

**SERIAL NUMBER**

**Sri Lanka 2011  
Management Practices across Sectors**

**A. CONTROL INFORMATION [TO BE COMPLETED BEFORE INTERVIEW]**

**a3x**

**A.1 Country**

**a1**

**A.3b Is this city the official capital city?**

**a3b**

Yes	1
No	2

**A.3c Is this city the main business city?**

**a3c**

Yes	1
No	2

<b>A.1a Language</b>	<b>Language A1a</b>
English	1
Sinhala	2
Tamil	3

**A.3 Size of locality a3**

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.2**

**Sampling Region  
a2**

Western	1
Central	2
Southern	3
Northern	4
Eastern	5
North-West	6
North-Central	7
Uva	8
Sabaragamuwa	9

**A.4 Industry**

**Sampling  
sector  
a4a**

**Screener  
sector  
a4b**

<b>Manufacturing :Section D</b>	Food	15	15
	Tobacco	16	16
	Textiles	17	17
	Garments	18	18
	Leather	19	19
	Wood	20	20
	Paper	21	21
	Recorded media	22	22
	Refined petroleum product	23	23
	Chemicals	24	24
	Plastics & rubber	25	25
	Non metallic mineral products	26	26
	Basic metals	27	27
	Fabricated metal products	28	28
	Machinery and equipment	29	29
	Electronics (31 & 32)	31	31
	Medical and optical precision instruments	33	33
	Transport machines (34&35)	34	34
	Furniture	36	36
	Recycling	37	37
<b>Retail</b>	<b>Retail</b>	<b>52</b>	<b>52</b>

**A.3a**

**Screener Region  
(coded ex post)  
a3a**

Western	1
Central	2
Southern	3
Northern	4
Eastern	5
North-West	6
North-Central	7
Uva	8
Sabaragamuwa	9

**A.3x1 Name of district**

**a3x1**

**A.3x Name of city/**

Other Services	Wholesale	51	51
	IT	72	72
	Hotel and restaurants: section H	55	55
	Sales, repairs, and Service of motor vehicles	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 still does activities which match sample frame	2
No, does not match	3

A.6 Size	Sampling size a6a	Screener Size a6b
Micro<5	0	0
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**

**A.12 Interviewer code** a12

**A.13 Supervisor code** a13

Number of establishments that form the firm	<span style="color: red;">a7a</span>
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**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
<b>DOES NOT APPLY</b>	<span style="color: blue;">-7</span>

**A.9 Are establishment's financial statements prepared separately from HQ's statements?** a9

Yes	1
No	2
<b>DOES NOT APPLY</b>	<span style="color: blue;">-7</span>

**A.10 Are establishment's financial statements prepared separately from other establishments of the same firm?**

a10

Yes	1
No	2
<b>DOES NOT APPLY</b>	<span style="color: blue;">-7</span>

**A.11 If HQ, are financial statements independent from the rest of establishments?** a11

Yes	1
No	2
<b>DOES NOT APPLY</b>	<span style="color: blue;">-7</span>

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

Day Month (mm) Year (yyyy) Hour (00 to 23) Minutes (00 to 59)  
(dd)  
**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 industrial environment establishments in Sri Lanka face. The information gathered here will help the World Bank to develop new policies and programs that enhance employment and economic growth.

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 OUT THE FOLLOWING INTRODUCTORY SENTENCE ONLY IF A7 = 1 (yes):**  
**The first few questions (B1 to B 4) apply to the firm which this establishment is part of.**

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

Shareholding company with shares traded in the stock market	1
Shareholding company with non-traded shares or shares traded privately (public or private)	2
Sole proprietorship	3
Partnership	4
Limited partnership	5
<b>Other (specify) <b>b1x</b></b>	<b>6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**WRITE 100% and  
GO TO Question BD.1**

