

Productivity and the Investment Climate Private Enterprise Survey

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

GENERAL INFORMATION

Note: Questions 1 through 6 apply to your entire firm, including all its establishments (factories, stores and/or service outlets).

1. In what year did your firm begin operations in this country? __c201__

2. What is the current legal status of your firm? __c202__

Publicly listed company	= 1	Sole proprietorship	= 4
Private held, limited company	= 2	Partnership	= 5
Cooperative	= 3	Other (specify: __c202x__)	= 6

3. What percentage of your firm is owned by:

Private Sector:	a) domestic	__c203a_ %	
	b) foreign	__c203b_ %	
Government/State		__c203c_ %	
Other		__c203d_ %	
		100	

4. Was your firm previously owned by the government (the state)? __c2041__ Yes = 1 No = 2
 If yes, when was it privatized? __c2042__ (year)

5. a) What percentage of your firm is owned by the largest shareholder or owner? __c205a_ %
 b) Which of the following best describes the largest shareholder or owner in your firm?

1. Individual	__c205b1__	(multiple answers acceptable)
2. Family	__c205b2__	
3. Domestic company	__c205b3__	
4. Foreign company	__c205b4__	
5. Bank	__c205b5__	
6. Investment fund	__c205b6__	
7. Managers of the firm	__c205b7__	
8. Employees of the firm	__c205b8__	
9. Government or government agency	__c205b9__	
10. Other (Specify) __c205bx__	__c205b10__	

- If the largest shareholder is an individual (or family member):

c) Is this principal owner also the manager/director?	__c205c__	Yes = 1 No = 2
d) Is the principal owner male?	__c205d__	Yes = 1 No = 2

6. a. How many establishments (separate operating facilities) does your firm have in this country? __c206a__
 b. Does your firm have holdings or operations in other countries? __c206b__ Yes = 1 No = 2

NOTE: For the remainder of this survey, please answer with respect to this establishment (factory, store or service outlet).

7. Where are this establishment and your headquarters located in this country? (name of city)
(Enumerator, Please code as follows: 1=Capital City; 2=Other city of over 1 million population; 3=City of 250,000-1million; 4=City of 50,000-250,000; 5=Town or Location with less than 50,000 population)
 This establishment c2071 Headquarters (if different) c2072
8. What is your main product line? (show lists) c208
- 9.a. Do you have other income generating activities beyond these main business lines? c209a YES=1 NO=2
 b. If YES, what percent of your workers time is accounted for by:
- | | | |
|--|---|-----------------|
| a. Manufacturing : specify main line of business (e.g. textiles) | <u>c209bax</u> | <u>c209ba</u> % |
| b. Services: main service provided | <u>c209bbx</u> (e.g. consulting, transportation): | <u>c209bb</u> % |
| c. Commerce (retail/wholesale trade): | | <u>c209bc</u> % |
| d. Construction: | | <u>c209bd</u> % |
| e. Other (specify) | <u>c209bex</u> | <u>c209be</u> % |
| | | 100% |

SALES AND SUPPLIES

10. a. Within your main product line, what share of the local market in your city or town is made up by the sales of your establishment? c210a %
 b. Within your main product line, what share of the national market is made up by the sales of your establishment? c210b %
11. a) What percent of your establishment's sales are:
- | | |
|--|-----------------|
| i) sold domestically | <u>c211a1</u> % |
| ii) exported directly | <u>c211a2</u> % |
| iii) exported indirectly (through a distributor) | <u>c211a3</u> % |
| | 100% |
- b) Approximately what percentage of your domestic sales are to:
- | | |
|---|-----------------|
| i) the government | <u>c211b1</u> % |
| ii) state owned or controlled enterprise | <u>c211b2</u> % |
| iii) multinationals located in your country | <u>c211b3</u> % |
| iv) your parent company or affiliated subsidiaries | <u>c211b4</u> % |
| v) large domestic firms (those with approximately 300 plus workers) | <u>c211b5</u> % |
| vi) other (sales to small firms, individuals, etc.) | <u>c211b6</u> % |
| | 100% |
- c) If you export: i) what was the year your establishment first exported? c211c1 (year)
 ii) which countries are the biggest destinations for your exports?
c211c2x c211c3x c211c4x
12. a) What percent of your establishment's material inputs and supplies are:
- | | |
|--|----------------|
| i) purchased from domestic sources | <u>c2121</u> % |
| ii) imported directly | <u>c2122</u> % |
| iii) imported indirectly (through a distributor) | <u>c2123</u> % |
| TOTAL | 100% |
13. At the time you receive delivery of your most important input or supply, how many days of inventory do you typically have on hand? c213 days of inventory of main input

