

# CARIBBEAN FOLLOW-UP SURVEY 2012

## FINGEN QUESTIONNAIRE

Country	Country		
Questionnaire ID	Idquest		
	<b>Yes</b>	<b>No</b>	
Supervisor Call Back	Callback		



Establishment name	est				
Address	address				
City/Village	city		Phone	phone	
	<b>Yes</b>	<b>No</b>			
Business Card	bcard				
Respondent	Name		name		Gender
	Designation/tittle		tittle		
	Phone		phoneresp		
	Mobile number		cellresp		
Interviewer	inter		Code	intercode	
Supervisor	super		Code	supercode	

<b>Month(MM)</b>	<b>Day(DD)</b>
startmonth	startday

A1)	SHORT TERM: LINE OF CREDIT		MEDIUM & LONG TERM: LOAN		EQUITY FINANCING		PARTICIPA- TORY LOAN		GOVERNMENT GRANTS		LEASING FINANCING		SUPPLIERS CREDIT	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Do you currently have any of these financing products? (see definitions below)	A1a1		A1a2		A1a3		A1a4		A1a5		A1a6		A1a7	
- If Yes, please indicate your <b>level of satisfaction</b> with each of the following elements: (see table 1)														
1. Amount granted	A1b1a		A1b2a		A1b3a		A1b4a		A1b5a		A1b6a		A1b7a	
2. Time to process the application	A1b1b		A1b2b				A1b4b		A1b5b				A1b7b	
3. The documents required	A1b1c		A1b2c		A1b3c		A1b4c		A1b5c		A1b6c		A1b7c	
4. Interest rate	A1b1d		A1b2d								A1b6d		A1b7d	
5. Service fees	A1b1e		A1b2e								A1b6e		A1b7e	
6. Other cost of financing					A1b3f		A1b4f							
7. Guarantees required by the institution	A1b1g		A1b2g				A1b4g				A1b6g		A1b7g	
8. The funder's contribution to the general management of the establishment	A1b1h		A1b2h		A1b3h		A1b4h							
9. The introduction of the establishment to the funder's network	A1b1i		A1b2i		A1b3i		A1b4i							
10. Overall	A1b1j		A1b2j		A1b3j		A1b4j		A1b5j		A1b6j		A1b7j	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
- If No, did this establishment request these financing products in the <b>last quarter</b> ?	A1c1		A1c2		A1c3		A1c4		A1c5		A1c6		A1c7	
- If No, What was the <b>main</b> reason why this establishment did not request it? (see table 2)	A1d1		A1d2		A1d3		A1d4		A1d5		A1d6		A1d7	
- If Yes,														
• What was the <b>main</b> reason why this establishment requested it? (see table 3.1 & 3.2 & 3.3)?	A1e1		A1e2		A1e3		A1e4				A1e6		A1e7	
• What was the <b>main</b> category of investors you approached (see table 4)?					A1f3		A1f4							
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
• Was the request approved?	A1g1		A1g2		A1g3		A1g4		A1g5		A1g6		A1g7	
- If No, What was the main reason given by the financial institution/potential funders? (see table 5.1, 5.2, 5.3)	A1h1		A1h2		A1h3		A1h4		A1h5		A1h6		A1h7	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

- If No, Do you agree with the reasons provided by the financial institution/potential funders for turning down your application?	A1i1		A1i2		A1i3		A1i4		A1i5		A1i6		A1i7	
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#	FINANCING PRODUCT	DEFINITIONS
1	LINE OF CREDIT	A line of credit may take several forms, such as overdraft protection, demand loan, special purpose, export packing credit, term loan, discounting, purchase of commercial bills, traditional revolving credit card account, etc. It is effectively a bank account that can readily be tapped at the borrower's discretion. It can be secured by collateral (short term assets) or unsecured.
2	LOAN	A loan is a type of debt where the borrower initially borrows an amount of money (supported by long term assets) from the lender, and is obligated to pay back or repay typically regular installments, or partial repayments, with interest.
3	EQUITY FINANCING	The act of raising money for company activities by selling common or preferred stock to individual or institutional investors. In return for the money paid, shareholders receive ownership interests in the corporation.
4	GOVERNMENT GRANTS	Funds disbursed by a Government Department or Program that are not repaid. In order to receive such grant, some form of "Grant Writing", often referred to as either a proposal or an application, is usually required.
5	LEASING	Leasing is a process by which a firm can obtain the use of a certain fixed assets for which it must pay a series of contractual, periodic, tax-deductible payments.
6	SUPPLIERS CREDIT	A financing arrangement under which a supplier extends credit to the buyer (his client).
7	PARTICIPATORY LOAN	Participatory loans do not carry fixed interest charges but give rights to a portion of future profits if they materialize – eventually costing more than the usual interest charged in a commercial loan. Also, they have as a usual condition that the lender may delegate a person to intervene in the management of the establishment.

