

THE WORLD BANK
Africa Enterprise Survey
Core plus Services Module (2008) - Mauritius

A. CONTROL INFORMATION [TO BE COMPLETED BEFORE INTERVIEW]

A.0 Questionnaire a0	Module
Services	2

A.1 Country

a1

A.2

	Sampling Region
	a2
Region A	1
Region B	2
Region C	3
Region D	4

A.3x City/town/village

a3x

A.3

	Size of locality
	a3
Capital city	1
City with population over 1 million – other than capital	2
Over 250,000 to 1 million	3
50,000 to 250,000	4
Less than 50,000	5

A.3a

	Region of the establishment (coded ex post)
	a3a
Region A	1
Region B	2
Region C	3
Region D	4

A.4 Industry

	Sampling sector	Screener sector	
	a4a	a4b	
Manufacturing :Section D	Food	15	15
	Textiles	17	17
	Garments	18	18
	Chemicals	24	24
	Plastics & rubber	25	25
	Non metallic mineral products	26	26
	Basic metals	27	27
	Fabricate metal products	28	28
	Machinery and equipment	29	29
	Electronics (31 & 32)	31	31
Service	Retail	52	52
	Other manufacturing	2	2
	Wholesale	51	51
	IT	72	72
	Hotel and restaurants: section H	55	55
	Other services	50	50
	Construction Section F:	45	45
	Transport Section I: (60-64)	60	60

A.5 Sector match between screener information and sample frame

	a5
Yes, screener and sample frame info match	1
No, screener and sample frame do not match but establishment does activities which match both screener and sample frame	2
No, does not match	3

A.6 Size

	Sampling size	Screener Size
	a6a	a6b
Small ≥ 5 and ≤ 19	1	1
Medium ≥ 20 and ≤ 99	2	2
Large ≥ 100	3	3

A.7 Establishment is part of a larger firm

	a7
Yes	1
No, a firm on its own	2

A.7a

Number of establishments that form the firm	a7a
---	------------

A.8 Type of establishment **a8**

HQ without production and/or sales in this location	1
HQ with production and/or sales in 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
Does not apply	-7

A.9 Establishment financial statements prepared separately from HQ statements **a9**

Yes	1
No	2
Does not apply	-7

A.10 Establishment financial statements prepared separately from other establishments of same firm

a10

Yes	1
No	2
Does not apply	-7

A.11 If HQ, financial statements independent from the rest of establishments

a11

Yes	1
No	2
Does not apply	-7

A.12 Interviewer code **a12**

--

A.13 Supervisor code **a13**

--

A.14 Time face-to-face interview begins:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)	
a14d	a14m	a14y	a14h	a14min	

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.

The goal of this survey is to gather information and opinions about the investment climate in this country. Ultimately, the information gathered here will help the World Bank to develop policies and programs that enhance employment and economic growth in Mauritius. The information obtained here will be held in the strictest confidentiality. Neither your name nor the name of your business will be used in any document based on this survey.

B. GENERAL INFORMATION

READ THE FOLLOWING INTRODUCTORY SENTENCE ONLY IF A7 = 1 (yes):
 The first few questions apply to the firm which your establishment is part of.

B.1 What is this firm's current legal status? **INTERVIEWER: SHOW CARD 1**

Shareholding company with shares traded in the stock market	1	SKIP TO B.2
Shareholding company with shares traded privately	2	
Sole proprietorship	3	
Partnership	4	
Limited partnership	5	
Other (spontaneous - specify) __ b1x __	6	

b1

B.3 What percentage of this firm does the largest owner or owners own?

	Percent
Percentage held by largest owner or owners	b3 %

B.2 What percentage of this firm is owned by each of the following: **INTERVIEWER: SHOW CARD 2**

	Percent	
Private domestic individuals, companies or organizations	b2a %	
Private foreign individuals, companies or organizations	b2b %	
Government/State	b2c %	IF 100% TERMINATE
Other	b2d %	
	100%	

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

B.3a Are the owners of the firm:
INTERVIEWER: SHOW CARD

All men	1
Majority are men	2
Majority are women	3
All women	4
Equally divided between men and women	5
Does not apply	-7
Don't know	-9

GO TO QUESTION AFB4a

GO TO QUESTION AFB4a

GO TO QUESTION AFB4a

b3a

B.3b Is the largest owner female?

IF THERE ARE MULTIPLE LARGE OWNERS WITH THE SAME OWNERSHIP SHARE, PLEASE ANSWER WITH RESPECT TO THE PERSON MOST ACTIVE IN THE OPERATION OF THE FIRM

Yes	1
No	2
Don't know (spontaneous)	-9

b3b

AFB.4a. What is the nationality of the current largest owner?

African (specify AFB4a1 [table 1])	1
Indian	2
Lebanese/Middle Eastern	3
Other Asian (specify AFB4a4 [table 4])	4
European/Caucasian	5
Other	6
Don't Know (spontaneous)	-9

AFB4a

AFB4a1. Main African ethnic groups	
XXXX	1
XXXX	2
XXXX	3
XXXX	4
XXXX	5

AFB4a4. Main "Other Asian" ethnic groups	
XXXX	1
XXXX	2
XXXX	3
XXXX	4
XXXX	5

B.3c	How did the largest owner acquire ownership of this firm? INTERVIEWER: SHOW CARD
-------------	--

Started the business on their own or with partners	1	GO TO QUESTION B3e
Purchased an existing business	2	
Joined an existing family business	3	
Joined an existing non family business	4	GO TO QUESTION B3e
Other (spontaneous)	5	GO TO QUESTION B3e
Do not know (spontaneous)	-9	
		b3c

B.3d	The family business was joined by:
-------------	------------------------------------

Heritage	1	b3d
Marriage	2	
Other	3	
Do not know (spontaneous)	-9	

B.3e	Which of the following two options best describes why the largest owner started or took over this firm? INTERVIEWER: SHOW CARD 3e
-------------	---

To take advantage of a business opportunity	1	b3e
Jobs or opportunities were absent or not satisfactory	2	
Don't know (spontaneous)	-9	

B.3f	Which of the following best describes the largest owner's involvement in decision making in this firms? INTERVIEWER: SHOW CARD 3f
-------------	---

Makes most decisions on his/her own	1	GO TO QUESTION B5
Makes decisions in consultation with other owners?	2	
Delegates most decisions to other partners owners?	3	
Has appointed a manager(s) who make decision	4	
A board of directors makes the decision	5	
Other (specify _____ b3fx)	6	
Do not know (spontaneous)	-9	
		b3f

B.3g	Is the manager most responsible to run the firm female?
-------------	---

Yes	1	b3g
No	2	
Don't know	-9	

READ ONLY IF A7=1 (yes)

I want to proceed by asking you about this establishment only.