14. What percent of your purchased material inputs/supplies are of lower than agreed upon quality? c214 %

15. What percentage of sales in the last year were lost due to delivery delays from suppliers? c215 %

16. (For the following questions, if respondent **does not know** the precise number, but knows it is more than 20, please code as "555")

a. Over the last year, within your main product line, how many competitors do you have in the domestic market that are private domestic enterprises, state-owned enterprises or foreign-owned enterprises?

Domestic Private Firms c216a1 State Owned Firms c216a2 Foreign Owned Firms c216a3

b. Over the last year, within your main product line, how many suppliers of your main supply or input do you have that are private domestic enterprises, state-owned enterprises or foreign-owned enterprises?

Domestic Private Firms c216b1 State Owned Firms c216b2 Foreign Owned Firms c216b3

c. Over the last year, within your main product line, how many customers do you have that are private domestic enterprises, state-owned enterprises or foreign-owned enterprises?

Domestic Private Firms c216c1 State Owned Firms c216c2 Foreign Owned Firms c216c3

*Note: In order to accommodate the case when the respondent has replied, that he or she does **not know** the precise number, but knows it is more than 20, we have created the categorical variables **c216a1w-c216c3w**, coded as follows:*

0 – no competitors; suppliers; customers;	7 – seven competitors; suppliers; customers;
1 – one competitor; supplier; customer;	8 – eight competitors; suppliers; customers;
2 – two competitors; suppliers; customers;	9 – nine competitors; suppliers; customers;
3 – three competitors; suppliers; customers;	10 – ten competitors; suppliers; customers;
4 – four competitors; suppliers; customers;	11 – eleven to fifteen competitors; suppliers; customers;
5 – five competitors; suppliers; customers;	16 – sixteen to twenty competitors; suppliers; customers;
6 – six competitors; suppliers; customers;	21 – more than twenty competitors; suppliers; customers;

17. Now I would like to ask you a hypothetical question. If you were to raise your prices of your main product line or main line of services 10% above their current level in the domestic market (after allowing for any inflation) which of the following would best describe the result assuming that your competitors maintained their current prices? c217 (select one of the options below).

1. Our customers would continue to buy from us in the same quantities as now
2. Our customers would continue to buy from us, but at slightly lower quantities
3. Our customers would continue to buy from us, but at much lower quantities
4. Our customers would stop buying from us.

INVESTMENT CLIMATE CONSTRAINTS TO THE ESTABLISHMENT

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

0 = No obstacle 1 = Minor obstacle 2 = Moderate obstacle 3 = Major obstacle 4 = Very Severe Obstacle

	No Problem	Degree of Obstacle				
A. Telecommunications	0	1	2	3	4	c218a
B. Electricity	0	1	2	3	4	c218b
C. Transportation	0	1	2	3	4	c218c
D. Access to Land	0	1	2	3	4	c218d
E. Tax rates	0	1	2	3	4	c218e
F. Tax administration	0	1	2	3	4	c218f
G. Customs and Trade Regulations	0	1	2	3	4	c218g
H. Labor Regulations	0	1	2	3	4	c218h
I. Skills and Education of Available Workers	0	1	2	3	4	c218i

J. Business Licensing and Operating Permits	0	1	2	3	4	c218j
K. Access to Financing (e.g. collateral)	0	1	2	3	4	c218k
L. Cost of Financing (e.g. interest rates)	0	1	2	3	4	c218l
M. Economic and Regulatory Policy Uncertainty	0	1	2	3	4	c218m
N. Macroeconomic Instability(inflation, exchange rate)	0	1	2	3	4	c218n
O. Corruption	0	1	2	3	4	c218o
P. Crime, theft and disorder	0	1	2	3	4	c218p
Q. Anti-competitive or informal practices	0	1	2	3	4	c218q
R. Legal system/conflict resolution	0	1	2	3	4	c218r

INFRASTRUCTURE AND SERVICES

19. During how many days last year did your establishment experience the following service interruptions, how long did they last, and what percent of your total sales value was lost last year due to:

	# Days	Ave. duration	Lost Value*
a) power outages or surges from the public grid?	c219a1 Days	c219a2 Hrs	c219a3 % total sales
b) insufficient water supply?	c219b1 Days	c219b2 Hrs	c219b3 % total sales
c) unavailable mainline telephone service?	c219c1 Days	c219c2 Hrs	c219c3 % total sales
d) transport failures?	c219d1 Days	c219d2 Hrs	c219d3 % total sales

(*Please include losses due to lost production time from the outage, time needed to reset machines, and production and sales lost due to processes being interrupted.)

