

# PRODUCTIVITY, TECHNOLOGY, SKILLS AND INNOVATION SURVEY AT THE FIRM LEVEL IN THE CARIBBEAN 2013–2014

## Questionnaire

Sector		
Manufacturing	Food	15
	Textiles	17
	Garments	18
	Chemicals	24
	Plastics & rubber	25
	Non-metallic mineral products	26
	Basic Metals	27
	Fabricated metal products	28
	Machinery and equipment	29
	Electronics (31-32)	31
	Other manufacturing	2
Services	Retail	52
	Wholesale	51
	Information technology	72
	Hotel and restaurants	55
	Services of motor vehicles	50
	Construction	45
	Transport (60-64)	60

SNAP ID	snapid						
Country:	country						
Sector Code	Sector						
Questionnaire ID:	Idquest						
	Yes			No			
Supervisor callback	callback						

Day (DD)	Month (MM)	Year (YYYY)
day	month	year

## A – CONTROL INFORMATION

Establishment's name:	est			
Address:	addr	City / Village	city	
Phone:	telest		Male	Female
Respondent	Name:	resp	Gender	gen_resp
	Designation / title: position			
	Phone:	tel	Mobile number: mobile	
Interviewer:	intname			Code: intcode
Supervisor:	supname			Code: supcode

A2)	Yes	No	
Is your establishment part of larger firm?	a2a		If No, skip to B1
If Yes,			
How many establishments are part of the firm?	a2a1		
What <b>type of establishment</b> is this? (See table A2 below)	a2a2		
	Yes	No	
Are this establishment's financial statements prepared separately from the rest of the firm?	a2a3		
If No, how many establishments – counting the headquarters- are included in the financial statements?	a2a3a		

A2. Type of establishment	
Headquarters with no production/no sales at this location	1
Headquarters with production and/or sales at this location	2
Establishment physically separated from HQ and other establishments of the same firm	3
Establishment physically separated from HQ but with other establishments of the same firm	4

## B – GENERAL INFORMATION

B1)

What is this firm's current legal status? (See table B1 below)	<b>b1</b>	If =3, skip to <b>B3</b>
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B1. Firm's current legal status	
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 (including limited liability companies)	4
Limited partnership	5
Other	6
If Other, specify: <b>b1x</b>	

B2)

What percentage of this firm does the largest owner or owners own?	<b>b2</b> %
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B3)

What percentage of this firm is owned by each of the following:		
▪ Private domestic individuals, companies or organizations	<b>b3a</b>	%
▪ Private foreign individuals, companies or organizations	<b>b3b</b>	%
▪ Government/State	<b>b3c</b>	%
▪ Other	<b>b3d</b>	%
<b>TOTAL</b>	<b>100%</b>	

## B – GENERAL INFORMATION

B4)

How would you characterize the <b>gender composition of the owners/shareholders</b> of this firm? (See table B4a)	GenD1a		If 1, Skip to B5
<b>If not equal to 1:</b>	Yes	No	
Is the largest owner/shareholder female?	GenD1b		
With regards to the <b>largest female owner/shareholder</b> :	Yes	No	
• Is she related to any of the other owners of this firm?	GenD1c		
• What percentage of ownership does she own?	GenD1d	%	
• To what <b>extent</b> does she get involved in the management of this firm? (See table B4b)	GenD1e		
• How many years of experience does she have working in this firm?	GenD1f	years	
• How many years of experience does she have working in another firm?	GenD1g	years	

B4a. Gender composition	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

B4b. Extent	
Makes major strategic and financial decisions	1
Makes decisions in consultation with other partners	2
Delegates decisions to other partners	3

B5)

How would you characterize the <b>gender composition of the management group</b> of this firm? (See table B5)	GenD2a	
	Male	Female
What is the gender of the Top manager?	Old_B7a	
What is the gender of the person responsible for dealing with tax inspectors/authorities?	GenD2b	
What is the gender of the person responsible for dealing with banks / financial institutions?	GenD2c	

B5. Gender composition	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

## B – GENERAL INFORMATION

B6)

In what year did this establishment begin operations?	b6a	
	Yes	No
Does this establishment have an internationally recognized quality certification?	b6b	
Is your establishment formally registered?	b6c	
If <b>Yes</b> , What year was this establishment formally registered?	b6c1 YEAR	

If **No**, Skip to **B7**

B7)

How many years of experience working in this sector does the Top Manager have?	b7 years
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**Interviewer reads:** I want to proceed by asking you about this establishment only from now on (unless otherwise asked in the question).

## C – INFRASTRUCTURE & SERVICES

C1)

Over the last two years, did this establishment submit an application:			If Yes,		
			Approximately how many days did it take to obtain it from the day of the application to the day the service was received?	Was an informal gift or payment expected or requested?	
	Yes	No		Yes	No
• To obtain an electrical connection?	C1a1		c1a2 days	c1a3	
• To obtain a water connection?	C1b1		c1b2 days	c1b3	
• To obtain a telephone connection?	C1c1		c1c2 days	c1c3	
• To obtain an internet connection?	C1d1		c1d2 days	c1d3	

C2)

Over the last fiscal year, did this establishment experience outages/interruptions for:			If Yes,			
			In a typical month, how many?	How long on average?	Estimated losses in annual sales (in % or Value)	
	Yes	No		In hours	%	LCU
• Power	C2a1		C2a2	C2a3	C2a4a	C2a4b
• Cell connexion	C2b1		C2b2	C2b3	C2b4a	C2b4b
• Internet access	C2c1		C2c2	C2c3	C2c4a	C2c4b
• Water for production	C2d1		C2d2	C2d3	C2d4a	C2d4b

C3)

	Yes	No
Over the course of the <u>last fiscal year</u> , did this establishment own or share a generator?	c3a	
If <b>Yes</b> , What percentage of this establishment's electricity came from a generator or generators that the establishment owned or shared?	c3a1 %	

If **No**, skip to **C4**

C4)

	Yes	No
At the <u>present time</u> , does this establishment use <b>e-mail</b> to communicate with clients or suppliers?	C4a	
At the <u>present time</u> , does this establishment use its own <b>website</b> ?	C4b	
Does this establishment <u>currently</u> use <b>cell phones</b> for the operations of the establishment?	C4c	

## D – SALES, SUPPLIES, FOREIGN TRADE & COMPETITION

D1)