**b1**

**INTERVIEWER: PLEASE NOTE WHEN **b1** IS 3 (SOLE PROPRIETORSHIP), WRITE 100% FOR QUESTION **b3**.**

<b>B.2</b>	What percent of this firm is owned by each of the following parties? <b>SHOW CARD 2</b>
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	Percent	Don't know (spontaneous)	
Private domestic individuals, companies or organizations	<b>b2a</b> %	<b>-9</b>	
Private foreign individuals, companies or organizations	<b>b2b</b> %	<b>-9</b>	
Government	<b>b2c</b> %	<b>-9</b>	<b>IF 100% end interview</b>
Other	<b>b2d</b> %	<b>-9</b>	
	<b>100%</b>		

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%  
(UNLESS RESPONDENT DOES NOT KNOW)**

<b>B.3</b>	What percent of this firm does the largest owner or owners own?
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	Percent
Percentage held by largest owner or owners	<b>b3</b> %
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**READ ONLY IF A7=1 (yes)**

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

<b>BD.1</b>	Does this establishment rely on one or more family members in decision-making?
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Yes	1	
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	
		<b>bd1</b>

<b>BD.2</b>	Are any of this establishment's suppliers partially or fully owned by any of the major owners of this establishment?
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Yes	1	
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	
<b>DOES NOT APPLY</b>	<b>-7</b>	
		<b>bd2</b>

<b>BD.3</b>	Are any of this establishment's customers partially or fully owned by any major owners of this establishment?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd3**

<b>BD.4</b>	What was the most recent event that led this establishment's current ownership structure? <b>SHOW CARD 3</b>
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	<b>Number</b>
Type of event	<b>bd4</b>
Start-up from scratch	1
Merger	2
Spin-off of another firm	3
Transfer or inheritance of family establishment	4
<b>Other (specify)___</b>	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>B.5</b>	In what year did this establishment begin operations?
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	<b>Year</b>
Year establishment began operations	<b>b5</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR**

<b>B.6</b>	How many full-time employees did this establishment employ when it started operations? Please include all employees and managers ( <b>INTERVIEWER: include respondent when applicable</b> )
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	<b>Number</b>
Full-time employees at start-up	<b>b6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>B.7</b>	How many years of relevant experience working in this sector does the top manager have?
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	<b>Years</b>
Manager's experience in sector	<b>b7</b>
<b>LESS THAN ONE YEAR</b>	<b>1</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>SARC.3</b>	What position did the Top Manager of this establishment hold prior to this position? <b>SHOW CARD 4</b>
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Employed in the same position in another establishment	1
Employed in a different position, either in the same or in another establishment	2
Self-employed in a different sector	3
Self employed with another firm of the same sector	4
Unemployed	5
Other (for example housewife, student, etc.)	6
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**Sarc  
3**

<b>BD.6</b>	Is this establishment fully or partially owned by the Top Manager?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd6**

<b>BD.7</b>	What is the highest completed level of education of the Top Manager? <b>SHOW CARD 5</b>
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No education	1
Primary school (1-5 years)	2
Secondary School (6-10 years)	3
Higher Secondary School (11-12 years)	4
Vocational Training	5
University degree (BA, BSc etc.)	6
Masters degree from a Sri Lankan university	7
Masters degree from university in another country	8
Other post graduate degree (Ph.D, Masters) from a Sri Lankan university	9
Other post graduate degree (Ph.D, Masters) from a university in another country	10
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd7**

<b>B.8</b>	Does this establishment have an internationally-recognized quality certification? <b>(INTERVIEWER: if there is need for clarification, some examples are: ISO 9000 or 14000, or HACCP)</b>
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Yes	1
No	2
<b>STILL IN PROCESS</b>	<b>-6</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**b8**

## 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 and how and from where this establishment obtains inputs required for production.

**C.1** What month does this establishment close its fiscal year?

	Month
End of fiscal year	<b>c1</b>
<b>DOES NOT APPLY</b>	<b>-7</b>

**D.1a1** In fiscal year 2010/11, what were this establishment's three main products or services represented by the largest proportion of annual sales?