20. a. What is your average cost of a kilowatt-hour (KwH) of electricity from the public grid? c220a
b. Does your establishment own or share a generator? c220b Yes=1 No=2
c. If YES, what percentage of your electricity comes from your own or a shared generator? c220c %
d. If YES, what was the generator's original cost to your establishment? LCU c220d1 Year c220d2

21. What share of your firm's water supply do you get from: a. municipal/public sources? c221a %
b. your own well or a shared well? c221b %
c. purchased from private vendors? c221c %

22. What percentage of the value of your average cargo consignment is lost while in transit due to breakage, theft, or spoilage? c222 % of consignment value

23. What percent of your workforce regularly uses a computer in their jobs? c223 %

24. Does your enterprise regularly use e-mail or a website in its interactions with clients and suppliers?

- a. E-mail? c224a 1 = Yes, 2 = No
b. A website? c224b 1 = Yes, 2 = No

25. a) Is your establishment/firm a member of a business association or chamber of commerce? c225a YES NO
b) IF YES, for each of the following, please indicate if this is a service the business association or chamber that is most important to your firm provides, and if so, what the value of this service is to your firm?

0= no value; 1= minor value; 2= moderate value; 3= major value; 4= critical value to your firm

	Not Provided	Value to your firm				
a) Lobbying government	NP	0	1	2	3	4 c225ba
b) Resolution of disputes (with officials, workers or other firms)	NP	0	1	2	3	4 c225bb
c) Information and/or contacts on domestic product and input markets	NP	0	1	2	3	4 c225bc
d) Information and/or contacts on international product and input markets	NP	0	1	2	3	4 c225bd
e) Accrediting standards or quality of products; reputational benefits	NP	0	1	2	3	4 c225be
f) Information on government regulations	NP	0	1	2	3	4 c225bf

26. For each of the following business services, for your establishment over the last year, please assess whether it is affordable and evaluate the quality on a 1-4 scale where 1 is very poor and 4 is very good.

(Quality: 1 = very poor, 2 = somewhat poor, 3 = somewhat good, 4 = very good, N/A=not applicable to my establishment)

		<u>Affordable?</u>		<u>Quality ?</u>				
i. Engineering	c226a1	Yes	No	1	2	3	4	c226b1
ii. Management consultants	c226a2	Yes	No	1	2	3	4	c226b2
iii. Marketing	c226a3	Yes	No	1	2	3	4	c226b3
iv. Accounting	c226a4	Yes	No	1	2	3	4	c226b4
v. Legal services	c226a5	Yes	No	1	2	3	4	c226b5
vi. Insurance	c226a6	Yes	No	1	2	3	4	c226b6
vii. IT services	c226a7	Yes	No	1	2	3	4	c226b7

FINANCE

27. Please identify the contribution over the last year of each of the following sources of financing for your establishment's: i) **Working capital** (i.e. inventories, accounts receivable and cash)

ii) **New Investments** (i.e. new land, buildings, machinery and equipment)

	Working Capital	New Investments
a. Internal funds or Retained earnings	__c227a1__ %	__c227a2__ %
b. Local commercial banks (loan, overdraft)	__c227b1__ %	__c227b2__ %
c. Foreign owned commercial banks	__c227c1__ %	__c227c2__ %
d. Leasing arrangement	__c227d1__ %	__c227d2__ %
e. Investment Funds/Special Development Financing/ Or Other State Services	__c227e1__ %	__c227e2__ %
f. Trade credit (supplier or customer credit)	__c227f1__ %	__c227f2__ %
g. Credit cards	__c227g1__ %	__c227g2__ %
h. Equity, sale of stock	__c227h1__ %	__c227h2__ %
i. Family, friends	__c227i1__ %	__c227i2__ %
j. Informal sources (e.g. money lender)	__c227j1__ %	__c227j2__ %
k. Other (specify source): __c227x__	__c227k1__ %	__c227k2__ %
TOTAL	100%	100%