In the <b>last fiscal year</b> , what percentage of this establishment's sales came from the following activities:				
<ul style="list-style-type: none"> <li>• Manufacturing</li> </ul>	D1a	%	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <b>If &gt;0,</b> </div> <div style="width: 5%; text-align: center;"> <div>Capacity utilization*</div> <div>Typical total hours of operation in a week</div> </div> </div>	<div style="color: red;">D1a1</div> %
<ul style="list-style-type: none"> <li>• Services</li> </ul>	D1b	%	<b>*Capacity utilization</b> (in percentage terms) is the establishment's output produced as a proportion of the maximum output possible if using all the resources available.	
<ul style="list-style-type: none"> <li>• Other (specify):     <span style="color: red;">D1cx</span></li> </ul>	D1c	%		
<b>Total</b>	<b>100%</b>			

D2)

In the <b>last fiscal year</b> , what percentage of your establishment's sales were:	
<ul style="list-style-type: none"> <li>• Paid for before delivery</li> </ul>	D2a    %
<ul style="list-style-type: none"> <li>• Paid for on delivery</li> </ul>	D2b    %
<ul style="list-style-type: none"> <li>• Paid for after delivery</li> </ul>	D2c    %
<b>Total</b>	<b>100%</b>
In the <b>last fiscal year</b> , what percentage of your sales were paid online	
D2g    %	
Who was the <b>principal buyer</b> for this establishment's output? (See table D2 below)	
D2h	

D2. Principal buyer	
Your parent company or affiliated establishments	1
Large private firms (more than 100 employees)	2
Medium private firms (20-100 employees)	3
Small private firms (less than 20 employees)	4
Individuals	5
Government or government agencies (including state-owned enterprises)	6
Others	7

D3)

In the <b>last fiscal year</b> , what percentage, as a proportion of the value of total annual purchases of material inputs or services, were:	
<ul style="list-style-type: none"> <li>• Paid for before delivery</li> </ul>	D3a    %
<ul style="list-style-type: none"> <li>• Paid for on delivery</li> </ul>	D3b    %
<ul style="list-style-type: none"> <li>• Paid for after delivery</li> </ul>	D3c    %
<b>Total</b>	<b>100%</b>

## D – SALES, SUPPLIES, FOREIGN TRADE & COMPETITION

D4) In the last fiscal year,

<ul style="list-style-type: none"> <li>What was this establishment's main product, that is, the product that represented the largest proportion of annual sales?</li> </ul>	D4a
<ul style="list-style-type: none"> <li>What percentage of total sales does the main product represent?</li> </ul>	D4b %

D5)

In the last fiscal year, considering this establishment's main product line:	
<ul style="list-style-type: none"> <li>What was its <b>main market</b>? (<i>See table D5a below</i>)</li> </ul>	D5a
<ul style="list-style-type: none"> <li>What was its local market share?</li> </ul>	D5b %
For the last fiscal year, considering this establishment's main market for its main product line:	
<ul style="list-style-type: none"> <li>How would you describe the <b>change</b> in your quantities sold? (<i>See table D5b below</i>)</li> </ul>	D5c
<ul style="list-style-type: none"> <li>How would you describe the <b>change</b> in your prices? (<i>See table D5b below</i>)</li> </ul>	D5d
<ul style="list-style-type: none"> <li>How many <b>competitors</b> did you face? (<i>See table D5c below</i>)</li> </ul>	D5e

D5a. Main market	
Local	1
National	2
International	3

D5b. Change	
Increased	1
Remained the same	2
Decreased	3

D5c. Competitors	
None	1
One	2
Two-Five	3
More than 5	4



## D – SALES, SUPPLIES, FOREIGN TRADE & COMPETITION

D6)

In the last fiscal year, what percentage of this establishment's sales were:			
National sales	d6a	%	of which, indirect exports ( <i>See definition</i> )
Direct exports	d6b	%	If >0, In what year did you begin exporting directly?
		Main destination countries as a % of your direct exports:	
		Name of country 1:	d6b3a1
		Name of country 2:	d6b3b1
<b>Total</b>	<b>100%</b>	If <b>Direct exports</b> = 0%, skip to <b>D8</b>	

<b>Indirect exports</b>
Goods sold domestically to another firm who then exports them

D7)

In the last fiscal year,	
<ul style="list-style-type: none"> <li>When this establishment exported goods directly, how many days did it take on average from the time this establishment's goods arrived at their main point of exit (e.g., port, airport) until the time these goods cleared customs?</li> </ul>	d7a   Days
<ul style="list-style-type: none"> <li>What percentage of the consignment value of the products exported directly was lost while in transit because of theft?</li> </ul>	d7b   %
<ul style="list-style-type: none"> <li>What percentage of the consignment value of the products exported directly was lost while in transit because of breakage or spoilage?</li> </ul>	d7c   %

D8)

During the <u>last fiscal year</u> , what percentage of this establishment's sales were:		
<ul style="list-style-type: none"> <li>Material inputs or supplies of domestic origin</li> </ul>	d8a	
<ul style="list-style-type: none"> <li>Material inputs or supplies of foreign origin</li> </ul>	d8b	
<b>TOTAL</b>	<b>100%</b>	If 0, skip to <b>D10</b>

## D – SALES, SUPPLIES, FOREIGN TRADE & COMPETITION

D9)	<b>Yes</b>	<b>No</b>	
Were any of the material inputs or supplies purchased in the last fiscal year, imported directly?	D9a		If <b>No</b> , skip to <b>D10</b>
If <b>Yes</b> ,			
In the last fiscal year, when this establishment imported material inputs or supplies, how many days did it take on average from the time these goods arrived to their point of entry (e.g. port, airport) until the time these goods could be claimed from customs?	D9a1    days		

D10)	<b>Yes</b>	<b>No</b>
Does this establishment compete against unregistered or informal firms?	D10a	
Does this establishment compete against registered firms selling goods or services without records or receipt?	D10b	
Does this establishment compete against registered firms hiring workers without formal contracts?	D10c	

## E - INNOVATION

***This section will address issues of innovation.***

*Innovation refers to the implementation of a new or significantly improved product, namely good or service, or process, a new marketing method, or a new Organizational method in business practices, workplace Organization or external relations.*

E1)

Good or Service innovation	Yes	No	
Does this establishment have a department or a group of professionals dedicated to innovation (research and development, service)?	E1b		
In the last three years, did this establishment introduce to the market a new or significantly improved good or service?	E1a		If No, skip to E3
If Yes, was it developed by this establishment alone?	E1a1		If Yes, Skip to E2
If No, was this new or significantly improved good /service designed in partnership with other companies or specialized institutions?	E1a1b		
If Yes, specify category of partner (See table E1 below):	E1a1b1		
	Yes	No	
If Yes, specify whether it was a private-public partnership:	E1a1b2		

E1. Category of partner	
Supplier	1
Client	2
Competitor	3
Other company of the sector	4
Laboratory or Research center	5
University	6
Other, specify:	7
E1a1b1x	