	Product or Service Description	% of total sales	ISIC Rev. 3.1 4-Digit Code (post interview)
a. First	<b>d1a1x</b>	<b>d1a3 %</b>	<b>d1a2</b>
b. Second	<b>d1b1x</b>	<b>d1b3 %</b>	<b>d1b2</b>
c. Third	<b>d1c1x</b>	<b>d1c3 %</b>	<b>d1c2</b>

**INTERVIEWER: PLEASE NOTE WE NEED THE TOTAL SALES OF ALL PRODUCTS AND SERVICES**

**D.2** In fiscal year 2010/11, what were this establishment's total annual sales for **ALL** products and services?

	SLR
Last complete year's total sales	<b>d2</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 as Fifty Thousand)</b>	
	<b>d2x</b>

**N.3** In year **2007/08**, three years ago, what were the total annual sales for this establishment?

	SLR
Total annual sales three years ago	<b>n3</b>
<b>IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO</b>	<b>-7</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>D.3</b>	In fiscal year 2010/11, what percentage of this establishment's sales were: <b>SHOW CARD 6</b>
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**INTERVIEWER: THESE MUST BE ASKED IN THE ORDER THEY APPEAR ON THE TABLE**

	<b>Percent</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
National sales	<b>d3a</b> %	<b>-9</b>
Indirect exports [sold domestically to third party that exports products]	<b>d3b</b> %	<b>-9</b>
Direct exports	<b>d3c</b> %	<b>-9</b>
	<b>100%</b>	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%  
(UNLESS RESPONDENT DOES NOT KNOW)**

<b>BD.8</b>	In fiscal year 2010/11, what proportion of your establishment's total annual sales are to <b>SHOW CARD 7</b>
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	<b>Percent</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Reseller	<b>bd8a</b>	<b>-9</b>
Final consumers	<b>bd8b</b>	<b>-9</b>
Government consumption	<b>bd8c</b>	<b>-9</b>
	<b>100%</b>	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%  
(UNLESS RESPONDENT DOES NOT KNOW)**

<b>BD.9</b>	In fiscal year 2010/11, what proportion of this establishment's total annual sales are through <b>SHOW CARD 8</b>
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	<b>Percent</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Distributor, external sales agent, broker	<b>bd9a</b>	<b>-9</b>
Internet	<b>bd9b</b>	<b>-9</b>
Own sales personnel outside the store(s)	<b>bd9c</b>	<b>-9</b>
Own retail store	<b>bd9d</b>	<b>-9</b>
Other	<b>Bd9e</b>	<b>-9</b>
	<b>100%</b>	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%  
(UNLESS RESPONDENT DOES NOT KNOW)**



<b>BD.10</b>	In fiscal year 2010/11, what percentage of this establishment's annual sales resulted from being subcontracted by another firm?
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	<b>Percent</b>	
Sales share from subcontracting	<b>bd10</b> %	
<b>NO SALES</b>	<b>0</b>	<b>GO TO QUESTION BD.12</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO QUESTION BD.12</b>

<b>BD.11</b>	How was this establishment identified by the main contractor? <b>SHOW CARD 9</b>
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Newspaper or media	1
Public officials	2
Internet	3
Family and Friends	4
Co-owners	5
Company group	6
Other private individuals or companies	7
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd11**

<b>BD.12</b>	Has this establishment ever jointly bought any inputs, machinery or equipment with other firms or or industry associations?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**IF NO, GO TO BD.14a**

**bd12**

<b>BD.13</b>	How was this establishment's main partner identified? <b>SHOW CARD 10</b>
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Newspaper or media	1
Public officials	2
Internet	3
Family and Friends	4
Co-owners	5
Company group	6
Other private individuals or companies	7
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd13**

<b>BD.14a</b>	Does this establishment purchases more than one input from a single supplier?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO SARD.16**

**bd14a**

<b>BD.14b</b>	Would changing to another supplier negatively affect the terms and conditions offered for other inputs?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd14b**

<b>BD.15</b>	Would changing to another supplier negatively affect your sales?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd15**

<b>SARD.16</b>	In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers did this establishment use? (domestic and foreign) <b>READ OUT</b>
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Number of suppliers used					
	None	One	2-5	More than 5	<b>DON'T KNOW (SPONTANEOUS)</b>
Main input	1	2	3	4	<b>-9</b>