28. Do you have an overdraft facility or line of credit? __c228__ Yes=1 No=2
If YES, what percent is currently unused? __c228y__ %

29. For the most recent loan or overdraft:

- a. When was this financing approved (year)? __c229a__
- b. Did the financing require collateral or a deposit? __c229b__ YES NO N/A (no loan)
- c. If yes, what share of collateral was:
- i) Land and buildings? __c229c1__
 - ii) Machinery? __c229c2__
 - iii) Intangible assets (accounts receivable, inventory)? __c229c3__
 - iv) Personal assets of owner/manager (e.g. house)? __c229c4__
- d. What was the approximate value of collateral required as a percentage of the loan value? __c229d__ %
- e. What is the loan's approximate annual cost/ rate of interest? __c229e__ %
- f. What is the duration (term) of the loan? __c229f__ months

30. What share of your total borrowing (loans, accounts payable) is denominated in foreign currency? __c230__ %

31. How long does it take to clear the following payments through your financial institution (i.e. until the recipient can draw the funds)?

	<u>Days</u>	<u>Charge (% of transaction) or</u>	<u>fee (LCU)</u>
a) a check	__c231a1__	__c231a2__ %	__c231a3__

- b) a domestic currency wire c231b1 c231b2 % c231b3
 c) a foreign currency wire c231c1 c231c2 % c231c3

32. Does your establishment have its annual financial statement reviewed by an external auditor? c232 YES NO

33. Of the land and buildings occupied by this establishment, what percent is owned or leased/rented?

- | | Owned | Leased or rented | If leased/rented, av. contract length |
|--------------|---------------------|---------------------|---------------------------------------|
| a. Land | <u> c233a1 </u> % | <u> c233a2 </u> % | <u> c233a3 </u> months |
| b. Buildings | <u> c233b1 </u> % | <u> c233b2 </u> % | <u> c233b3 </u> months |

BUSINESS-GOVERNMENT RELATIONS

34. How would you generally rate the efficiency of government in delivering services (e.g. public utilities, public transportation, security, education and health etc.). Would you rate it as (*read 1-6*)? c234

- | | |
|-------------------------|-----------------------|
| 1. Very inefficient | 4. Somewhat efficient |
| 2. Inefficient | 5. Efficient |
| 3. Somewhat inefficient | 6. Very Efficient |

35. "In general, government officials' interpretations of regulations affecting my establishment are consistent and predictable." To what extent do you agree with this statement? Do you (*read 1-6*)? c235

- | | |
|---------------------------|------------------------|
| 1. Fully disagree | 4. Tend to agree |
| 2. Disagree in most cases | 5. Agree in most cases |
| 3. Tend to disagree | 6. Fully agree |

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

- i) c236a1 days on average
 ii) c236a2 days for the longest time in the last year
 NA (we don't import)

b) If you **export**, what was the average and the longest number of days in the last year that it took from the time your goods arrived in their point of exit (e.g., port, airport) until the time they clear customs?

- i) c236b1 days on average
 ii) c236b2 days was the longest time in the last year
 NA (we don't export)

37. If you could change the number of regular full-time workers you currently employ without any restrictions (i.e. without seeking permission, making severance payments etc.), what would be your optimal level of employment as a percent of your existing workforce? c237 %
 (e.g. 90% implies you would reduce your workforce by 10%, 110% means you want to expand by 10%)

38. In a typical week, what percentage of senior management's time is spent in dealing with requirements imposed by government regulations [e.g. taxes, customs, labor regulations, licensing and registration] including dealings with officials, completing forms, etc.? c238 %

39. We've heard that establishments are sometimes required to make gifts or informal payments to public officials to "get things done" with regard to customs, taxes, licenses, regulations, services etc. On average, what percent of annual sales value would such expenses cost a typical firm like yours? c239 %

40. Based on the experience of your establishment over the **last two years**, what is the actual delay experienced (from the day you applied to the day you received the service or approval) and was a gift or informal payment asked for or expected to obtain each of the following?