B.5 In what year did this establishment begin operations?

	Year
Year establishment began operations	b5
Don't know (spontaneous)	-9

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

B.6 How many full-time employees did this establishment employ when it started operations? Please include all employees and managers (**INTERVIEWER: include respondent when applicable**)

	Number
Full-time employees at start-up	b6
Don't know (spontaneous)	-9

B.6a Was this establishment formally registered when it began operations?

Yes	1	<table border="1"> <tr> <td style="text-align: center; color: red;">b6a</td> </tr> </table>	b6a
b6a			
No	2		
Don't know (spontaneous)	-9		

B.6b In what year was this establishment formally registered?

	Year
Year establishment formally registered	b6b
Don't know (spontaneous)	-9
Never registered (spontaneous)	-7

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR.

AFB.7a What is the highest level of education of the current top manager? **SHOW CARD**

No Education	1
Primary School	2
Incomplete secondary school	3
Secondary School	4
Vocational Training	5
Some university training	6
Graduate degree (BA, BSc etc.)	7
Masters of Business Administration (MBA) from university in this country	8
Masters of Business Administration (MBA) from university in another country	9
Other post graduate degree (Ph.D, Masters) from university in this country	10
Other post graduate degree (Ph.D, Masters) from university in another country	11
Don't Know (spontaneous)	-9
AFb7a	

B.7 How many years of experience working in this sector does the Top Manager have?

Years	
Top Manager's experience in sector	b7
Less than one year	1
Don't know (spontaneous)	-9

B.8 Does this establishment have an internationally-recognized quality certification?

INTERVIEWER: If there is need for clarification, some examples are: ISO 9000, 9002 or 14000.

Yes	1
No	2
Still in process (spontaneous)	-6
Don't know (spontaneous)	-9

b8

C. INFRASTRUCTURE AND SERVICES

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.
 Now, we turn to the establishment's operations in fiscal year 2007.

C.3 Over the last two years, did this establishment submit an application to obtain an electrical connection?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION C.6
GO TO QUESTION C.6

c3

C.4 In reference to that application for an electrical connection, approximately how many days did it take to obtain it from the day of the application to the day the service was received?

Days	
Wait for electrical connection	c4
Less than one day	1
Still in process	-6
Application denied	-5
Don't know (spontaneous)	-9

C.5 In reference to that application for an electrical connection, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

c5

C.6 Over fiscal year 2007, did this establishment experience power outages?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION C.12
GO TO QUESTION C.12

c6

C.7 In a typical month, over fiscal year 2007, how many power outages did this establishment experience?

	Number
Average number of power outages per month	c7
Don't know (spontaneous)	-9

IF 0, GO TO QUESTION C.12

C.8 How long did these power outages last on average?

	Hours
Average duration of power outages	c8
Less than one hour	1
Don't know (spontaneous)	-9

C.9 Please estimate the losses that resulted from power outages either as a percent of total annual sales or as total annual losses.

	Percent
Loss as percent of total annual sales due to power outages	c9a %

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	LCUs
Annual losses due to power outages	c9b
None	0

C.12 Over the last two years, did this establishment submit an application to obtain a water connection?

Yes	1
No	2
Don't know	-9

GO TO QUESTION C.19
GO TO QUESTION C.19

c12

C.13 In reference to that application for a water connection, approximately how many days did it take to obtain it from the day of the application to the day the service was received?

	Days
Wait for water connection	c13
Less than one day	1
Still in process	-6
Application denied	-5
Don't know (spontaneous)	-9

C.14 In reference to that application for a water connection, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

c14

C.19 Over the last two years, did this establishment submit an application to obtain a telephone connection?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION C.22

GO TO QUESTION C.22

c19

C.20 In reference to that application for a telephone connection, approximately how many days did it take to obtain it from the day of the application to the day the service was received?

	Days
Wait for telephone connection	c20
Less than one day	1
Still in process	-6
Application denied	-5
Don't know (spontaneous)	-9

C.21 In reference to that application for a telephone connection, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

c21

C.22 At the present time, does this establishment use any of the following:..?

	Yes	No	Don't know (spontaneous)
E-mail to communicate with clients or suppliers c22a	1	2	-9
Its own website c22b	1	2	-9

C.23 Does this establishment have a high-speed Internet connection on its premises?

Yes	1
No	2
Don't know (spontaneous)	-9

c23

C.24 Is this establishment's Internet connection used to:

INTERVIEWER: READ EACH OPTION ALOUD

		Yes	No	Don't Know (spontaneous)	NA (spontaneous)
Make purchases for this establishment	c24b	1	2	-9	-7
Deliver services to this establishment's clients	c24c	1	2	-9	-7
Do research and develop ideas on new products and services	c24d	1	2	-9	-7

C.25 Over fiscal year 2007, did this establishment experience unavailability of Internet connection?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION C.28
GO TO QUESTION C.28

c25

C.26 In a typical month, over fiscal year 2007, how many times has this establishment experienced unavailability of Internet connection?

	Number
Number of times per month Internet connection unavailable	c26
Don't know (spontaneous)	-9

IF 0, GO TO QUESTION C.28

C.27 In a typical month, over fiscal year 2007, on average how long did the unavailability of an Internet connection last?