## E - INNOVATION

E2)	Yes	No
Was the improvement related to the packaging / presentation of the good / service?	E2a	
Were new machinery, equipment or software bought to contribute to the improvement?	E2b	
Was the improvement the result of the use of a licensed technology?	E2c	
Did the improvement require changes in the production method / process?	E2d	
Did the improvement induce changes in the organizational structure? (Changes in roles and responsibilities)	E2e	
<b>If Yes,</b>		
Were there modifications in roles and responsibilities of existing staff members?	E2ea	
Did the improvement require new skills?	E2eb	
<b>If Yes,</b>		
Did you recruit new employees?	E2eb1	
Did you have to provide training to some of your old employees?	E2eb2	

E3)	Yes	No
In the last three years, did this establishment introduce improvements in marketing of its goods or services?	E3a	
<b>If Yes,</b>		
▪ Were these pertaining to distribution methods?	E3a1	
▪ Were these pertaining to the adoption of new methods for product placement in retail stores?	E3a2	
▪ Were these pertaining to sales networks?	E3a3	
▪ Were these pertaining to the development of franchising?	E3a4	
▪ Were these pertaining to the development of online promotion, use of new media and techniques?	E3a5	
▪ Were these pertaining to the development of online sales?	E3a6	
▪ Were these pertaining to the adoption of new methods for pricing goods and services?	E3a7	
▪ Did they concern other marketing improvements? If Yes, specify: _____ E3a8x	E3a8	
If No to all and No to E1, skip to E7		

## E - INNOVATION

E4)

In the <u>last three years</u> , how <b>important</b> were the following potential impacts of the introduction of this establishment's innovations? (See <i>table E4 beside</i> )	
• It increased the number of good / service lines offered to the market	E4a
• It increased sales	E4b
• It opened access to new categories of customers	E4c
• It improved the quality of goods /services	E4d
• It reduced the average cost per unit of output	E4e
• It improved the ability to develop new goods / services or processes	E4f
• Other	E4g

E4. Level of importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5

E5)

Has the development of innovations been financed by:	Yes	No	If Yes, What percentage of the total cost of innovation did it cover?
• The establishment's own resources (inclusive of loans)	E5a		E5a1 %
• The resources of the establishment's private partners	E5b		E5b1 %
• An access to public sources	E5c		E5c1 %
			=100%

E6) In the last three years,

	Yes	No
• Did you successfully file any patents, trademark, industrial design or copyright registration related with this establishment's products or process innovations?	E6a	
• Do you own any patents or trademark, industrial design or copyright registration related with this establishment's products or process innovations?	E6b	

E7)

In the last 2 fiscal years, how much did this establishment spend on innovation?	E7a LCU
In the last 2 fiscal years, what percent of this establishment's sales was accounted for by innovation?	E7b %

## E - INNOVATION

E8)

In the <b>next two years</b> , do you to plan to pursue any of the following innovations in your establishment?	Yes	No
• Good /service innovation	E8a	
• Production process /service delivery innovation	E8b	
• Marketing innovation	E8c	
• Organizational innovation	E8d	

E10)

Do you think that the following present any obstacle to the current innovation activities of your establishment? (See table E10 beside)		
1	Current organizational/managerial culture	E10a
2	Degree of self-confidence for innovation	E10b
3	Level of available financial resources	E10c
4	Qualification of employees	E10d
5	Internal remuneration policy and incentive structure	E10e
6	Client flexibility/openness towards new goods or services	E10f
7	Protection against copycats	E10g
8	Time to market	E10h
9	Technical uncertainties	E10i
10	Level of information on available technologies	E10j
11	Level of information on new trends of the market	E10k
12	Level of public funding available or public incentive to support innovation	
	- Direct public funding for innovation	E10l1
	- Linkages with public universities / tertiary level institutions	E10l2
	- Technical capacity in key institution responsible for innovation promotion	E10l3
	- Investment/Policy framework to foster innovation	E10l4
13	Flexibility/openness of laboratories / research centers for collaborative approaches	E10m
14	Flexibility/openness of other companies of the sector for collaborative approaches	E10n
15	Compliance requirements to international standards	E10o
16	Other, specify: E10px	E10p

E10. Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4

## F – LEGAL ENVIRONMENT / CONFLICT RESOLUTION

F1)

To what extent do you <b>agree or disagree</b> with the following characteristics of the court system when resolving <b>business disputes</b> (see definition below)? (See table F1 below)	Rating
• Fair, impartial and uncorrupted	<b>F1a</b>
• Quick	<b>F1b</b>
• Affordable	<b>F1c</b>
• Able to enforce its decision	<b>F1d</b>

Business disputes
Matters of payment for goods or services, liability and property right enforcement. Labour disputes are not included.

F1 Agree or disagree	
Strongly disagree	1
Tend to disagree	2
Tend to agree	3
Strongly agree	4

F2)

	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?	<b>F2a</b>			If <b>No</b> , skip to <b>G1</b>
If <b>Yes</b> , was the court system used to resolve it?	<b>F2b</b>			If <b>No</b> , skip to <b>G1</b>
	Yes	No	Still in process	
If <b>Yes</b> , was a court judgment made?	<b>F2c</b>			If <b>No</b> or <b>still in process</b> , skip to <b>G1</b>
If <b>Yes</b> , 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)?	<b>F2d</b> weeks			
	Yes	No	Still in process	
Was the decision of the court enforced?	<b>F2e</b>			If <b>No</b> or <b>still in process</b> , skip to <b>G1</b>
If <b>Yes</b> , how many weeks did the enforcement of the court judgment take?	<b>F2f</b> weeks			

## G – CRIME AND PREVENTION

G1)

	Yes	No
In the last fiscal year, did this establishment spend money for security, for example equipment, insurance, personnel, or professional security services?	G1a	
If <b>Yes</b> , What percentage of this establishment's total annual sales was paid for security, for example equipment, personnel, or professional security services, <u>or</u> what was the total annual cost of security?	G1b1 %	G1b2 LCU
	Yes	No
In the last fiscal year, did this establishment experience losses as a result of theft, robbery, vandalism or arson?	G1c	
If <b>Yes</b> , What were the estimated losses as a result of theft, robbery, vandalism or arson that occurred on this establishment's premises either as a percentage of total annual sales <u>or</u> as total annual losses?	G1d1 %	G1d2 LCU

If **No**, skip to **G3**



## G – CRIME AND PREVENTION

G2)

In the last fiscal year, did anyone commit or try to commit the following crimes in the premises of this establishment?