	<u>Actual Delay/Wait (days)</u>	<u>Gift/payment expected?</u>	<u>If yes, value (LCU)?</u>
i) A mainline telephone connection	c240a1 or N/A	c240b1 YES NO	c240c1
ii) An electrical connection	c240a2 or N/A	c240b2 YES NO	c240c2
iii) A water connection	c240a3 or N/A	c240b3 YES NO	c240c3
iv) A construction permit	c240a4 or N/A	c240b4 YES NO	c240c4
v) An import license	c240a5 or N/A	c240b5 YES NO	c240c5
vi) Operating license	c240a6 or N/A	c240b6 YES NO	c240c6

41. Recognizing the difficulties many enterprises face in fully complying with taxes and regulations, what percentage of total sales would you estimate the typical establishment in your area of activity reports for tax purposes? c241 %

42. On average, how many **days last year** were spent in inspections and mandatory meetings with officials of each of the following agencies in the context of regulation of your business? And what were the costs associated with these interactions?

	Total days spent in inspections, required meetings with officials	% by local authorities	Total Cost of Fines or seized goods	Was Gift or Informal Payment Ever Expected/Requested? Yes=1 No=2	If yes, value? (LCU)
Tax Inspectorate	c242a1	c242b1	c242c1	c242d1	c242e1
Labor and Social Security	c242a2	c242b2	c242c2	c242d2	c242e2
Fire and Building Safety	c242a3	c242b3	c242c3	c242d3	c242e3
Sanitation/Epidemiology	c242a4	c242b4	c242c4	c242d4	c242e4
Municipal Police	c242a5	c242b5	c242c5	c242d5	c242e5
Environmental	c242a6	c242b6	c242c6	c242d6	c242e6
TOTAL, all agencies	c242a7	c242b7	c242c7	c242d7	c242e7

43. When establishments in your industry do business with the government, how much of the contract value is typically expected in gifts or informal payments to secure the contract? c243 %

44. Think about national laws and regulations enacted in the **last two years** that have a substantial impact on your business:

a. Did your firm seek to lobby government or otherwise influence the content of laws or regulations affecting it? c244a YES=1 NO=2

b. How much influence do you think the following groups actually had on recently enacted national laws and regulations that have a substantial impact on your business?:

**(0 = No impact 1 = Minor influence 2 = Moderate influence 3 = Major influence 4 = Decisive influence
NA= Not Applicable, DK=Don't know)**

	<u>Degree of Influence</u>						
a. Your firm	0	1	2	3	4	NA	DK c244ba
b. Other domestic firms	0	1	2	3	4	NA	DK c244bb
c. Dominant firms or conglomerates in key sectors of the economy	0	1	2	3	4	NA	DK c244bc
d. Individuals or firms with close personal ties to political leaders	0	1	2	3	4	NA	DK c244bd
e. Foreign firms	0	1	2	3	4	NA	DK c244be
f. Business associations	0	1	2	3	4	NA	DK c244bf
g. Labor unions	0	1	2	3	4	NA	DK c244bg
h. Organized crime	0	1	2	3	4	NA	DK c244bh
i. Regional or local government	0	1	2	3	4	NA	DK c244bi
j. Military	0	1	2	3	4	NA	DK c244bj
k. International development agencies or foreign governments	0	1	2	3	4	NA	DK c244bk

45. In many countries, firms are said to give unofficial, private payments or other benefits to public officials to gain advantages in the drafting of laws, decrees, regulations, and other binding government decisions. To what extent have the following practices had a direct impact on your business.

(0 = No impact 1 = Minor impact 2 = Moderate impact 3 = Major impact 4 = Decisive Impact NA= Not Applicable DK=Don't know)

	<u>Degree of Impact</u>							
a) Private payments or other benefits to Parliamentarians to affect their votes	0	1	2	3	4	NA	DK	c245a
b) Private payments or other benefits to Government officials to affect the content of government decrees	0	1	2	3	4	NA	DK	c245b
c) Private payments or other benefits to judges to affect the decisions of court cases	0	1	2	3	4	NA	DK	c245c
d) Illegal contributions to political parties and/or election campaigns to affect the decisions of elected officials	0	1	2	3	4	NA	DK	c245d

CONFLICT RESOLUTION / LEGAL ENVIRONMENT

46. "I am confident that the judicial system will enforce my contractual and property rights in business disputes." To what degree do you agree with this statement? Do you (read 1-6)? c246

- | | |
|---------------------------|------------------------|
| 1. Fully disagree | 4. Tend to agree |
| 2. Disagree in most cases | 5. Agree in most cases |
| 3. Tend to disagree | 6. Fully agree |