	Minutes
Average duration of unavailable Internet connection	c27
Less than 1 minute	1
Don't know (spontaneous)	-9

C.28	Do concerns about the security of Internet connections or authentication of parties in a transaction affect the volume or nature of purchases that this establishment makes over the Internet?
-------------	--

Yes	1
No	2
Don't know (spontaneous)	-9
NA (spontaneous)	-7
c28	

C.30	<p>Is electricity No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>Are telecommunications No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment? INTERVIEWER: SHOW CARD 4</p>
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Don't Know (spontaneous)	Does Not Apply (spontaneous)
Electricity c30a	0	1	2	3	4	-9	-7
Telecommunications c30b	0	1	2	3	4	-9	-7

D. SALES AND SUPPLIES

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
 The next topic to be covered is how and where this establishment makes its sales.

D.1a1 In fiscal year 2007, what was this establishment’s main product or service, that is, the product that represented the largest proportion of annual sales (in MUR)?

Description
d1a1x

D.1a2 Using this card, please choose the 4-digit code that best applies to the main product or service of this establishment. **INTERVIEWER: SHOW CARD 5**

	Code
Code of main product or service	d1a2

D.1a3 What percentage of total sales does the main product or service represent?

	%
Percentage of sales represented by main product or service	d1a3

D.2 In fiscal year 2007, what were this establishment’s total annual sales?

	MUR
Last complete fiscal year’s total sales	d2

D.3 In fiscal year 2007, what percent of this establishment’s sales were: **INTERVIEWER: SHOW CARD 6**

INTERVIEWER: THESE MUST BE ASKED IN THE ORDER THEY APPEAR ON THE TABLE

	Percent	
National sales	d3a %	IF 100, GO TO QUESTION D.17
Indirect exports (sold domestically to third party that exports products)	d3b %	IF 100, GO TO QUESTION D.8
Direct exports	d3c %	IF 0, GO TO QUESTION D.8
	100%	

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

D.4 In fiscal year 2007, 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?

	Days
Average number of days to clear customs	d4
Less than one day	1
Does not apply (exports only within EU)	-7
Don't know (spontaneous)	-9

D.6 In fiscal year 2007, what percent of the consignment value of the products exported directly was lost while in transit because of theft?

	Percent
Losses due to theft as percent of consignment value	d6a %
No losses	0
Don't know (spontaneous)	-9

D.7 In fiscal year 2007, what percent of the consignment value of the products exported directly was lost while in transit because of breakage or spoilage?

	Percent
Losses due to breakage or spoilage as percent of consignment value	d7 %
No losses	0
Don't know (spontaneous)	-9

D.8 In which year did this establishment first export directly or indirectly?

	Year
Began exporting directly or indirectly	d8
Don't know (spontaneous)	-9

D.17 At the present time, when this establishment receives its main sales item, on average, how many days of inventory measured in days of sales, does this establishment keep?

	Days
Days of inventory of main sales item	d17
Don't know (spontaneous)	-9

INTERVIEWER: IF RESPONDENT REQUIRES CLARIFICATION, DEFINE AS STOCK ON HAND

AFD.11d In fiscal year 2007, did this establishment subcontract any part of its production to other firms?

Yes	1
No	2
Don't know (spontaneous)	-9

AFd11d

D.30	<p>Is transport No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>Are customs and trade regulations No Obstacle, a Minor Obstacle, a Moderate obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>INTERVIEWER: SHOW CARD 8</p>
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Don't Know (spontaneous)	Does Not Apply (spontaneous)
Transport d30a	0	1	2	3	4	-9	-7
Customs and trade regulations d30b	0	1	2	3	4	-9	-7

E. DEGREE OF COMPETITION

READ THE FOLLOWING TO RESPONDENT BEFORE PROCEEDING:
 Now we turn to another topic.

E.11 Does this establishment compete against unregistered or informal firms?

Yes	1
No	2
Don't know (spontaneous)	-9

e11

E.15 In fiscal year 2007, has this establishment introduced new lines of products or modified existing lines of products in response to pressures from foreign competitors?

Yes	1
No	2
Don't know	-9
Does not apply	-7

e15

E.30 Are **practices of competitors in the informal sector** No Obstacle, a Minor Obstacle, a Moderate Obstacle, Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Do Not Know (spontaneous)	Does Not Apply (spontaneous)
Practices of competitors in the informal sector e30	0	1	2	3	4	-9	-7

O. INNOVATION

READ THE FOLLOWING TO RESPONDENT BEFORE PROCEEDING:

Now we turn to another topic.

MUO.1a During the last three years, did your establishment introduce any new or significantly improved production processes including methods of supplying services and ways of delivering products?

Yes	1	
No	2	
Don't know (spontaneous)	-9	
		MUo1a

MUO.1b During the last three years, did your establishment introduce into the market any new or significantly improved products (goods or services)?

Yes	1	
No	2	GO TO QUESTION MUO.3
Don't know (spontaneous)	-9	GO TO QUESTION MUO.3
	MUo1b	

MUO.2 In fiscal year 2007, what percent of this establishment's annual sales was accounted for by products or services that were introduced in the last three years?

	Percent	
Percent of annual sales accounted for by new products	%	
		MUo2

MUO.3 In fiscal year 2007, did this establishment spend on R&D activities, including R&D subcontracted to other companies?

INTERVIEWER: Research and development (R&D) is defined as creative work undertaken on a systematic basis in order to increase the stock of knowledge. Research and development is distinguished from market research and product testing by the presence in research and development of an appreciable element of novelty. So, for example, laboratory research for a new chemical compound of paint would be research and development while market research surveys or internet surfing would not be research and development.

Yes	1	GO TO QUESTION MUO.4
No	2	GO TO QUESTION MUO.6
Don't know (spontaneous)	-9	
	MUo3	

MUO.4 In fiscal year 2007, how much did this establishment spend on R&D activities performed within the establishment or subcontracted to other companies?

	MUR	
Expenditures on R&D performed within the establishment or subcontracted to other companies (include personal cost, materials and investment)		
		MUo4

MUO.5 In fiscal year 2007, what percentage of funds that financed those R&D activities came from? **SHOW CARD**

	Percent	
Internal funds/Retained earnings	MUo5a	%
Banks	MUo5b	%
Universities	MUo5c	%
Venture capital	MUo5d	%
Federal and State Government	MUo5e	%
Other	MUo5f	%
	100 %	

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

MUO.6 In fiscal year 2007, what were the reasons why this establishment did **NOT** spend on R&D activities?