**SARd16a**

<b>SARD.17a</b>	In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers could this establishment have purchased from? <b>READ OUT</b>
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Number of potential suppliers					
	None	One	2-5	More than 5	<b>DON'T KNOW (SPONTANEOUS)</b>
Main input	1	2	3	4	<b>-9</b>

**SARd17a**

<b>SARD.18</b>	In fiscal year 2010/11, for the main product that this establishment sells, how many customers did this establishment have? <b>READ OUT</b>
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Number of customers					
	None	One	2-5	More than 5	<b>DON'T KNOW (SPONTANEOUS)</b>
Main Product	1	2	3	4	<b>-9</b>

**SARd18a**

<b>BD.19</b>	In fiscal year 2010/11, for the main product that this establishment sells, how many potential customers exist, whether they buy from this establishment or not? <b>READ OUT</b>
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	Number of potential customers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main Product	1	2	3	4	-9	bd19a

<b>BD.20</b>	In fiscal year 2010/11, did this establishment subcontract any part of its production or services?
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Yes	1	GO TO E.1 GO TO E.1 bd20
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

<b>BD.21</b>	How was the subcontractor identified? <b>SHOW CARD 11</b>
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Newspaper or media	1	bd21
Public officials	2	
Internet	3	
Family and Friends	4	
Co-owners	5	
Parent company	6	
Other private individuals or companies	7	
DON'T KNOW (SPONTANEOUS)	-9	

## E. DEGREE OF COMPETITION

**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**  
The next section to be covered seeks to understand the competitive environment and how this establishment acts in it.

<b>E.1</b>	In fiscal year 2010/11, which of the following was the main market in which this establishment sold its main product? <b>SHOW CARD 12</b>
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Local – main product sold mostly in same province where establishment is located	1	e1
National – main product sold mostly across the country where establishment is located	2	
International	3	
DON'T KNOW (SPONTANEOUS)	-9	

<b>E.2</b>	In fiscal year 2010/11, for the main market in which this establishment sold its main product, how many competitors did this establishment's main product face?
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None	1
One	2
2-5	3
More than 5	4
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**e2**

<b>SARD.22a</b>	How is the price of this establishment's main product set? <b>READ OUT</b>
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The government	1
Association or company group	2
This establishment	3
<b>DON'T KNOW (SPONTANEOUSLY)</b>	<b>-9</b>

**GO TO BD.23a**

**GO TO BD.23a**

**sard22a**

<b>SARD.22b</b>	What is the most important determinant for the price of this establishment's main product? <b>READ OUT</b>
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Prices are set according to cost and profit	1
Prices are set according to the price of competitor(s) or market	2
Other (specify <b>sard22bx</b> )	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**sard22b**

<b>BD.23a</b>	In fiscal year 2010/11, has this establishment reduced prices of its main product in response to price reductions by its competitors?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>DOES NOT APPLY</b>	<b>-7</b>

**bd23a**

<b>E.11</b>	Does this establishment compete against unregistered or informal firms?
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Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**e11**

<b>SARD.24</b>	In fiscal year 2010/11, for the main market in which this establishment sold its main product, what was the most important single factor that determined this establishment's competitiveness:
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**INTERVIEWER: READ EACH OPTION LOUD**

Price	1
Quality	2
Long Term Relationship with customers	3
Other, please specify <b>sard24x</b>	4
<b>DOES NOT KNOW</b>	<b>-9</b>

**sard24**

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**F. CAPACITY**

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<b>F.1</b>	In fiscal year 2010/11, what was this establishment's output produced as a proportion of the maximum output possible if using all the resources available (capacity utilization)?
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	<b>Percent</b>
Capacity utilization	<b>f1</b> %
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>F.2</b>	In fiscal year 2010/11, how many hours per week did this establishment normally operate? ( <b>INTERVIEWER: response must be 168 hours or less</b> )
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	<b>Hours</b>
Typical hours of operation in a week	<b>f2</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