	Category of incident		How many times?	When did the crime occur?	Use of weapons?	What was or intended to be stolen/damaged?	What was the approximate value of loss and damage?	Who was/ were the perpetrator(s)?	Did you make an insurance claim?		Did you report the incident to the police?		
	Yes	No		Table G2a	Table G2b	Table G2c		Table G2d	Yes	No	Yes	No	If No Why (Table G2e)
Burglary	g2a		g2a1	g2a2	g2a3	g2a4	g2a5 LCU	g2a6	g2a7		g2a8		g2a9
Attempted burglary	g2b		g2b1	g2b2	g2b3	g2b4	g2b5 LCU	g2b6	g2b7		g2b8		g2b9
Robbery	g2c		g2c1	g2c2	g2c3	g2c4	g2c5 LCU	g2c6	g2c7		g2c8		g2c9
Attempted robbery	g2d		g2d1	g2d2	g2d3	g2d4	g2d5 LCU	g2d6	g2d7		g2d8		g2d9
Deliberate damage/ vandalism	g2e		g2e1	g2e2	g2e3	g2e4	g2e5 LCU	g2e6	g2e7		g2e8		g2e9
Theft	g2f		g2f1	g2f2	g2f3	g2f4	g2f5 LCU	g2f6	g2f7		g2f8		g2f9
Assaults and threats	g2g		g2g1	g2g2	g2g3	g2g4	g2g5 LCU	g2g6	g2g7		g2g8		g2g9

G2a. When	
During working hours	1
Outside working hours	2

G2b. Weapon	
Knife	1
Firearm/gun	2
Baseball bat	3
Other	4

G2c. What was or intended to be stolen/damaged	
Money	1
Goods or stock	2
Other company property	3
Personal possessions of employees or customers	4
Other	5

G2d. Perpetrator	
Group of criminals	1
Gang related	2
Someone working alone	3
A fellow employee	4
A customer	5
A supplier	6
A former employee	7
Other	8

G2e. Reason to not report to the police	
No loss or damage	1
Loss was small	2
Don't have the time; inconvenient	3
They occur too frequently	4
Tried to / was unable to contact police	5
Police have not done anything in the past	6
Police could not have done anything	7
Not enough police/ not enough resources	8
The police gives little/no information back on crimes	9
Offenders rarely caught or prosecuted	10
There was no insurance requirement	11
Would increase insurance cost	12
Fear of reprisals	13
Fear of negative publicity	14
Other	15

## G – CRIME AND PREVENTION

G3)

Electronic /cyber criminality	Yes	No
In the <u>last fiscal year</u> , did the establishment experience any kind of Internet fraud?	G3a	
If <b>Yes</b> , did you report the fraud to the authorities?	G3b	
If <b>Yes</b> , what was the approximate value of the fraud?	G3c	LCU
In the <u>last fiscal year</u> , what was the total amount spent on IT security for this establishment?	G3d	LCU

G4)

At the present time,	Yes	No
• Does this establishment have any alarm system, security camera or gates in place at its premises?	G4a	
• Does this establishment have any protective window and door measures in place at its premises?	G4b	
• Does this establishment have security guard or receptionist who is in charge of entry into its premises?	G4c	
• Does this establishment incorporate anti theft devices in its products / equipment / inventory?	G4d	
• Does this establishment have any insurance coverage against theft and/or losses?	G4e	

G5)

In the <u>last fiscal year</u> , has any employee or a member of their household been exchanged for a ransom to be paid by this establishment:	Threatened with kidnapping?		Kidnapped?	
	Yes	No	Yes	No
	G5a		G5b	
If <b>Yes</b> ,	Yes	No	Yes	No
Was this reported to the police?	G5a1		G5b1	
Was the ransom paid?	G5a2		G5b2	

## H – BUSINESS-GOVERNMENT RELATIONS

H1) **Instructions to enumerator:** Please explain the following exercise to the respondent and allow the respondent to fill in the appropriate answers.

Please choose a number between 1 and 10, without letting the enumerator know this number chosen.		
<ul style="list-style-type: none"> <li>Always answer <b>YES</b> if you choose a number between 1 and 5.</li> <li>Answer the question <b>TRUTHFULLY</b> if you choose a number between 6 and 10 (i.e. answer YES if you have had this behaviour before; Answer <b>NO</b> if you have never had this behaviour).</li> </ul>	<b>Yes</b>	<b>No</b>
<ul style="list-style-type: none"> <li>Have you ever paid less in business taxes than you should have under the law?</li> </ul>	Gen_D8a	
<ul style="list-style-type: none"> <li>Have you ever used the office telephone for personal matters?</li> </ul>	Gen_D8b	
<ul style="list-style-type: none"> <li>Have you ever deliberately not given your suppliers or clients what was due to them?</li> </ul>	Gen_D8c	

H2)

In a typical week over the last year, what percentage of total senior management's time was spent on dealing with requirements imposed by government regulations?	H2	%
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H3)

	Yes	No	
Over the last year, was this establishment visited or inspected by tax officials?	H3a		If <b>No</b> , skip to <b>H4</b>
If <b>Yes</b> ,			
How many times was this establishment either inspected by tax officials or required to meet with them?	H3b		
	Yes	No	
In any of these inspections or meetings was a gift or informal payment expected or requested?	H3c		

H4)

	Yes	No	
Over the last year, has this establishment secured or attempted to secure a government contract?	H4a		If <b>No</b> , skip to <b>H5</b>
If <b>Yes</b> ,			
When establishments like this one do business with the government, what percent of the contract value would be typically paid in informal payments or gifts to secure the contract?	H4b		

## H – BUSINESS-GOVERNMENT RELATIONS

H5)

It is said 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 total annual value, do establishments like this one pay in informal payments or gifts to public officials for this purpose?	H5a %	H5b LCU
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H6)

Over the last two years, did this establishment submit an application to obtain:			Approximately how many days did it take to obtain this import license from the day of the application to the day it was granted?	Was an informal gift or payment expected or requested?	
	Yes	No		Yes	No
• An import license?	H6a		H6a1	H6a2	
• A construction-related permit?	H6b		H6b1	H6b2	
• An operating license?	H6c		H6c1	H6c2	

# I – LABOUR AND SKILLS

*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

I1)

How many full-time employees did this establishment employ when it started operations?	I1
--	----

I2)

Please describe the <b>full-time permanent workforce</b> of your establishment:	Total	Management	Production workers		Non production workers
			Skilled	Unskilled	
Number of employees at the end of <u>last fiscal year</u>	I2a	i2a1	i2a2a	i2a2b	i2a3
• of which number of females:		i2b1	i2b2a	i2b2b	i2b3

I3)

Please describe the <b>full-time seasonal/temporary workforce</b> of your establishment at the end of <u>last fiscal year</u> :	Total	Management	Production workers		Non production workers
			Skilled	Unskilled	
Total number of seasonal/temporary employees:	I3a	i3a1	i3a2a	i3a2b	i3a3
• of which total number of females:		i3b1	i3b2a	i3b2b	i3b3
Average length of employment (months)	I3c Months	i3c1 Months	i3c2a Months	i3c2b Months	i3c3 Months

