 367 cases. For a precision of 7.5%, and a confidence level of 90%, the sample sizes of the male and female categories should be respectively 104 males and 90 female entities.

SURVEY OUTCOMES

RESPONSE RATES

The overall response rate for both countries were high. This proportion is 92.5% and 96.6% for Ghana and Sierra Leone. There are slightly variations of these indicators by sub-groups of businesses as the tables below shown.

Response rate	Ghana		
	Male enterprise	Female enterprise	Total
Micro	97.8%	98.1%	98.0%
SME	87.2%	88.0%	87.5%
Total	94.2%	96.2%	95.2%

Response rate	Sierra Leone		
	Male enterprise	Female enterprise	Total
Micro	98.1%	98.1%	98.1%
SME	90.0%	95.5%	92.3%
Total	96.2%	97.6%	96.9%

WEIGHTINGS

The final dataset contains three of weight estimations according to sub-groups of businesses:

- by size (two categories - Micro or SME),
- by gender (two categories - Male or Female enterprises)
- and by size-gender (four categories - Micro-male, Micro-female, SME-male and SME-female).

The weight of each category, in each one of the sub-groups of businesses, is the ratio between the actual population in the category and the effective number of respondents in this same category.

Population distribution by size was a known characteristic, while gender distribution was unknown. In order to obtain population composition by gender, screening proportions were used as a proxy.

DATA COLLECTION

The time period for the start and end of the data collection was as follows.

For Ghana: 2019-02-18 to 2019-03-30

For Sierra Leone: 2019-03-25 to 2019-04-12

Data collectors

EECI team of interviewers in SL and GH

Supervision

EECi with World Bank Team

DATA PROCESSING

Data Editing

Data entry and quality controls are implemented by the contractor and data is delivered to the World Data were validated for logical consistency and problems are flagged by the World Bank and corrected by the implementing contractor.

ESTIMATES OF SAMPLING ERROR

According to sample design, it is possible to generalize survey results (at a precision of 7.5% and a confidence level of 90%) at the sector level, and the respective gender sub-groups of businesses.