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**G. LABOR**

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

<b>L.1</b>	At the end of fiscal year 2010/11, how many permanent, full-time individuals worked in this establishment? Please include all employees and managers. (Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more years and/or have a guaranteed renewal of their employment contract and that work 8 or more hours per day) ( <b>INTERVIEWER: include interviewee if applicable</b> ).
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	<b>Number</b>
Permanent, full-time workers end of last year	<b>11</b>

<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
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<b>L.2</b>	Three years ago, at the end of fiscal year <b>2007/2008</b> , how many permanent, full-time individuals worked in this establishment? Please include all employees and managers ( <b>INTERVIEWER: include interviewee if applicable</b> )
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	Number
Permanent, full-time workers three years ago	<b>12</b>
<b>If establishment was not in business three years ago</b>	<b>-7</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>SARD.30</b>	In fiscal year 2010/11, how many permanent, full-time workers did this establishment hire?
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	Number
Permanent, full-time workers hired	<b>sard30</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>SARD.31</b>	In fiscal year 2010/11, how many permanent, full-time workers left this establishment, regardless of the reason?
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	Number
Permanent, full-time workers that left	<b>sard31</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>BD.32</b>	What level of education is required for a permanent full-time worker? <b>SHOW CARD 13</b>
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No education	1
Primary school (1-5 years)	2
Secondary School (6-10 years)	3
Higher Secondary School (11-12 years)	4
Vocational Training	5
University degree (BA, BSc etc.)	6
Masters degree from a Sri Lankan university	7
Masters degree from university in another country	8
Other post graduate degree (Ph.D, Masters) from a Sri Lankan university	9
Other post graduate degree (Ph.D, Masters) from a university in another country	10
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**bd32**

<b>SARD.32</b>	What skills are most required for permanent, full time employees? <b>READ OUT</b>
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English language	1
Leadership skills, team work, work ethics	2
IT and computer skills	3
Other	4
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**SARd32**

<b>L.3</b>	At the end of fiscal year 2010/11, how many permanent, full-time individuals in this establishment were: <b>INTERVIEWER: READ EACH CATEGORY</b>
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	<b>Number</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Production workers	<b>13a</b>	<b>-9</b>
Non-production workers [e.g., managers, administration, sales]	<b>13b</b>	<b>-9</b>

<b>L.6</b>	How many full-time seasonal or temporary employees did this establishment employ throughout fiscal year 2010/11? ( <b>INTERVIEWER:</b> Full-time, temporary workers are all paid short-term (i.e. for less than a year) employees with no guarantee of renewal of contract employment and work full days)
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	<b>Number</b>	
Full-time seasonal or temporary workers employed last year	<b>16</b>	<b>IF 0, GO TO L.9a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO L.9a</b>

<b>L.8</b>	What was the average length of employment of all full-time seasonal or temporary employees in fiscal year 2010/11?
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	<b>Months</b>
Average length full-time seasonal or temporary employment	<b>18</b>
<b>LESS THAN ONE MONTH</b>	<b>1</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.9a</b>	What is the average number of years of (formal) education of a typical permanent full-time production worker employed in this establishment?
-------------	--

	<b>Number</b>
Average number of years of education of typical production worker	<b>19a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.9b</b>	What is the percentage of full-time permanent workers who completed secondary school?
-------------	---

	Percent
Percentage of full time permanent workers who completed secondary school	<b>19b</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>L.10</b>	Over fiscal year 2010/11, did this establishment have formal training programs for its permanent, full-time employees?
-------------	--

Yes	1	
No	2	<b>GO TO BD.35</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO BD.35</b>
		<b>110</b>

<b>L.11</b>	Referring to the training programs run over fiscal year 2010/11, what percentage of permanent, full-time employees of the following categories received formal training?
-------------	--

	Percent	IF NO EMPLOYEES IN A CATEGORY WERE TRAINED	DOES NOT APPLY	DON'T KNOW (SPONTANE OUS)
Production full-time permanent employees trained	<b>111a %</b>	<b>0</b>	<b>-7</b>	<b>-9</b>
Non-production full-time permanent employees trained	<b>111b %</b>	<b>0</b>	<b>-7</b>	<b>-9</b>