# I – LABOUR AND SKILLS

I4)

At the end of <b>last fiscal year</b> , how many <b>part-time</b> workers did you employ?	<b>I4</b>
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I5) Specify the following for your firm for each of these categories of job for the **full-time permanent** or the **full-time seasonal/temporary workforce** employed at the end of the last fiscal year:

Job type	Last fiscal Year		Previous Fiscal Year		12 months from now	
	No. of empl.	Avg Wage (gross)/year	No. of empl.	Avg Wage (gross)/year	No. of empl.	Avg Wage (gross)/year
Managers	<b>i5a1</b>	<b>i5a2</b> LCU	<b>i5a3</b>	<b>i5a4</b> LCU	<b>i5a5</b>	<b>i5a6</b> LCU
Professionals	<b>i5b1</b>	<b>i5b2</b> LCU	<b>i5b3</b>	<b>i5b4</b> LCU	<b>i5b5</b>	<b>i5b6</b> LCU
Technicians and associate professionals	<b>i5c1</b>	<b>i5c2</b> LCU	<b>i5c3</b>	<b>i5c4</b> LCU	<b>i5c5</b>	<b>i5c6</b> LCU
Clerical support workers	<b>i5d1</b>	<b>i5d2</b> LCU	<b>i5d3</b>	<b>i5d4</b> LCU	<b>i5d5</b>	<b>i5d6</b> LCU
Service and Sales workers	<b>i5e1</b>	<b>i5e2</b> LCU	<b>i5e3</b>	<b>i5e4</b> LCU	<b>i5e5</b>	<b>i5e6</b> LCU
Skilled agricultural, forestry, and fishery workers	<b>i5f1</b>	<b>i5f2</b> LCU	<b>i5f3</b>	<b>i5f4</b> LCU	<b>i5f5</b>	<b>i5f6</b> LCU
Craft and related trades workers	<b>i5g1</b>	<b>i5g2</b> LCU	<b>i5g3</b>	<b>i5g4</b> LCU	<b>i5g5</b>	<b>i5g6</b> LCU
Plant and machine operators, and assemblers	<b>i5h1</b>	<b>i5h2</b> LCU	<b>i5h3</b>	<b>i5h4</b> LCU	<b>i5h5</b>	<b>i5h6</b> LCU
Elementary occupations	<b>i5i1</b>	<b>i5i2</b> LCU	<b>i5i3</b>	<b>i5i4</b> LCU	<b>i5i5</b>	<b>i5i6</b> LCU
<b>Total</b>						
If total employees is different in the last 2 fiscal years, please specify <b>reason for increase/decrease</b> (See table I5 below):						<b>i5j</b>

I5. Reason for increase/decrease	
New production methods	1
Increased/decreased demand for goods	2
Increased demand for higher quality product	3
New products require new skills	4
Economic upturn/downturn	5
Other specify: <b>i5jx</b>	6

## I – LABOUR AND SKILLS

I6) And for those categories that the firm employs (as determined above in question I5), please specify the following:

Job type	Minimum required level of education	Average level of education
Managers	i6a1	i6a2
Professionals	i6b1	i6b2
Technicians and associate professionals	i6c1	i6c2
Clerical support workers	i6d1	i6d2
Service and Sales workers	i6e1	i6e2
Skilled agricultural, forestry, and fishery workers	i6f1	i64f2
Craft and related trades workers	i6g1	i6g2
Plant and machine operators, and assemblers	i6h1	i6h2
Elementary occupations	i6i1	i6i2

I6. Level of education	
Did not complete primary school	1
Completed primary school	2
Started but did not complete secondary	3
Completed secondary	4
Started but did not complete college / vocational training	5
Completed college / vocational training	6
University Graduate	7
Post-graduate (Masters, Ph. D)	8
Other	9

## I – LABOUR AND SKILLS

I8)

Rate the <b>importance</b> of the following characteristics when you recruit a new employee for the following categories of jobs:	Director, manager or professional	Skilled (production, administrative, sales, technical, craftsmen)
• Education	i8a1	i8a2
• Previous experience in this industry	i8b1	i8b2
• Overall work experience	i8c1	i8c2
• Job related training outside of school	i8d1	i8d2
• References from people you know	i8e1	i8e2
• Prior familiarity with the applicant	i8f1	i8f2
• Other	i8g1	i8g2

I9) Please rate the **importance** of the following characteristics when recruiting for the following job categories (See table I9 below):

Personal Characteristics	Director, manager or professional	Skilled (production, administrative, sales, technical, craftsmen)
• Reliability and Punctuality	i9a1	i9a2
• Commitment and Hard Work	i9b1	i9b2
• Desire to learn and Adaptability	i9c1	i9c2
• Honesty	i9d1	i9d2
• Personal appearance	i9e1	i9e2
• Ability to work independently	i9f1	i9f2
• Other physical attributes (e.g. fitness, health)	i9g1	i9g2
• Other personal characteristic	i9h1	i9h2

I9. Importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5



## I – LABOUR AND SKILLS

I10) Please rate the **importance** of the following characteristics when recruiting for the following job categories (See table I10 below):

Core Skills	Director, manager or professional	Skilled (production, administrative, sales, technical, craftsmen)
Communication skills	i10a1	i10a2
Team working skills	i10b1	i10b2
Problem solving skills	i10c1	i10c2
Literacy skills (reading and writing)	i10d1	i10d2
Numeracy skills (analysis of numerical data and calculations)	i10e1	i10e2
Use of information and communication technology	i10f1	i10f2
Planning and organizing skills	i10g1	i10g2
Customer care skills	i10h1	i10h2
Responsibility, reliability and trustworthiness	i10i1	i10i2
Motivation and commitment	i10j1	i10j2
Self-management and entrepreneurship	i10k1	i10k2
General vocational job-specific skills	i10l1	i10l2
Advanced vocational job-specific skills	i10m1	i10m2
Foreign language	i10n1	i10n2
Other core skill	i10o1	i10o2

I10. Importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5

## I – LABOUR AND SKILLS

I11) Please rate the **importance** of the following characteristics when recruiting for the following job categories (See table I11 below):

Job Related Skills	Director, manager or professional	Skilled (production, administrative, sales, technical, craftsmen)
Minimum required level of education	i11a1	i11a2
Domestic post-secondary education	i11b1	i11b2
Foreign post-secondary education	i11c1	i11c2
Grades and transcripts	i11d1	i11d2
Theoretical knowledge of the job	i11e1	i11e2
Practical knowledge of the job	i11f1	i11f2
Previous work experience in the same field	i11g1	i11g2
Previous work experience in different field	i11h1	i11h2
General experience in a workplace	i11i1	i11i2
Other job related skill	i11j1	i11j2