1. Level of satisfaction	
Totally dissatisfied	1
Dissatisfied	2
Satisfied	3
Totally satisfied	4

2. Reason for not requesting this financing product	
No need for this type of financing	1
Establishment were turned down before for such type of financing	2
This type of financing was too expensive	3
Procedure to obtain this type of financing was too complicated	4
Not aware of this type of financing	5
Did not want to share / dilute the control of the establishment	6
The size of the establishment was too small	7
No programs/services were available in the area of the establishment	8
The establishment did not meet the acceptance criteria	9
Other, specify: A1d1x, A1d2x, A1d3x, A1d4x, A1d5x, A1d6x, A1d7x	10

3.1 Reasons for requesting a line of credit, loan or suppliers credit	
Because the financing conditions were attractive	1
To diversify sources of financing	2
To reduce pressure on cash flows	3
Other, specify: A1e1x, A1e2x, A1e7x	4

3.2 Reasons for requesting equity financing or participatory loan	
To diversify sources of financing	1
No cost of services such as interest or fees (apart from share of profits or stock market)	2
Right investors can bring valuable skills, contacts and experience and assist with strategy and key decision making	3
Other, specify: A1e3x, A1e4x	4

3.3 Reasons for requesting financing from a leasing company	
Because the financing conditions were attractive	1
To borrow up to 100% of the asset's value	2
A financial institution had turned down a loan	3
Other, specify: A1e6x	4

4. Main category of investors	
Family members and/or friends	1
Private investors	2
Venture capital firms	3
Financial institution	4
Government institution	5
Other, specify: A1f3x, A1f4x	6

5.1 Reasons given by the financial institution (line of credit & loan)	
The management team was too inexperienced	1
The application did not meet the criteria	2
The application was not correctly completed	3
Poor credit history of the establishment	4
The establishment could not provide enough guarantees	5
Other, specify: A1h1x, A1h2x	6

5.2 Reasons given by potential investors (equity & participatory loan)	
The management team was too inexperienced	1
The insufficient growth opportunity	2
The establishment was too young	3
The investor did not agree with the establishment business plan and strategies.	4
The investor does not invest in this sector	5
No exit opportunity existed	6
Other, specify: A1h3x, A1h4x	7

5.2 Reasons given by government, leasing agencies or suppliers	
Application did not meet the requirements	1
Poor credit history of the establishment	2
The establishment could not provide enough guarantees	3
Establishment was too young or too small	4
Other, specify: A1h5x, A1h6x, A1h7x	5

B1)

	Yes	No
Do you plan to apply for additional external financing in the <b>next 12 months</b> ?	<b>B1</b>	

B2)

For each of the following types of financing, indicate your intentions for the **next 12 months** (see table below):

1. Line of credit	<b>B1a</b>
2. Long-term loans	<b>B1b</b>
3. Equity Financing	<b>B1c</b>
4. Government grants	<b>B1d</b>
5. Leasing Financing	<b>B1e</b>
6. Suppliers credit	<b>B1f</b>
7. Participatory loan	<b>B1g</b>
8. Other	<b>B1h</b>
If other, specify:	<b>B1hx</b>

Intentions for the next 12 months	
No change	1
A new application will be filled	2
Request of an increase of the current limit	3

B3)

Which of the following <b>statements</b> best describe your position on sharing the equity (ownership) of your firm in order to obtain capital to expand/grow or refinance your business (see table besides)?	<b>B3</b>
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Statement	
Yes, I am willing to share more than 50%	1
Yes, but I would rather keep more than 50%	2
No, I am not willing to share ownership	3

B4)

	Yes	No
Would you accept to receive funding from private investors in the form of a <b>participatory loan</b> ?	<b>B4</b>	
<b>If No</b> , Why would you not accept a participatory loan? (See table below)	<b>B4a</b>	

Reason for not accepting capital contribution from Private Investors	
No need for more capital	1
Not willing to accept the intervention of unknown investors	2
The private investors may take too many rights in the company / Too costly	3
Would prefer traditional financing	4
Would require more explanations	5
Other, specify:	<b>B4ax</b>