	Yes	No	
Not interested	1	2	MUo6a
Lack of funds	1	2	MUo6b
Lack of skills available	1	2	MUo6c
No good property rights	1	2	MUo6d
Other	1	2	MUo6e

MUO.7 Over the last three years, did your establishment acquire information about new technological developments? [Technology includes improvements to existing production processes, improved products in existing product lines, discovery of new markets for existing products, improvements upon business model, etc.]

Yes	1	
No	2	GO TO QUESTION MUO.9
Don't know (spontaneous)	-9	GO TO QUESTION MUO.9
	MUo7	

MUO.8 Over the last three years, what were the two most important ways in which this establishment acquired information about new technological developments? **SHOW CARD**

Information sources		
	1st most important	2nd most important
Business/Industry association	1	1
Trade Fairs	2	2
Study Tours	3	3
Consultants	4	4
Universities/Public institutions	5	5
Adapted from competitors	6	6
Other	7	7
	MUo8a	MUo8b

MUO.9 Over the last three years, did your establishment acquire technological innovations? [Technology includes improvements to existing production processes, improved products in existing product lines, discovery of new markets for existing products, improvements upon business model, etc.]

Yes	1	
No	2	GO TO QUESTION F.1
Don't know (spontaneous)	-9	GO TO QUESTION F.1
	MUo9	

MUO.10 Over the last three years, what were the two most important ways in which this establishment acquired technological innovations? **SHOW CARD**

Technology Sources		
	1st most important	2nd most important
Embodied in new machinery or equipment	1	1
By hiring key personnel	2	2
Licensing or turnkey operations from international sources	3	3
Licensing or turnkey operations from domestic sources	4	4
Developed or adapted within firm locally	5	5
Transferred from parent company	6	6
Developed in cooperation with client firms	7	7
Developed with equipment or machinery supplier	8	8
Other	9	9
	MUo10a	MUo10b

G. LAND

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

We change topics to questions about land issues.

G.1 Of the land occupied by this establishment, what percent is:

	Percent
Owned by this establishment	g1a %
Leased by this establishment	g1b %
Other	g1c %
It is a floor in a building	-7
Don't know (spontaneous)	-9
	100%

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

G.2 More specifically, over the last two years, did this establishment submit an application to obtain a construction-related permit?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION G.5
GO TO QUESTION G.5

g2

G.3 In reference to that application for a construction-related permit, approximately how many days did it take to obtain it from the day of the application to the day the permit was granted?

	Days
Wait for a construction-related permit	g3
Still in process	-6
Application denied	-5
Less than one day	1
Don't know (spontaneous)	-9

G.4 In reference to that application for a construction-related permit, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

g4

G.5 What is the total selling area in this establishment?

Area

g5a
-9

Don't know (spontaneous)

SPECIFY UNITS

Square Feet	1
Square Yards	2
Square Meters	3
Other (SPECIFY) <u>g5bx</u>	4

g5b

G.6 Of the buildings occupied by this establishment, what percent is owned and what percent is rented or leased? **INTERVIEWER: SHOW CARD 14**

	Percent	Don't know (spontaneous)
Owned by this establishment	g6a %	-9
Rented or leased by this establishment	g6b %	-9
Other	g6c %	-9
	100%	

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

G.7 In the last three years, has this establishment acquired or attempted to acquire additional land or buildings to expand operations?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION G.30

GO TO QUESTION G.30

g7

G.8a In the last three years, has this establishment been successful in acquiring land or new premises?

Yes	1
No	2
Don't know	-9

g8a

G.30	<p>Is access to land No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>Are zoning restrictions No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment? INTERVIEWER: SHOW CARD 15</p>
-------------	---

		No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Do Not Know (spontaneous)	Does Not Apply (spontaneous)
Access to land	g30a	0	1	2	3	4	-9	-7
Zoning restrictions	g30b	0	1	2	3	4	-9	-7

I. CRIME

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

We now turn to another topic.

I.1 In fiscal year 2007, did this establishment pay for security, for example equipment, personnel, or professional security services?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION I.3
GO TO QUESTION I.3

i1

I.2 In fiscal year 2007, what percent of this establishment's total annual sales was paid for security, or what was the total annual cost of security?

	Percent
Percent of total annual sales for security	i2a %
Don't know (spontaneous)	-9

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	MUR
Total annual cost of security	i2b
Don't know (spontaneous)	-9

I.3 In fiscal year 2007, did this establishment experience losses as a result of theft, robbery, vandalism or arson?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION I.30
GO TO QUESTION I.30

i3

I.4	For fiscal year 2007, 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 or as total annual losses?
------------	---

	Percent
Losses from theft, robbery, vandalism or arson as percent of total annual sales	i4a %
Don't know (spontaneous)	-9

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	MUR
Total annual value of losses from theft, robbery, vandalism or arson	i4b
Don't know (spontaneous)	-9

I.30	Are crime, theft and disorder No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment? INTERVIEWER: SHOW CARD 15
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major Obstacle	Very Severe Obstacle	Do Not Know (spontaneous)	Does Not Apply (spontaneous)
Crime, theft and disorder i30	0	1	2	3	4	-9	-7

K.FINANCE

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
I would like to ask you a few questions about how you finance the operations of this establishment.