I10. Importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5

# I – LABOUR AND SKILLS

I12) Please specify for each relevant job type:

Job type	Difficulty finding candidates with the appropriate (See table I12 below):			Vacancies	
	Personal characteristics	Core skills	Job related skills	Current vacancies (weeks)	Average time needed to fill vacancies (weeks)
Managers	i12a1	i12a2	i12a3	i12a4	i12a5
Professionals	i12b1	i12b2	i12b3	i12b4	i12b5
Technicians and associate professionals	i12c1	i12c2	i12c3	i12c4	i12c5
Clerical support workers	i12d1	i12d2	i12d3	i12d4	i12d5
Service and Sales workers	i12e1	i12e2	i12e3	i12e4	i12e5
Skilled agricultural, forestry, and fishery workers	i12f1	i12f2	i12f3	i12f4	i12f5
Craft and related trades workers	i12g1	i12g2	i12g3	i12g4	i12g5
Plant and machine operators, and assemblers	i12h1	i12h2	i12h3	i12h4	i12h5
Elementary occupations	i12i1	i12i2	i12i3	i12i4	i12i5

I12. Difficulty	
Not difficult	1
Slightly difficult	2
Difficult	3
Very difficult	4
Almost impossible	5

DEFINITION. Personal characteristics
Reliability and Punctuality
Commitment and Hard Work
Desire to learn and Adaptability
Honesty
Personal appearance
Ability to work independently
Other physical attributes (e.g. fitness, health)

DEFINITION. Core skills
Communication skills
Team working skills
Problem solving skills
Literacy skills (reading and writing)
Numeracy skills (analysis of numerical data and calculations)
Use of information and communication technology
Planning and organizing skills
Customer care skills
Responsibility, reliability and trustworthiness
Motivation and commitment
Self-management and entrepreneurship
General vocational job-specific skills
Advanced vocational job-specific skills
Foreign language

DEFINITION. Job related skills
Minimum required level of education
Domestic post-secondary education
Foreign post-secondary education
Grades and transcripts
Theoretical knowledge of the job
Practical knowledge of the job
Previous work experience in the same field
Previous work experience in different field
General experience in a workplace

## I – LABOUR AND SKILLS

I13) Please specify the importance of the following factors in causing skills shortages (See table I13 below):

Potential cause of skills shortages	Importance
Shortage in number of local professionals trained by local institutions	i13a
Quality of the education and training offered by local educational institutions	i13b
Worker emigration	i13c
Professionals moving to other sectors of the economy or other enterprises	i13d
Lack of necessary personal, soft skills offered by local institutions	i13e
High expectations from new hires	i13f
Labour protection laws and regulations	i13g
Other	i13h

I13. Importance	
Not important	1
Slightly important	2
Important	3
Very important	4
Critical	5

I14. Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4

I14) Please indicate how big an **obstacle** (See table I14 above) the following factors are to:

Obstacles	Recruiting new employees	Productivity of employees
Lack of financial incentives	i14a1	i14a2
Health issues	i14b1	i14b2
Lack of personal qualifications (such as honesty, integrity)	i14c1	i14c2
Lack of strong educational background	i14d1	i14d2
Lack of strong job related technical experience	i14e1	i14e2
Lack of motivation and commitment	i14f1	i14f2
Other	i14g1	i14g2

## I – LABOUR AND SKILLS

I15)

How did this establishment find its most recent employee? (See table I15 below)	i15a				
	Yes, to hire	Yes, to fire	Yes, to both	No	
During <b>last fiscal year</b> , did labour regulations affect your decisions about hiring or firing permanent employees in a significant way?	i15c				If <b>No</b> , skip to I16
If <b>Yes</b> , if you had not had to comply with labour regulations, would you have:	Yes	No			
• Hired workers?	i15d				
If <b>Yes</b> , how many?	i15e				
• Fired workers?	i15f				
If <b>Yes</b> , how many?	i15g				

I15. New employees	
Through family/friends	1
Public placement office	2
Private placement office	3
Public announcement/advertisement	4
School-related network	5
Other (Specify)	6
i15ax	

# I – LABOUR AND SKILLS

I16)

	Yes	No
In <b>the last fiscal year</b> , did this establishment run formal training programs for its permanent, full-time employees?	i16a	
If <b>Yes</b> , What percentage in each category below received formal training?		
• Production workers (skilled and unskilled)	i16b1	%
• Non-production workers	i16b2	%
	Yes	No
Over the last three years, did this establishment receive any public support (financial or other types of assistance) for training-related activities?	i16c	
If <b>No</b> , What was the <b>main</b> reason why this establishment did not run any training programs? (See table I16a)	i16d	
	Yes	No
Did your establishment have difficulty in finding new skilled employees?	i16e	
If <b>Yes</b> , to what extent was this an <b>obstacle</b> in each of the following areas? (See table I16b)		
• Computers and IT	i16e1	
• Management	i16e2	
• Accounting and finance	i16e3	
• Product technology	i16e4	
• Market or trade information	i16e5	
• Other	i16e6	

I16b. Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4

I16a. Reason not to run any training programs	
The benefits of training are smaller than the costs	1
The firm cannot afford the optimal level of training	2
The firm is afraid of investing in workers that after the training may leave the firm	3
The firm does not have enough information about training programs	4
Other	5

## J – FINANCING

J1)	Yes	No
Did this establishment have its annual financial statements checked and certified by an external auditor?	j1a	
Of the land occupied by this establishment, what percentage does it:		
• Own	j1b1	%
• Lease	j1b2	%
• Other (specify): j1b3x	j1b3	%

J2)	Yes	No
Does your establishment have an overdraft facility?	j2a	
If <b>Yes</b> , what is the average annual interest rate?	j2b	%

## J – FINANCING

J3)

For <b>your last fiscal year</b> , please estimate the proportion of financing from the sources below for:	<b>Working capital (Current assets)</b>  i.e. Inventory, accounts receivable and cash accounts	Did you purchase Fixed assets ( <i>i.e. Machinery, vehicles, equipment, land, or buildings</i> ) in your last fiscal year?		If <b>No</b> , skip to <b>J4</b>
		Yes	No	
		j3a		
		Financing of fixed assets		
• Internal funds/Retained earnings	j3a1 %	j3a2	%	
• Borrowed from private commercial banks	j3b1 %	j3b2	%	
• Borrowed from state-owned banks and/or government agency	j3c1 %	j3c2	%	
• Borrowed from non-bank financial institutions	j3d1 %	j3d2	%	
• Purchases on credit from suppliers and advances from customers	j3e1 %	j3e2	%	
• Borrowed from family/friends	j3f1 %	j3f2	%	
• Borrowed from informal sources (e.g., moneylenders)	j3g1 %	j3g2	%	
• Angel Investors	j3k1 %	j3k2	%	
• Venture Capitalists	j3l1 %	j3l2	%	
• Private Equity	j3m1 %	j3m2	%	
• Credit Cards	j3n1 %	j3n2	%	
• Government provided or subsidized entity or program	j3o1 %	j3o2	%	
• Issued new equity (shares)		j3h2	%	
• Issued new debt (including commercial paper and debentures)		j3i2	%	
• Other (Specify): j3j1x j3j2x	j3j1 %	j3j2	%	
<b>Total</b>	<b>100%</b>	<b>100%</b>		