<b>BD.33</b>	What is the most important type of formal training that non-production, full-time permanent employees received? <b>SHOW CARD 14</b>
--------------	--

Technical skills for production of goods and services	1
Sales related training (e.g. marketing, presentation skills)	2
Accounting and Finance	3
English language	4
Other (specify __ <b>bd33x</b> __)	5
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
	<b>bd33</b>



<b>BD.34</b>	For non-production, full-time permanent employees, which of the following organizations provided the formal training? <b>SHOW CARD 15</b>
--------------	---

Training institute	1
Vocational school	2
University	3
In-house	4
A private firm, consultant	5
Other (specify __ <b>bd34x</b> __)	6
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
	<b>bd34</b>

<b>BD.35</b>	For all permanent, full-time production employees, what type of informal training is most common? <b>SHOW CARD 16</b>
--------------	---

Mentoring (i.e. informal transmission of knowledge by senior staff)	1
Learning by doing / training on the job	2
'Shadowing' (learning tasks by observing behavior of competent staff)	3
None of the above	4
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
	<b>bd35</b>

## H. MANAGERIAL ATTITUDES

### **READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

**This section examines managerial attitudes and leadership styles.**

<b>BD.40</b>	The following statements are about manager's attitude towards employees. <b>INTERVIEWER: READ OUT STATEMENTS</b>
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**INTERVIEWER:** Please, indicate the degree to which you agree with the following statements on a 0-4 scale, where 0=Strongly disagree, 1=Disagree, 2=Neither agree nor disagree, 3=Agree, 4=Strongly agree.  
**SHOW CARD 17**

Interviewer: Rotate Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	DK	
A manager should give time, resources, and help to his employees.	0	1	2	3	4	<b>-9</b>	<b>bd40a</b>
A manager should have empathy for his employees, he should be inclined to be helpful or show mercy.	0	1	2	3	4	<b>-9</b>	<b>bd40b</b>
A manager should treat his employees like family members.	0	1	2	3	4	<b>-9</b>	<b>bd40c</b>
Devoting energy to taking care of employees is not important for a manager.	0	1	2	3	4	<b>-9</b>	<b>bd40d</b>
Beyond work relations, a manager should be	0	1	2	3	4	<b>-9</b>	<b>bd40e</b>

concerned about the daily life of his employees.							
A manager should take care of subordinates who have spent a long time with this establishment.	0	1	2	3	4	-9	bd40f

<b>BD.41</b>	The following statements are about <i>how you personally</i> feel about your work. <b>INTERVIEWER: READ OUT STATEMENTS</b>
--------------	---

**INTERVIEWER:** Please, indicate the degree to which you agree with the following statements on a 1-5 scale, where 1=Never, 2=Very rarely, 3=Sometimes, 4=Frequently, 5=Always.

Interviewer: Rotate Options	Never	Very rarely	Sometimes	Frequently	Always	DK	
I find the work that I do full of meaning and purpose.	1	2	3	4	5	-9	bd41a
I am enthusiastic about my job.	1	2	3	4	5	-9	bd41b
My job inspires me.	1	2	3	4	5	-9	bd41c
I am proud of the work that I do.	1	2	3	4	5	-9	bd41d
To me, my job is challenging.	1	2	3	4	5	-9	bd41e

<b>BD.42</b>	Which of the following human resource policies does this establishment apply? <b>INTERVIEWER: READ OUT STATEMENTS</b>
--------------	--

	Yes	No	DON'T KNOW (SPONTANEOUS)	
Rewards for non-managerial staff based on performance.	1	2	-9	bd42a
Rewards for managerial staff based on performance.	1	2	-9	bd42b
Rewards for non-managerial staff based on attendance.	1	2	-9	bd42c
Top performers among staff are publicly identified regularly.	1	2	-9	bd42d
Staff are rotated.	1	2	-9	bd42e
Feedback talks with staff are held on a regular basis.	1	2	-9	bd42f