K.1 In fiscal year 2007, what percent, as a proportion of the value of total annual purchases of material inputs or services, were:
SHOW CARD

	Percent
Paid for before the delivery?	k1a %
Paid for on delivery?	k1b %
Paid for after delivery?	k1c %
	100 %

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

K.2 In fiscal year 2007, what percent of this establishment's total annual sales of its goods or services were:
SHOW CARD

	Percent	Don't know (spontaneous)
Paid for before the delivery?	k2a %	-9
Paid for on delivery?	k2b %	-9
Paid for after delivery?	k2c %	-9
	100 %	

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

K.3 Over fiscal year 2007, please estimate the proportion of this establishment's working capital that was financed from each of the following sources?
INTERVIEWER: SHOW CARD 10

	Percent
Internal funds/Retained earnings	k3a %
Borrowed from banks (private and state-owned)	k3bc %
Borrowed from non-bank financial institutions	k3e %
Purchases on credit from suppliers and advances from customers	k3f %
Other (moneylenders, friends, relatives, etc.)	k3hd %
	100%

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

K.4 In fiscal year 2007, did this establishment purchase any fixed assets, such as machinery, vehicles, equipment, land or buildings?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION K.6
GO TO QUESTION K.6

k4

N.5 In fiscal year 2007, how much did this establishment spend on purchases of:

	MUR	Don't know (spontaneous)
Machinery, vehicles, and equipment (new or used)	n5a	-9
Land and buildings	n5b	-9

K.5 Over fiscal year 2007, please estimate the proportion of this establishment's total purchase of fixed assets that was financed from each of the following sources?

INTERVIEWER: SHOW CARD 17

	Percent
Internal funds or retained earnings	k5a %
Owners' contribution or issued new equity shares	k5i %
Issued new debt (including commercial paper and debentures)	k5j %
Borrowed from banks (private and state-owned)	k5bc %
Borrowed from non-bank financial institutions	k5e %
Purchases on credit from suppliers and advances from customers	k5f %
Other (moneylenders, friends, relatives, etc)	k5hd %
	100%

INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%

K.6 Now let's talk about the establishment's current situation. At this time, does this establishment have a checking or savings account?

Yes	1
No	2
Don't know (spontaneous)	-9

k6

K.7 At this time, does this establishment have an overdraft facility?

Yes	1
No	2
Don't know (spontaneous)	-9

k7

K.8	At this time, does this establishment have a line of credit or a loan from a financial institution?
------------	---

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION K.16
GO TO QUESTION K.16

k8

AFK.8a	Was this most recent credit in the form of?
---------------	---

Line of credit	1
Loan	2
Don't know (spontaneous)	-9

AFk8a

INTERVIEWER: IN NEXT QUESTIONS ASK EITHER LINE OF CREDIT OR LOAN DEPENDING ON THE ANSWER GIVEN TO QUESTION AFK8A.

K.9	Referring to the most recent line of credit or loan what type of financial institution granted this loan? INTERVIEWER: SHOW CARD 18
------------	---

Private commercial banks	1
State-owned banks and/or government agency	2
Non-bank financial institutions which include microfinance institutions, credit cooperatives, credit unions, or finance companies	3
Other	4

k9

K.10	Referring only to this most recent line of credit or loan, on what year was the most recent line of credit or loan approved?
-------------	--

	Year
Year most recent loan/line of credit approved	k10

INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR

AFK.10a	What is the rate of interest of this most recent [line of credit or loan]?
----------------	--

	Percent
Average rate of interest for recent loan/line of credit approved	AFk10a
Don't know (spontaneous)	-9

K.11 Referring only to this most recent loan or line of credit, what was its value at the time of approval?

	MUR
Size of most recent loan/line of credit approved	k11
REF (spontaneous)	-8
Don't know (spontaneous)	-9

K.12 Referring only to this most recent line of credit or loan, how much time, in months, was this establishment granted to pay off the loan or line of credit when it was received?

	Months
Months to pay off most recent loan/line of credit	k12
No time to pay back was specified	-5
Don't know (spontaneous)	-9

K.13 Referring only to this most recent loan or line of credit, did the financing require collateral?

Yes	1	GO TO QUESTION K.16 GO TO QUESTION K.16
No	2	
Don't know (spontaneous)	-9	

k13

K.14 Referring only to this most recent loan or line of credit, what type of collateral was required?
INTERVIEWER: READ OUT

Collateral		Yes	No	Don't know (spontaneous)
Land, buildings under ownership of the establishment	k14a	1	2	-9
Machinery and equipment including movables	k14b	1	2	-9
Accounts receivable and inventories	k14c	1	2	-9
Personal assets of owner (house, etc.)	k14d	1	2	-9
Other forms of collateral not included in the categories above	k14e	1	2	-9

K.15 Referring only to this most recent line of credit or loan, what was the approximate value of the collateral required as a percentage of the loan value or the value of the line of credit?

	Percent
Value of collateral as percent of loan/line of credit value	k15 %

K.16 Going back to the last fiscal year 2007, did this establishment apply for any loans or lines of credit?

Yes	1	GO TO QUESTION K.18
No	2	
Don't know (spontaneous)	-9	GO TO QUESTION K.18

k16

K.17	What was the main reason why this establishment did not apply for any line of credit or loan in fiscal year 2007? INTERVIEWER: SHOW CARD 18
-------------	--

No need for a loan - establishment has sufficient capital	1
Application procedures for loans or lines of credit are complex	2
Interest rates are not favorable	3
Collateral requirements are too high	4
Size of loan and maturity are insufficient	5
It is necessary to make informal payments to get bank loans	8
Did not think it would be approved	6
Other	7

GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21
GO TO QUESTION K.21

k17

K.18	In fiscal year 2007, did this establishment apply for any new loans or new lines of credit that were rejected?
-------------	--

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION K.21
GO TO QUESTION K.21

k18a

K.19	How many of those loan or line of credit applications were rejected?
-------------	--

	Number
Loan applications rejected	k19
Don't know (spontaneous)	-9

AFK.20	In fiscal year 2007, what was the main reason given by the lender for those rejections?(SHOW CARD)
---------------	---

Unacceptable collateral or cosigners	1
Insufficient profitability	2
Problematic credit history/report	3
Incomplete loan application	4
Already high level of indebtedness	5
Other	6
Don't know (spontaneous)	-9

AFk20

K.21	In fiscal year 2007, did this establishment have its annual financial statements checked and certified by an external auditor?
-------------	--

Yes	1
No	2
Still in progress	3
Don't know (spontaneous)	-9

k21

K.30	<p>Is access to financing, which includes availability and cost, interest rates, fees and collateral requirements, No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p style="text-align: right;">INTERVIEWER: SHOW CARD 19</p>
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Do Not Know (spontaneous)	Does Not Apply (spontaneous)
Access to financing k30	0	1	2	3	4	-9	-7

J. BUSINESS-GOVERNMENT RELATIONS

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The following questions assess how establishments, such as this one, deal with government officials and their agencies.