C1)

Does the establishment have any of the following insurance?			If No		
			What is the main reason for not having one? (see table below)	Would you be interested in having one?	
Yes	No			Yes	No
➤ Damage insurance (earthquake, hurricane, fire etc.)	C1b1				
➤ Liability insurance	C1b2				
➤ Mortgage insurance	C1b3				
➤ Credit insurance for machinery and equipment	C1b4				
➤ Insurance for vehicles (fleets and trucks)	C1b5				
➤ Group life insurance	C1b6				
➤ Personal and collective accident insurance	C1b7				
➤ Medical insurance	C1b8				
➤ Directors and Board liability insurance	C1b9				
➤ Other, specify:	C1b10				
If No to all, skip to D1					

Reason	
The premium is expensive	1
The deductible is high	2
Not needed	3
Not enough information	4
No institution would ensure the company	5
Insurers are not reliable / not likely to pay in case of a claim	6
Other, specify: C1b10x	7

C2)

Which type of financial institution granted this (these) insurance(s)? (See table 1 below)	C2a
For how long the establishment has a business relationship with this institution? (See table 2 below)	C2b
What is the main reason for choosing this institution (See table 3 below):	C2c

1. Type of Institution	
Commercial Banks	1
Saving Bank or Saving & Loan Society	2
Insurance company	3
Other, specify: C2ax	4

2. Commercial relationship	
Less than one year	1
Between 1 and 2 years	2
Between 2 and 3 years	3
More than 3 years	4

3. Reason	
They offered the lowest premium	1
They offered the insurance with more coverage	2
It is the only institution that agreed to sell insurance	3
The institution offers additional financial services	4
The deductible is low	5
A representative of the institution came to visit the company	6
Other, specify: C2ax	7

C3)

	Yes	No
Has your company claimed any of its insurance?	C3	
<b>If Yes,</b>		
- What was the type of event? (See table besides)	C3a	
- What was the approximate amount of insurance perceived?	C3b LCU	

Type of Event	
Damage insurance	1
Liability insurance	2
Mortgage insurance	3
Credit insurance for machinery and equipment	4
Insurance for vehicles (fleets and trucks)	5
Group life insurance	6
Personal and collective accident insurance	7
Medical insurance	8
Directors and Board liability insurance	9
Other, specify: C3ax	10



D1)

How would you characterize the <b>gender composition of the owners/shareholders</b> of this establishment? (see table 1 below)	<b>D1a</b>		If 1, go to D2
<b>If not equal to 1:</b>	<b>Yes</b>	<b>No</b>	
Is the largest owner/shareholder female?	<b>D1b</b>		
Related to the <b>largest female owner/shareholder</b> :	<b>Yes</b>	<b>No</b>	
• Is she related to any of the other owners of this establishment?	<b>D1c</b>		
• What percentage of ownership does she own?	<b>D1d%</b>		
• To what <b>extent</b> does she get involved in the management of this establishment? (see table 2 below)	<b>D1e</b>		
• How many years of experience does she have working in this establishment?	<b>D1f years</b>		
• How many years of experience does she have working in another establishment?	<b>D1g years</b>		

1. Gender composition of the owners	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

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

D2)

How would you characterize the <b>gender composition of the management group</b> of this establishment? (see table below)	<b>D2a</b>	
	<b>Male</b>	<b>Female</b>
What is the gender of the person responsible for dealing with tax inspectors/authorities?	<b>D2b</b>	
What is the gender of the person responsible for dealing with banks / financial institutions?	<b>D2c</b>	

Gender composition of the management group	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

D3)