## J – FINANCING

J4)

	Yes	No	
Does your establishment <u>currently</u> have a line of credit or loan from a financial institution?	j4a		If <b>No</b> , skip to <b>J5</b>
If <b>Yes</b> , 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?	j4b		
• What year was it approved?	j4c		
• What was the amount at the time of approval?	j4d	LCU	
• What is the average annual interest rate?	j4e	%	
• What is the total duration (term) in months?	j4f	Months	
• What <b>type of financial institution</b> granted the line of credit or the loan? ( <i>See table J4 below</i> )	j4g		
	Yes	No	
Did your financial institution require collateral?	j4h		If <b>No</b> , skip to <b>J5</b>
If <b>Yes</b> , which of the following assets were required as collateral:	Yes	No	
• Land, buildings	j4h1		
• Machinery and equipment including movables	j4h2		
• Accounts receivable and inventories	j4h3		
• Personal assets of owner (house, etc.)	j4h4		
• Other (Specify): j4h5x	j4h5		
If <b>Yes</b> , what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit?	j4i		%

J4. 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

## J – FINANCING

J5)

	Yes	No	
In the last fiscal year, did this establishment apply for loans or lines of credit?	j5a		If <b>No</b> , skip to <b>J6</b>
<b>If Yes</b>			
How many applications were submitted?	j5b		
How many of those applications were rejected?	j5c		If <b>0</b> , skip to <b>K1</b>
What was the most common <b>reason</b> given by the lender for those rejections? (See table J5 below)	j5d		Skip to <b>K1</b>

J5. Reason cited by lender	
Collateral or co-signers 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

J6)

If your establishment did not apply for a line of credit or a loan, what was the <b>main reason</b> ? (See table J6 below)	j6
--	----

J6. 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 favourable	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

## K– PERFORMANCE

K1)

	2011 (LCU)	2012 (LCU)
What were the total sales of your establishment in:	k1a	k1b

K2)

Please provide the following information on your establishment's costs:	2012 (LCU)
<ul style="list-style-type: none"> <li>If Manufacturing Total cost of raw materials and intermediate goods used in production</li> <li><b>OR IF RETAIL</b> Total annual cost of finished goods and materials purchased to sale</li> </ul>	k2a
<ul style="list-style-type: none"> <li>Total cost of labor, including wages, salaries and bonuses and social payments</li> </ul>	k2b
<ul style="list-style-type: none"> <li>Total annual depreciation</li> </ul>	k2c
<ul style="list-style-type: none"> <li>Total cost of rental of land/buildings, equipment, furniture</li> </ul>	k2d

K3)

Please provide the following information on your establishment's costs:	2012 (LCU)
<ul style="list-style-type: none"> <li>Electricity</li> </ul>	k3a
<ul style="list-style-type: none"> <li>Fuel</li> </ul>	k3b
<ul style="list-style-type: none"> <li>Water</li> </ul>	k3c
<ul style="list-style-type: none"> <li>Transportation for goods (not including fuel)</li> </ul>	k3d
<ul style="list-style-type: none"> <li>Communications services</li> </ul>	k3e

K4)

In the last fiscal year, how much did your establishment spend on purchases of:	(LCU)
<ul style="list-style-type: none"> <li>Machinery, vehicles and equipment (new and/or used)</li> </ul>	k4a
<ul style="list-style-type: none"> <li>Land and buildings</li> </ul>	k4b

## K– PERFORMANCE

K5)

At the end of the last fiscal year, what was the <b>net book value</b> of the following assets?	Net book value (LCU)
	2012
• Machinery, vehicles and equipment	k5a
• Land and buildings	k5b

K6)

In the last fiscal year, if you hypothetically had needed to purchase the following in its condition at that time, how much would it have cost?	Value (LCU)
• All machinery, vehicles and equipment that you use (whether you own it or not)	k6a
• All land and buildings that you use (whether you own it or not)	k6b

K7)

In the last fiscal year, what would have been the cost of replacing all your machinery and equipment with new machines?	k7	LCU
---	----	-----

## L – BUSINESS ENVIRONMENT

L1) Please rate each one of these factors as obstacles that can affect the current operations of your establishment? (See table L1 beside)

		See table L1	
1	Telecommunications	I1a	
2	Electricity	I1b	
3	Transportation	I1c	
4	Access to land for expansion / relocation	I1d	
	<b>If either 3 or 4, why is access to land for expansion / relocation an obstacle?</b>	<b>Yes</b>	<b>No</b>
	• The procurement process	I1d1	
	• Cost of land	I1d2	
	• Availability of infrastructure	I1d3	
	• Disputed ownership	I1d4	
	• Small size of land ownership	I1d5	
	• Government ownership of land	I1d6	
	• Other	I1d7	
5	Tax rates	I1e	
6	Tax administration	I1f	
7	Customs and Trade Regulations	I1g	
8	Labor Regulations	I1h	
9	Inadequately educated workforce	I1i	
10	Business licensing and Permits	I1j	
11	Access to finance (e.g. collateral)	I1k	
12	Cost of finance (e.g. interest rates)	I1l	
13	Political environment	I1m	
14	Macroeconomic environment (inflation, exchange rate, interest rate)	I1n	
15	Corruption	I1o	
16	Crime, theft and disorder	I1p	
17	Practices of competitors in the informal sector	I1q	
	<b>If either 3 or 4, why are practices of competitors in the informal sector an obstacle?</b>	<b>Yes</b>	<b>No</b>
	• They circumvent rules and regulations	I1q1	
	• They face no rules of entry	I1q2	
	• They have larger or more flexible working hours	I1q3	
	• There is limited recourse against them in the face of adversity	I1q4	
	• Other	I1q5	

L1. Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4

## L – BUSINESS ENVIRONMENT

L2) Please indicate which element of the previous list of issues constitutes (*using code 1 to 17*):

The most serious obstacle	L2a
The second most serious obstacle	L2b
The third most serious obstacle	L2c