J.1 I am going to read some statements that describe the courts system and how it could affect business. For each statement, please tell me if you Strongly disagree, Tend to disagree, Tend to agree, or Strongly agree. **INTERVIEWER: SHOW CARD**

	Strongly disagree	Tend to disagree	Tend to agree	Strongly agree	Don't know (spontaneous)
"The court system is fair, impartial and uncorrupted." h7a	1	2	3	4	-9
"Government officials' interpretations of the laws and regulations affecting this establishment are consistent and predictable." j1a	1	2	3	4	-9

J.2 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?
 [By senior management I mean managers, directors, and officers above direct supervisors of production/sales workers. Some examples of government regulations are taxes, customs, labor regulations, licensing and registration, including dealings with officials and completing forms]

	Percent
Senior management's time spent on dealing with regulations	j2 %
No time was spent	0
Don't know (spontaneous)	-9

J.3 Over the last year, was this establishment visited and or inspected by tax officials?

Yes	1	GO TO QUESTION J.6a GO TO QUESTION J.6a
No	2	
Don't know (spontaneous)	-9	

j3

J.4 Over the last year, how many times was this establishment either inspected by tax officials or required to meet with them?

	Number
Times inspected or met with tax officials	j4
Don't know (spontaneous)	-9

J.5 In any of these inspections or meetings was a gift or informal payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

j5

J.6a Over the last year, has this establishment secured or attempted to secure a government contract?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION J.7
GO TO QUESTION J.7

j6a

J.6 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?

	Percent
Percent of the contract value paid as informal payments or gifts	j6
No payments/gifts are paid	0
Refusal (spontaneous)	-8
Don't know (spontaneous)	-9

J.7 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 percent 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?

	Percent
Percent of total annual sales paid as informal payment	j7a %
Don't know (spontaneous)	-9
Refusal (spontaneous)	-8

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	MUR
Total annual informal payment	j7b
Don't know (spontaneous)	-9
Refusal (spontaneous)	-8

INTERVIEWER: IF RESPONDENT SAID NO PAYMENTS/GIFTS ARE PAID, WRITE 0

AFJ.8 Recognizing the difficulties many establishments face in fully complying with taxes and regulations, at the present time what percent of total annual sales would you estimate the typical establishment in your line of business declares for tax purposes?

	Percent
Percent of total annual sales reported for tax purposes	AFj8
Don't know (spontaneous)	-9
Refusal (spontaneous)	-8

J.10 Over the last two years, did this establishment submit an application to obtain an import license?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION J.13
GO TO QUESTION J.13

j10

J.11 Approximately how many days did it take to obtain this import license from the day of the application to the day it was granted?

	Days
Wait for import license	j11
Still in process	-6
Application denied	-5
Less than one day	1
Don't know (spontaneous)	-9

J.12 In reference to that application for an import license, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

j12

J.13 Over the last two years, did this establishment submit an application to obtain an operating license?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION J.30
GO TO QUESTION J.30

j13

J.14 | Approximately how many days did it take to obtain this operating license from the day of the application to the day it was granted?

	Days
Wait for operating license	j14
Still in process	-6
Application denied	-5
Less than one day	1
Don't know (spontaneous)	-9

J.15 | In reference to that application for an operating license, was an informal gift or payment expected or requested?

Yes	1
No	2
Don't know (spontaneous)	-9
REF (spontaneous)	-8

j15

J.30 | As I list some factors that can affect the current operations of a business, please look at this card and tell me if you think that each factor is No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment.
INTERVIEWER: SHOW CARD 21

INTERVIEWER: ROTATE OPTIONS

		No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Do Not Know (Spontaneous)	Does Not Apply (Spontaneous)
Tax rates	j30a	0	1	2	3	4	-9	-7
Tax administration	j30b	0	1	2	3	4	-9	-7
Business licensing and permits	j30c	0	1	2	3	4	-9	-7
Political instability	j30e	0	1	2	3	4	-9	-7
Corruption	j30f	0	1	2	3	4	-9	-7
Courts	h30	0	1	2	3	4	-9	-7
Regulation on hours of operation	j30g	0	1	2	3	4	-9	-7
Regulations on pricing & mark-ups	j30h	0	1	2	3	4	-9	-7

MUJ.30 | Please rate your current perception of the relation between government bureaucracy and your business. All in all, in relation to your business do you perceive the national and local governments to be

	Very helpful	Mildly helpful	Neutral	Mildly unhelpful	Very unhelpful	DON'T KNOW (spont.)	
National Government	1	2	3	4	5	-9	MUj30a
Local Government	1	2	3	4	5	-9	MUj30b

L. LABOR

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
 Now I would like to ask you a few questions about this establishment's employees.

L.1 At the end of fiscal year 2007, how many permanent, full-time employees did this establishment employ? Please include all employees and managers (**INTERVIEWER: include interviewee if applicable**).

INTERVIEWER: Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract and that work 8 or more hours per day. [Note: To be considered permanent a worker does not necessarily need a written contract].

	Number
Permanent, full-time employees end of last fiscal year	11
Don't know (spontaneous)	-9

L.2 Three fiscal years ago, at the end of fiscal year 2005, how many permanent, full-time employees did this establishment employ? Please include all employees and managers (**INTERVIEWER: include interviewee if applicable**).

	Number	Don't know (spontaneous)
Permanent, full-time employees three fiscal years ago	12	-9

INTERVIEWER: IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS, WRITE -7

L.5 At the end of fiscal year 2007, how many permanent full-time employees of this establishment were female?

	Number	Don't know (spontaneous)
Female permanent full-time employees	15	-9

L.6 How many full-time temporary employees did this establishment employ in fiscal year 2007?

INTERVIEWER: Full-time, temporary workers are all paid short-term (i.e. for less than a fiscal year) employees with no guarantee of renewal of contract employment that work 8 or more hours per day.