	Yes	No
Are business objectives expressed in a written document?	D3a	
▪ If yes, is this the result of a formal planning process?	D3a1	
▪ If yes, is this a participatory process?	D3a2	
▪ If yes, at what frequency is this process repeated? (see table 1 below)	D3a3	
▪ If yes, what kind of time scale are you looking at with your targets? (see table 2 below)	D3a4	
	Yes	No
Are business objectives communicated to all staff members?	D3b	
How effective are your business objectives in getting your organization to grow? (see table 3 below)	D3c	
	Yes	No
Do business objectives get translated into performance indicators?	D3d	
▪ If yes, are performance indicators tracked?	D3e	
➢ If yes, at what frequency are they tracked? (see table 1 below)	D3e1	
➢ If yes, at what frequency are they reviewed? (see table 1 below)	D3e2	
➢ If yes, do you take any actions to follow up on poor performance?	D3e3	
• How do you cope with a part of your establishment that is performing poorly? (see table 4 below)	D3e4	
• How do you cope with poor performers? (see table 5 below)	D3e5	
➢ If yes, do you take any actions to follow up on good performance?	D3e6	
• How do you deal with a part of your establishment that is performing well? (see table 6 below)	D3e7	
• How do you reward good performers? (see table 7 below)	D3e8	
	Yes	No
Does the establishment have a bonus system tied to performance?	D3f	
▪ If yes, does it apply to managers only	D3f1	
	Yes	No
Do you seek to improve your manufacturing process or the way with which you provide services?	D3g	
▪ If yes, at what frequency? (see table 1 below)	D3g1	
	Yes	No
Do you favor teamwork?	D3h	
Does the establishment have a formal system to channel suggestions to the top management?	D3i	

1. Frequency	
Occasionally in exceptional circumstances	1
Periodically	2
Continuously as an explicitly recognized part of normal operations	3

2. What kind of time scale are you looking at with your targets?	
The organization has <b>short term goals only</b> , up to 1 year.	1
The organization has <b>short term goals</b> and <b>sometimes</b> tries to establish <b>long-term goals</b> , if necessary.	2
The organization has <b>short term and long terms goals</b> . However they are <b>sometimes not</b> linked to each other.	3
<b>Long term goals are connected</b> to short term goal. However, the focus of managers is mostly on short term goals	4
<b>Long term goals are set first</b> and they are translated into specific short terms targets and meeting short term goals would allow meeting long term goals	5

3. How effective are your business objectives	
Goals are either <b>easy or impossible</b> to achieve.	1
Goals are either easy or impossible to achieve in most departments, but <b>some are achievable</b> .	2
In most areas the establishments has <b>aggressive goals</b> , but some department goals are either <b>too easy or too hard</b> .	3
Goals are <b>demanding in most departments</b> , but some are still too either too easy or too hard.	4
Goals <b>are demanding</b> in all divisions.	5

4. How do you cope with a part of your establishment that is performing poorly?	
Failure does not carry <b>any</b> consequences.	1
Failure is <b>frequently tolerated</b> for a period before action is taken.	2
Failure is <b>tolerated</b> for a period before action is taken.	3
Failure is <b>very poorly tolerated</b> for a period before action is taken.	4
Failure <b>drives retraining</b> in identified areas of weakness or moving individuals to where their skills are appropriate.	5

5. Coping with poor performers	
Do nothing	1
Give a warning demanding short term change in performance	2
Decrease his/her remuneration	3
Send him/her to an adapted training session	4
Fire him/her	5
Other, specify: _____	6

6. How do you deal with a part of your establishment that is performing well?	
Success does not carry <b>any</b> consequences.	1
Success is <b>very poorly analyzed</b> and <b>rarely some action</b> will ensue.	2
Success is <b>analyzed</b> and <b>generally some action</b> will ensue.	3
Success is <b>analyzed carefully</b> and actions are taken <b>most of the times</b> .	4
Success is <b>thoroughly analyzed</b> and <b>systematic actions</b> are undertaken to replicate the success in the rest of the establishment, with rewards for those succeeding.	5

7. Rewarding good performers	
Do nothing	1
Congratulate him/her	2
Give a financial reward	3
Give a non-financial reward	5
Promote him/her	5
Other, specify: _____	6

D4)

Please identify the most important criterion by which you define the <b>success</b> of your establishment? (see table 1 below)	First most Important	D4a1
	Second most Important	D4a2
When profits occur, how much do you systematically reinvest in your establishment?		D4b %
If more than 0%, where do you mostly <b>reinvest</b> ? (see table 2 below)		D4c

1. Success		
Attaining a pre-established level of profit		1
Still in business in 10 years time		2
Providing employment for family		3
Providing employment for others outside the family		4
Expand customer base		5
Expand range of services/products provided		6
Others (specify):	D4a1x, D4a2x	7

2. Reinvest		
In physical assets		1
In human capital		2
In market or product development		3
Other (specify):	D4cx	4

D5)