47. a) What percent of your establishment's sales are pre-paid? c247a %

b) What percent of your establishment's sales are sold on credit (i.e. full payment is not due at the time of delivery)? c247b %

c) What percent of your sales to private customers involve overdue payments? c247c %

d) What percent of your sales to government agencies or state-owned enterprises involve overdue payments? c247d %

e) How long does it typically take to resolve an overdue payment? c247e weeks

f) Over the last 2 years, what percent of your establishment's disputes over payments were resolved by court action? c247f %

g) On average, how many weeks did those court cases take to resolve? c247g weeks

CRIME

48. Please estimate your establishment's costs (as a percent of its total sales) of providing:

- | | |
|---|----------------|
| a) security (equipment, personnel, or professional security service)? | <u>c248a</u> % |
| b) protection payments (e.g. to organized crime to prevent violence)? | <u>c248b</u> % |

49. a) Please estimate the losses (as a percent of total sales) of theft, robbery, vandalism or arson against your establishment in the last year? c249a %

b) What share of the incidents did you report to the police? c249b %

c) Of these reported incidents, what share were solved (the perpetrator was caught, etc.)? c249c %

CAPACITY, INNOVATION, LEARNING

50. What was this establishment's average capacity utilization over the last year? (Capacity utilization is the amount of output actually produced relative to the maximum amount that could be produced with your existing machinery and equipment and regular shifts.) c250 %
51. How much have your sales changed (grown or declined) in each of the last 3 fiscal years?
(Circle "+" for growth, "-" for decline.)
3 years ago + - c2513y % 2 years ago + - c2512y % 1 year ago + - c2511y %
52. Approximately what share of net profits were re-invested in your establishment last year (that is, not distributed to owners or shareholders)? c252 %
53. a) How many products does your establishment produce? c253a
b) How many new products (i.e. those that involve a significant change in the production process) has your establishment introduced in the last three years? c253b
54. Does your establishment use technology licensed from a foreign-owned company? c254 YES NO
55. Right now, how many months ahead has the management of your enterprise planned its activities with regard to:
a) product mix and target markets: c255a months
b) human resources (employment and training): c255b months
c) investments: c255c months
56. Thinking of your main product line or main line of services and comparing your production process with that of your closest competitor, which of the following best summarizes your position: c256 (select one)
1. My firm's technology is **less advanced** than that of its main competitor
2. My firm's technology is **about the same** as that of its main competitor
3. My firm's technology is **more advanced** than that of its main competitor
57. Has your firm received ISO (e.g. 9000, 9002 or 14,000) certification? c257 Yes=1 No=2
58. Has your company undertaken any of the following initiatives in the last three years?

	Undertaken		
	Yes	No	
1. Developed a major new product line	1	2	c2581
2. Upgraded an existing product line	1	2	c2582
3. Introduced new technology that has substantially changed the way that the main product is produced	1	2	c2583
4. Discontinued at least one product (not production) line	1	2	c2584
5. Opened of new plant	1	2	c2585
6. Closed at least one existing plant or outlet	1	2	c2586
7. Agreed a new joint venture with foreign partner	1	2	c2587
8. Obtained a new licensing agreement	1	2	c2588
9. Outsourced a major production activity that was previously conducted in-house	1	2	c2589
10. Brought in-house of a major production activity that was previously outsourced	1	2	c25810

59. Over the last two years, what were the leading ways in which your establishment acquired technological innovations? Please identify which of the following is (read 1 through 12):

i) the most important? c2591 ii) the second most important? c2592 iii) the third most important? c2593

- | | |
|---|---|
| 1) Embodied in new machinery or equipment | 6) Transferred from parent company |
| 2) By hiring key personnel | 7) Developed in cooperation with client firms |
| 3) Licensing or turnkey operations from international sources | 8) Developed with equipment or machinery supplier |
| 4) Licensing or turnkey operations from domestic sources | 9) From a business or industry association |
| 5) Developed or adapted within the establishment locally | 10) Trade Fairs and/or Study Tours |
| | 11) Consultants |
| | 12) From universities, public institutions |

60. Which of the following is the most important influence on your establishment to reduce the production costs of existing products or services? Pressure from: c260

- | | | |
|-------------------------|-----------------|---------------------------------|
| 1. domestic competitors | 3. customers | 5. creditors |
| 2. foreign competitors | 4. shareholders | 6. government or gov't agencies |

61. Which of the following is the most important influence on your establishment to develop new products or services and markets? Pressure from: c261

- | | | |
|-------------------------|-----------------|---------------------------------|
| 1. domestic competitors | 3. customers | 5. creditors |
| 2. foreign competitors | 4. shareholders | 6. government or gov't agencies |