	Number
Full-time seasonal/temporary workers employed last fiscal year	16
Don't know (spontaneous)	-9

IF 0, GO TO QUESTION AFL.8a

L.8	What was the average length of employment of all full-time temporary employees in fiscal year 2007?
------------	---

	Months
Average length full-time seasonal/temporary employment last fiscal year	18
Less than one month	1
Don't know (spontaneous)	-9

AFL.8a	At the end of fiscal year 2007, how many part-time workers—workers that work less than a full shift per day—were employed by the establishment?
---------------	---

	Number
Part-time Workers	AF18a
Don't know (spontaneous)	-9

MUL.11	Is this establishment currently aware that expatriate skilled workers can be hired?
---------------	---

Yes	1	
No	2	GO TO QUESTION L.10
Don't know (spontaneous)	-9	
		MUI11

MUL.12	In fiscal year 2007, did this establishment employ expatriate skilled workers?
---------------	--

Yes	1	
No	2	GO TO QUESTION L.10
Don't know (spontaneous)	-9	GO TO QUESTION L.10
		MUI12

MUL.13 In fiscal year 2007, was the cost of hiring an expatriate skilled worker higher, the same, or lower than that of hiring a national skilled worker of the same category?

Higher cost	1	
Same cost	2	
Lower cost	3	
Don't know (spontaneous)	-9	MUI13

MUL.14 In fiscal year 2007, was the procedure to hire an expatriate skilled worker more difficult, the same, or less difficult than that of hiring a national skilled worker of the same category?

More difficult	1	
The same	2	
Less difficult	3	
Don't know (spontaneous)	-9	MUI14

L.10 Over fiscal year 2007, did this establishment have formal training programs for its permanent, full-time employees?

Yes	1
No	2
Don't know (spontaneous)	-9

GO TO QUESTION MUL.17
GO TO QUESTION MUL.17

110

MUL.16 Referring to the training programs run over the fiscal year 2007, what was the main area of training for the following categories of workers?

INTERVIEWER: ONE ANSWER PER EMPLOYEES CATEGORY – SHOW CARD

	Managers	Professionals	Skilled workers
Communication	1	1	1
Design	2	2	2
English/French	3	3	3
Marketing	4	4	4
Production technology	5	5	5
Information technology	6	6	6
Management quality	7	7	7
Intellectual property	8	8	8
Other	9	9	9
	MUI16a	MUI16b	MUI16c

MUL.17 Over fiscal year 2007, what are the main two reasons why this establishment did **NOT** invest in formal training programs?

	First reason	Second reason
Training is not affordable	1	1
Training is costly because trained workers leave the firm	2	2
Knowledge of training techniques is lacking	3	3
This establishment uses old technology	4	4
Skilled workers can easily be hired from other firms	5	5
Training is not necessary, what workers learned in school is sufficient	6	6
This establishment is skeptical about the usefulness of training	7	7
Training of workers is done on the job	8	8
Other	9	9
	MUI17a	MUI17b

MUL.18 If today this establishment were to hire a new, highly skilled employee, who would most likely be the successful candidate?

INTERVIEWER: ONE ANSWER– SHOW CARD

Skilled employee	MUI18
A recent graduate of a Mauritian University	1
A recent graduate of a Government sponsored training program	2
A recent graduate of a privately run training institution	3
An employee of a Mauritian competitor	4
A recent graduate of a foreign university or training program	5
An employee of a foreign competitor	6
Other	7

MUL.19 If today this establishment required specialized technical advice or services for its business, whom would it most likely turn to?

INTERVIEWER: ONE ANSWER– SHOW CARD

Specialized technical advice	MUI19
A Mauritian University	1
A Government sponsored research institute	2
An industrial association	3
A technical services or consulting company permanently operating in Mauritius	4
A foreign university or research institute	5
A technical services or consulting company based outside Mauritius	6
Other	7

MUL.20	<p>If your establishment thinks that any of the training institutions listed below are currently important to its business, what would the three most important be?</p> <p>INTERVIEWER: SHOW CARD</p>
---------------	--

	1st most important	2nd most important	3rd most important
Mauritian Universities	1	1	1
Mauritian Colleges	2	2	2
The Industrial and Vocational Training Board (IVTB)	3	3	3
The Universal ICT Education Program (UIEP)	4	4	4
National Computer Board (NCB) Cyber Caravans	5	5	5
NCB ICT Incubator	6	6	6
Private Training Institutions	7	7	7
Other	8	8	8
	MUI20a	MUI20b	MUI20c

L.30	<p>Are labor regulations No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>Is an inadequately educated workforce No Obstacle, a Minor Obstacle, a Moderate Obstacle, a Major Obstacle, or a Very Severe Obstacle to the current operations of this establishment?</p> <p>INTERVIEWER: SHOW CARD 22</p>
-------------	---

	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	Do Not Know (spontaneous)	Does Not Apply (spontaneous)
Labor regulations I30a	0	1	2	3	4	-9	-7
Inadequately educated workforce I30b	0	1	2	3	4	-9	-7

M. BUSINESS ENVIRONMENT

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
 The next set of questions is designed to get a general picture of your opinion about the business environment climate that affects your operations.

M.1 Which of the following elements of the business environment, if any, currently represents the biggest obstacle faced by this establishment. **INTERVIEWER: SHOW CARD 23**

- | |
|---|
| 1-Access to finance (availability and cost) |
| 2-Access to land |
| 3-Business licensing and permits |
| 4-Corruption |
| 5-Courts |
| 6-Crime, theft and disorder |
| 7-Customs and trade regulations |
| 8-Electricity |
| 9-Inadequately educated workforce |
| 10-Labor regulations |
| 11-Political instability |
| 12-Practices of competitors in the informal sector |
| 13-Tax administration |
| 14-Tax rates |
| 15-Transport |

1st most serious obstacle	m1a	Reasons why
Don't know (Spontaneous)	-9	MUm1ax
Does not apply (spontaneous)	-7	

2nd most serious obstacle	m1b	Reasons why
Don't know (Spontaneous)	-9	MUm1bx
Does not apply (spontaneous)	-7	

3rd most serious obstacle	m1c	Reasons why
Don't know (Spontaneous)	-9	MUm1cx
Does not apply (spontaneous)	-7	

Rotation	m1d
----------	------------

N. PERFORMANCE

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The purpose of the following questions is to allow us to estimate the productivity of establishments like this one. Estimates are made at the aggregate level so the information you provide below will be compiled with the information from other establishments. It is important that this information be as accurate as possible. The individual data are treated as confidential – the identity of your establishment will not be revealed at any point. Please provide the following information from the financial statements of this establishment.