Do you need to spend more time on any of the following activities in order to increase the competitiveness of this establishment?	Yes	No
a. Networking to support market development	D5a	
b. Networking to maintain good supply relationships	D5b	
c. Networking to maintain access to financing	D5c	
d. Networking to maintain access to human resources	D5d	
e. Networking through business associations	D5e	
f. Introducing in the workplace policies and programs to facilitate a balance between family responsibilities and work requirements	D5f	
g. Obtaining quality certification	D5g	
h. Innovating on products/services or processes	D5h	

D6)

Most of the time, what would be your style of management? (see table below)	D6
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Style of management	
<b>Decision Maker Manager</b> (the manager acts alone and takes his decisions without asking to or consulting other persons; he is the only responsible of the measure adopted and of its consequences).	1
<b>Consensual Manager</b> (before taking the final decision, the manager consults other persons in order to obtain their support and to reach a better solution: he looks for a consensus and the adhesion of the group).	2
<b>Delegating Manager</b> (the manager trusts the capacity of other to assume the responsibilities given to them: he delegates to the right persons the responsibilities to take the appropriate decisions and resists to the temptation to intervene. It is a non-interference approach but he gives support to others and respects their capacities).	3

D7)

To what extent do you <b>agree or disagree</b> with the following statements (see table below): Good managers...		<b>Agree or disagree</b>	
1. Are trainers, coaches and mentors for their employees	D7a1	Have no opinion	0
2. Do not impose their authority: they rather adopt a participatory approach	D7a2	Strongly disagree	1
3. Deal with problems in a positive and constructive manner	D7a3	Tend to disagree	2
4. Use disciplinary measures in an honest and constructive manner	D7a4	Tend to agree	3
5. Are good decision makers	D7a5	Strongly agree	4
Of the above mentioned characteristics (from "1" to "5") of being a good manager, which one do you value most in practice?		D7b	

D8)

Do you think that female owners or managers have more or less <b>problems</b> dealing with the following transactions than their male counterparts: (see table below)														
a. Obtaining licenses	D8a	<table border="1"> <tr> <th colspan="2">Problems</th> </tr> <tr> <td>Significantly less problems</td> <td>0</td> </tr> <tr> <td>Slightly less problems</td> <td>1</td> </tr> <tr> <td>No difference</td> <td>2</td> </tr> <tr> <td>Slightly more problems</td> <td>3</td> </tr> <tr> <td>Significantly more problems</td> <td>4</td> </tr> </table>	Problems		Significantly less problems	0	Slightly less problems	1	No difference	2	Slightly more problems	3	Significantly more problems	4
Problems														
Significantly less problems	0													
Slightly less problems	1													
No difference	2													
Slightly more problems	3													
Significantly more problems	4													
b. Dealing with taxes and tax collection	D8b													
c. Dealing with labor inspections	D8c													
d. Dealing with courts	D8d													
e. Dealing with the police	D8e													
f. Obtaining credit	D8f													
g. Getting a government contract	D8g													

D9)

<i>Musyoka</i> needs to renew a small business license from a local government office each year. Bribes are welcomed. <i>Musyoka</i> usually includes an additional bribe with his applications. When <i>Musyoka</i> 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 <i>Musyoka's</i> business? (See table besides)	D9	<b>Obstacle</b>	
		No Obstacle	0
		Minor Obstacle	1
		Moderate Obstacle	2
		Major Obstacle	3
		Very Severe Obstacle	4

D10) **Instructions to enumerator:** Please explain the following exercise to the respondent and allow the respondent (him or herself) to fill in the appropriate answers.

Please toss the coin handed to you by the enumerator before each question is posed without letting him/her see the results. Always answer YES if the coin comes up HEADS. Answer the question TRUTHFULLY if the coin comes up TAILS (i.e. answer YES if you have done this behavior; Answer NO if you have never done this behavior).	Yes	No
▪ Have you ever paid less in business taxes than you should have under the law?	D10a	

▪ Have you ever used the office telephone for personal businesses?	D10b	
▪ Have you ever deliberately not given your suppliers or clients what was due to them?	D10c	

### COMPLETE THE FOLLOWING QUESTIONS AFTER THE INTERVIEW HAS BEEN COMPLETED

Month(MM)	Day(DD)
endmonth	endday

I perceive the answers to questions regarding <b>opinions and perceptions</b> to be (see table 1 below):	E1
The answers to questions regarding <b>figures</b> (see table 2 below):	E2
This <b>questionnaire</b> was completed in (see table 3 below):	E3
The interview was done through which <b>mode</b> (see table 4 below):	E4

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
By Phone	2
Through Internet	3
Other (specify):	E4x

Interviewer comments:

comments

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