LABOR RELATIONS

62. The following table refers only to permanent workers of your plant:

	Total	Management	Professionals	Skilled Production Workers	Unskilled Production Workers	Non-production workers
Ave. number of workers 3 years ago	c262a3y					
Ave. number of workers 2 years ago	c262a2y	c262b2y	c262c2y	c262d2y	c262e2y	c262f2y
Ave. number of workers 1 year ago	c262a1y	c262b1y	c262c1y	c262d1y	c262e1y	c262f1y
of which: % female	c262a1	c262b1	c262c1	c262d1	c262e1	c262f1
Total wages (LCU)	c262a2	c262b2	c262c2	c262d2	c262e2	c262f2
Total compensation* (LCU)	c262a3	c262b3	c262c3	c262d3	c262e3	c262f3

*Wages and all benefits, including food, transport, social security (i.e. pensions, medical insurance, unemployment insurance) etc.

63. The following table refers only to **temporary** workers of your plant:

	1 year ago	2 years ago	3 years ago
Average number of temporary workers employed:	c263a1y	c263a2y	c263a3y
Of which, average number of female workers	c263b1y	c263b2y	c263b3y
Average length of employment for each worker	c263c1y months	c263c2y months	c263c3y months
Total compensation of all temporary workers (wages and benefits) (LCU)	c263d1y	c263d2y	c263d3y

64. What percent of your permanent skilled workers are foreign nationals? __c264__%
65. a) During last year, how many new employees did your plant hire? __c265a__
(number)
- b) During last year, how many employees from your plant: i) were dismissed or laid off? __c265b1__
(number)
- ii) left due to sickness or died? __c265b2__ (number)
- iii) left for other reasons? __c265b3__ (number)
66. Within the last two years, how much time did it take to fill your most recent vacancy through external recruitment for a:
- i) skilled technician? __c2661__ weeks NA=-777
- ii) production/service worker? __c2662__ weeks NA=-777
67. a) Do you offer formal (beyond “on the job”) training to your permanent employees? __c267a__ YES NO
- Skilled Unskilled
- b) What percentage of your total permanent employees received formal training last year? c267b1% c267b2%
- c) What was the average number of weeks of training for each employee (in weeks)? c267c1 c267c2
68. What percent of your workforce is unionized? __c268__%
69. How many days of production last year did you lose due to
- a) strikes or other labor disputes? __c269a__ days
- b) civil unrest? __c269b__ days
- c) employee absenteeism due to illness, death, funerals? __c269c__ days
70. What percent of the workforce at your establishment have the following education levels?
- a. Less than 6 years (“some elementary”) __c270a__%
- b. 6-9 years __c270b__%
- c. 10-12 years __c270c__%
- d. More than 12 years (some university or higher) __c270d__%
- 100%
- ii) Of those who did not complete primary school (6 years), what percent are female? __c270a1__%
71. What is the highest level of education of the top manager? __c271__
1. Did not complete secondary school
2. Secondary School
3. Vocational Training
4. Some university training
5. Graduate degree (BA, BSc etc.)
6. Post graduate degree (Ph D, Masters)
72. What percent of the senior management is male? __c272__%
73. How many years of experience working in this sector did the top manager have before running this establishment? __c273__ years
- a) Of these, how many years were with a domestic firm? __c273a__ years
- b) Of these, how many years were with a foreign firm? __c273b__ years
- c) Did any of these prior firms export? __c273c__ YES=1 NO=2

SECTION II: PRODUCTIVITY

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

	Value in thousands of local currency units		
	1 year ago	2 years ago	3 years ago
Total Sales	c274a1y	c274a2y	c274a3y
Direct raw material costs (excluding fuel)	c274b1y	c274b2y	c274b3y
Total Market Value of Production*	c274c1y	c274c2y	c274c3y
Total Purchases of raw materials (excluding fuel)	c274d1y	c274d2y	c274d3y
Consumption of energy :	c274e1y	c274e2y	c274e3y
Electricity	c274f1y	c274f2y	c274f3y
Fuels	c274g1y	c274g2y	c274g3y
Other	c274h1y	c274h2y	c274h3y
% of energy costs to run generator	c274i1y	c274i2y	c274i3y
Manpower costs:	c274j1y	c274j2y	c274j3y
Wages and salaries	c274k1y	c274k2y	c274k3y
Allowances, bonuses and other benefits	c274l1y	c274l2y	c274l3y
Interest charges and financial fees	c274m1y	c274m2y	c274m3y
Other costs (i.e.: overhead expenses, selling and general administration expenses, design dept., etc.)	c274n1y	c274n2y	c274n3y