N.2 For fiscal year 2007, please provide the following information about this establishment:
INTERVIEWER: SHOW CARD 24

READ OUT

	MUR
Total annual cost of labor (including wages, salaries, bonuses, social payments)	n2a
Total annual cost of finished goods and materials purchased to resell	n2i
Total annual costs of electricity	n2b
Total annual costs of communications services	n2c

N.3 In fiscal year 2005, three fiscal years ago, what were total annual sales for this establishment?

	MUR	Don't know (spontaneous)	Does Not Apply (spontaneous)
Total annual sales three years ago	n3	-9	-7

INTERVIEWER: IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO , WRITE -7

Z. MANAGEMENT QUESTIONS

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

I would like to ask you a few questions about particular aspects of the management practices currently implemented in this establishment. For each questions I will read you 3 possible answers. You can identify yourself in one of the 3 options given or between two options.

MUZ.1	How do you seek to improve your production process?	MUz1
--------------	---	-------------

1	2	3	4	5
Process improvements are made <u>only</u> when problems occur, and only at the intervention of management.		Process improvements are made <u>periodically</u> in meetings with staff in each department of the plant.		Each worker has the responsibility to expose problems and we have weekly meetings with <u>all</u> workers to address these problems.

MUZ.2	How do you track performance?	MUz2
--------------	-------------------------------	-------------

1	2	3	4	5
Tracking is only done <u>when we do not meet</u> our overall business objectives.		Most performance indicators are tracked <u>regularly</u> by managers.		Performance is tracked <u>continuously</u> and communicated to all staff.

MUZ.3	How do you review your performance indicators?	MUz3
--------------	--	-------------

1	2	3	4	5
<u>Only</u> success or failure is noted.		Performance is reviewed periodically. However clear <u>action plans are infrequently</u> developed based on these reviews.		Performance is continuously reviewed and all aspects are followed up to ensure <u>continuous improvement</u> .

MUZ.4	What happens if there is a part of your establishment that is not achieving the agreed results?	MUz4
--------------	---	-------------

1	2	3	4	5
Failure to achieve agreed objectives does not carry any consequences.		Failure to achieve agreed results is tolerated for a period before action is taken.		A failure to achieve agreed targets drives retraining in identified areas of weakness or moving individuals to where their skills are appropriate.

MUZ.5	What kind of time scale are you looking at with your targets?	MUZ5
--------------	---	-------------

1	2	3	4	5
The organization has <u>short term goals only</u> , e.g. up to 1 year.		The organization has <u>short term and long terms</u> goals. However they are <u>sometimes not</u> linked to each other.		<u>Long term goals are set first</u> and they are translated into specific short term targets.

MUZ.6	How tough are your targets?	MUZ6
--------------	-----------------------------	-------------

1	2	3	4	5
Goals are either <u>easy or impossible</u> to achieve.		In <u>most areas</u> the establishments has aggressive goals, but some department goals are either too easy or too hard.		Goals are <u>demanding in all</u> divisions.

MUZ.7	How does your bonus system work?	MUZ7
--------------	----------------------------------	-------------

1	2	3	4	5
Staff is <u>rewarded equally</u> irrespective of performance level.		This establishment has an <u>evaluation system for each department</u> so that each worker in the department receives the same reward.		This establishment has a complex system that monitors and rewards <u>each worker individually</u> .

MUZ.8	If you had a worker who could not do his job up to the targeted level of performance, what would you do?	MUZ8
--------------	--	-------------

1	2	3	4	5
Poor performers are rarely removed from their positions.		Poor performers stay in a position for a few years before action is taken.		Poor performers are moved out of the company or to less critical roles as soon as a weakness is identified.

MUZ.9	How do workers get promoted?	MUZ9
--------------	------------------------------	-------------

1	2	3	4	5
Staff is promoted primarily upon the basis of tenure.		Staff is promoted upon the basis of performance.		This establishment actively identifies, trains, and promotes its top performers.

MUZ.10	What, if anything, do you do to try to hold on to excellent employees?	MUZ10
---------------	--	--------------

1	2	3	4	5
The establishment does little to try to keep its top talent.		The establishment usually works hard to keep its top talent.		The establishment goes to great lengths to retain its top talent.

A.15a Please complete the following information about the interviewee(s)

	Position in the firm	Years with the firm	Gender
Main respondent	a15a1a	a15a2a	a15a3a
Second respondent	a15a1b	a15a2b	a15a3b
Third respondent	a15a1c	a15a2c	a15a3c

B.20	The World Bank might be interested in getting in touch with you to follow up on some aspects of this interview. Would you authorize us to forward your contact details onto them?
-------------	---

Yes	1	
No	2	b20

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

A.15 Time face-to-face interview ends:

Day (dd)	Month (mm)	Hour (00 to 23)	Minutes (00 to 59)
a15d	a15m	a15h	a15min

INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:

A.16	It is my perception that the questions regarding opinions and perceptions:
-------------	--

Truthful	1
Somewhat truthful	2
Not truthful	3

a16

A.17	The questions regarding figures (productivity and employment numbers):
-------------	--

Are taken directly from establishment records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

a17

INTERVIEWER COMMENTS:

a17x

(Problems occurred/extraordinary circumstances which could influence results)

SUPERVISORS PLEASE ANSWER:

A.18	This questionnaire was completed in:
-------------	--------------------------------------

One visit in face-to-face interview with one person	1
One visit in face-to-face interview with different managers/staff	2
Several visits	3

STOP HERE

a18

A.19	If option 2 or 3 in A.18 , estimate duration of the whole interview
-------------	--

Hour	Minutes
a19h	a19min