L3) **Instructions to enumerator:** Please describe the following scenario to the respondent and ask to what extent corruption represents an **obstacle** to the operation and growth for Smith's business? (*Please see table L3 below*)

Smith needs to renew a small business license from a local government office each year. Bribes are welcomed. Smith usually includes an additional bribe with his applications. When Smith had not included bribes, his application was sometimes lost or there were long delays such that the firm had to re-file. Does corruption represent an <b>obstacle</b> to the operation and growth for Smith's business? (Please see table below)	L3
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L3. Obstacle	
No Obstacle	0
Minor Obstacle	1
Moderate Obstacle	2
Major Obstacle	3
Very Severe Obstacle	4

## M – BUSINESS STRATEGY AND SUPPORT PROGRAMS

M1)

	Yes	No	
Are you <b>aware</b> of any existing program available in your country offering technical assistance to firms such as yours?	M1a		
Does your establishment currently <b>benefit</b> from any technical assistance programs?	M1b		If <b>No</b> , skip to <b>M3</b>

M2)

	General Management, Business Development & Strategies Support			Marketing & Operations Support			Financial Management, and Tax & Customs Administration Support			Technological & Innovation Support			Human Resources Support		
	Yes	No		Yes	No		Yes	No		Yes	No		Yes	No	
Does (do) this (these) program(s) your establishment currently benefit from provide any support in the following functional areas?	M2a1			M2a2			M2a3			M2a4			M2a5		
<b>- If Yes</b> , did you expect an impact in each of the following categories? Moreover, please indicate the effective <b>level of impact</b> on the following categories (see table M2 below)	Yes	No	Effective impact	Yes	No	Effective impact	Yes	No	Effective impact	Yes	No	Effective impact	Yes	No	Effective impact
1. Higher sales	m2b1a1		m2b1b1	m2b1a2		m2b1b2	m2b1a3		m2b1b3	m2b1a4		m2b1b4	m2b1a5		m2b1b5
2. Lower costs	m2b2a1		m2b2b1	m2b2a2		m2b2b2	m2b2a3		m2b2b3	m2b2a4		m2b2b4	m2b2a5		m2b2b5
3. Bigger profits	m2b3a1		m2b3b1	m2b3a2		m2b3b2	m2b3a3		m2b3b3	m2b3a4		m2b3b4	m2b3a5		m2b3b5
4. Improved production process / quality of products or services	m2b4a1		m2b4b1	m2b4a2		m2b4b2	m2b4a3		m2b4b3	m2b4a4		m2b4b4	m2b4a5		m2b4b5
5. Improved access to financing	m2b5a1		m2b5b1	m2b5a2		m2b5b2	m2b5a3		m2b5b3	m2b5a4		m2b5b4	m2b5a5		m2b5b5
6. Improved internal business environment	m2b6a1		m2b6b1	m2b6a2		m2b6b2	m2b6a3		m2b6b3	m2b6a4		m2b6b4	m2b6a5		m2b6b5
7. Improved HR management	m2b7a1		m2b7b1	m2b7a2		m2b7b2	m2b7a3		m2b7b3	m2b7a4		m2b7b4	m2b7a5		m2b7b5
8. Improved overall results	m2b8a1		m2b8b1	m2b8a2		m2b8b2	m2b8a3		m2b8b3	m2b8a4		m2b8b4	m2b8a5		m2b8b5

M2. Level of impact	
Negative impact	1
No impact	2
Moderate impact	3
Large impact	4

## M – BUSINESS STRATEGY AND SUPPORT PROGRAMS

M3)

	Yes	No
Would your establishment be interested in receiving such assistance?	M3a	
If <b>No</b> , what would be the <b>main</b> reason for this establishment's disinterest? (See table M3a)	M3b	
If <b>Yes</b> ,	Yes	No
Would your establishment be willing to pay for a part of these support services?	M3c	
From which type of <b>executing agency</b> would your establishment prefer receiving assistance from? (See table M3b)	M3d	
For which <b>functional area</b> would your establishment require mostly technical assistance? (See table M3c)	M3e	

M3a. Reason of disinterest	
Not needed	1
Too expensive	2
Already used this type of assistance in the past and wasn't useful	3
Administrative procedure is cumbersome	4
Too many strings attached	5
Not aware of this type of assistance and don't know its advantages	6
Other, specify	M3bx

M3c. Functional area	
General Management, Business Development & Strategies Support	1
Marketing & Operations Support	2
Financial Management, and Tax & Customs Administration Support	3
Technological and Innovation Support	4
Human Resources Support	5
Other, specify	M3ex

M3b. Executing Agency	
Community-based organization	1
Local business association	2
Private independent fund	3
NGO	4
Government-based organization	5
International organization	6
Other, specify	M3dx



## M – BUSINESS STRATEGY AND SUPPORT PROGRAMS

M4)

Over the last two years, has this establishment tried to achieve any of the following goals			If Yes,			
			Was this strategy supported by public resources?		Was this strategy successful?	
	Yes	No	Yes	No	Yes	No
• To obtain quality certification?	m4a		m4a1		m4a2	
• To make business alliances with other suppliers or clients?	m4b		m4b1		m4b2	
• To support innovation?	m4c		m4c1		m4c2	
• To promote exports?	m4d		m4d1		m4d2	
• To develop new foreign markets?	m4e		m4e1		m4e2	
• To increase national markets?	m4f		m4f1		m4f2	
• To improve quality of goods or services?	m4g		m4g1		m4g2	
• To reduce cost?	m4h		m4h1		m4h2	
• To increase the number of goods or services offered by this establishment?	m4i		m4i1		m4i2	
• To reduce environmental impact?	m4j		m4j1		m4j2	
• To reduce energy consumption?	m4k		m4k1		m4k2	

COMPLETE THE FOLLOWING QUESTIONS AFTER THE INTERVIEW HAS BEEN COMPLETED

Day (DD)	Month (MM)	Year (YYYY)
dayend	monthend	yearend

I perceive the answers to questions regarding <b>opinions and perceptions</b> to be ( <i>See table 1 below</i> ):	F1
The answers to questions regarding <b>figures</b> ( <i>See table 2 below</i> ):	F2
This <b>questionnaire</b> was completed in ( <i>See table 3 below</i> ):	F3
The interview was done through which <b>mode</b> ( <i>See table 4 below</i> ):	F4

1. Opinions and Perceptions	
Truthful (reflect real opinions)	1
Somewhat truthful	2
Not truthful	3

2. Figures	
Are taken directly from establishments' records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

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 interviews	3

4. Interview Mode	
Face-to-face visit	1
Web-enabled	2
Telephone	3
Email	4
Videoconference	5
Combine	6

Interviewer comments:

Comment

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