* Market value of production = (total number of units produced) x (unit sales price)

75. What was your establishment's sales revenue in thousands LCU five years ago: c275

76. How much did your establishment spend on additional machinery, equipment, vehicles, land, buildings?

	1 year ago		2 years ago		3 years ago	
	amount (‘000 LCU)	of which % imported	amount (‘000 LCU)	of which % imported	amount (‘000 LCU)	of which % imported
a) New machinery and equipment	c276a1y	c276e1y%	c276a2y	c276e2y%	c276a3y	c276e3y%
b) Second hand machinery & equipment	c276b1y	c276f1y%	c276b2y	c276f2y%	c276b3y	c276f3y%
c) Land, buildings, improvement in leasehold	c276c1y		c276c2y		c276c3y	
d) Vehicles	c276d1y		c276d2y		c276d3y	

77. a. Of this, was any of it spent on creating a new establishment? c277a YES=1 NO=2

b. If yes, how much in last fiscal year? LCU c277b

78. Please give the value (in thousands of LCU) of any equipment or property your establishment sold.

	1 year ago	2 years ago	3 years ago
a. Machinery and equipment	c278a1y	c278a2y	c278a3y
b. Land and buildings or leasehold	c278b1y	c278b2y	c278b3y
c. Vehicles	c278c1y	c278c2y	c278c3y

79. How much did the following cost **your establishment** in thousands LCU during the fiscal year of ...?

	1 year ago	2 years ago	3 years ago
a. Rent for machinery and equipment (if owned, please enter value of depreciation)	c279a1y	c279a2y	c279a3y
b. Rent for land or buildings (if owned, please enter value of depreciation)	c279b1y	c279b2y	c279b3y
c. Rent (lease) of vehicles.....	c279c1y	c279c2y	c279c3y
d. Royalty or license fees.....	c279d1y	c279d2y	c279d3y

80. How much did your establishment spend on design or R&D last year? [*Spending includes wages and salaries of R&D personnel, such as scientists and engineers; materials, education costs, and subcontracting costs.*] c280 (thousand LCU)

81. Please provide information on the following balance sheet items for your establishment:

	Value in thousand LCU as of end of the fiscal year of		
	1 year ago	2 years ago	3 years ago
Total Assets	c281a1y	c281a2y	c281a3y
Property, Plant and Equipment:	c281b1y	c281b2y	c281b3y
Gross Value (Acquisition cost)	c281c1y	c281c2y	c281c3y
Machinery and equipment (including transport) ...	c281d1y	c281d2y	c281d3y
Land, buildings and leasehold improvement	c281e1y	c281e2y	c281e3y
Net book value	c281f1y	c281f2y	c281f3y
Machinery and equipment (including transport) ..	c281g1y	c281g2y	c281g3y
Land, buildings and leasehold improvement	c281h1y	c281h2y	c281h3y
Current Assets:	c281i1y	c281i2y	c281i3y
Inventories and stocks	c281j1y	c281j2y	c281j3y
Finished goods	c281k1y	c281k2y	c281k3y
Work-in-progress	c281l1y	c281l2y	c281l3y
Raw materials excluding fuel	c281m1y	c281m2y	c281m3y
Fuel	c281n1y	c281n2y	c281n3y
Accounts receivable	c281o1y	c281o2y	c281o3y
Cash on hand and in bank	c281p1y	c281p2y	c281p3y
Other.....	c281q1y	c281q2y	c281q3y

82. Please provide information on the structure of your establishment's liabilities:

	Value in thousands LCU as of end of the fiscal year of		
	1 year ago	2 years ago	3 years ago
Total Liabilities	c282a1y	c282a2y	c282a3y
Long-term liabilities (i.e. more than 1 year)	c282b1y	c282b2y	c282b3y
Short-term liabilities (i.e. one year or less)	c282c1y	c282c2y	c282c3y
Of which: payables	c282d1y	c282d2y	c282d3y
Equity – Share Capital	c282e1y	c282e2y	c282e3y
-- Retained Earnings (Reserves and Surplus)	c282f1y	c282f2y	c282f3y

(Note: Total Assets must equal Total Liabilities)

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