<b>BD.43</b>	How do salaries and benefits paid by this establishment to its employees compare to the salaries and benefits paid by similar establishments? <b>INTERVIEWER: READ OUT STATEMENTS</b>
--------------	--

A lot less	A little less	Just the same	A little more	A lot more	
1	2	3	4	5	bd43

### Supervisor question to Enumerator

Who answered the section above?	<b>bd44z</b>
---------------------------------	--------------

The owner of the establishment	1
The top manager of the establishment	2
An employee of the establishment	3

### W. Workflow, Quality, and Inventory Management

THIS SECTION ONLY APPLIES FOR MEDIUM AND LARGE MANUFACTURING ESTABLISHMENTS

#### READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

The purpose of the following questions is to allow us to get insight into the workflow management, such as factory operations, as well as to gain an understanding of quality and inventory control.

<b>BD.50</b>	When I read out the statements regarding the factory operations of this establishment, please indicate if the management considers the following aspects:
--------------	---

	Yes	No	<b>DOES NOT APPLY (SPONTANEOUS)</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Maintenance is carried out per manufacturer's recommendations. <b>bd50a</b>	1	2	<b>-7</b>	<b>-9</b>
The shop floor is marked for where each machine and workplace should be. <b>bd50b</b>	1	2	<b>-7</b>	<b>-9</b>
Machine downtime is recorded. <b>bd50c</b>	1	2	<b>-7</b>	<b>-9</b>
Daily meetings take place that discuss efficiency with the production team. <b>bd50d</b>	1	2	<b>-7</b>	<b>-9</b>
Spare parts of machinery are recorded and monitored. <b>bd50e</b>	1	2	<b>-7</b>	<b>-9</b>

<b>BD.51</b>	As part of quality control, are quality defects recorded and monitored regularly?
--------------	---

	Yes	No	<b>DOES NOT APPLY (SPONTANEOUS)</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Quality defects are recorded and monitored regularly <b>bd51</b>	1	2	<b>-7</b>	<b>-9</b>

<b>BD.52</b>	When I read out the statements regarding the inventory control of this establishment, does it consider the following aspects?
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<b>INTERVIEWER: READ EACH OPTION ALoud</b>	Yes	No	<b>DOES NOT APPLY (SPONTANEOUS)</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
--	-----	----	---	-------------------------------------

Warehouse transactions are recorded daily <b>bd52a</b>	1	2	-7	-9
There is a process for monitoring the aging of old stock <b>bd52b</b>	1	2	-7	-9
There is a quality assessment before inputs are further processed <b>bd52c</b>	1	2	-7	-9

<b>BD.53</b>	In fiscal year 2010/11, please estimate the value of inputs lost in the work process due to wastage, accidents, improper workflow, or inventory mismanagement.
--------------	--

	SLR
Estimated value of lost inputs	<b>bd53</b>
<b>NO LOSSES</b>	0
<b>DON'T KNOW (SPONTANEOUS)</b>	-9

### C. Use of ICT, Innovation and Collaboration

#### **READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

The purpose of the following questions is to allow us to understand if this establishment uses ICT, innovates or collaborates.

<b>BD.60</b>	Over the last three years, how much did this establishment invest in any of the following:
--------------	--

	SLR	DON'T KNOW (SPONTANEOUS)	DOES NOT APPLY
<b>INTERVIEWER: READ EACH OPTION ALOUD</b>			
Computers and other information processing equipment, including printers, terminals, optical and magnetic reader, operating systems and software	<b>bd60a</b>	-9	-7
Non-IT related physical assets, e.g., equipments needed for production/operations/manufacturing	<b>bd60b</b>	-9	-7

<b>BD.61</b>	Currently, what percent of this establishment's workforce regularly use computers in their jobs?
--------------	--

	Percent
Percentage of workforce that uses computers	<b>bd61 %</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	-9
<b>DOES NOT APPLY (SPONTANEOUS)</b>	-7

<b>BD.62</b>	Using the response options on the card; To what extent are information and communication technologies such as computers, internet, and software used to support key business activities in each of the following business processes? <b>SHOW CARD 18</b>
--------------	---

<b>INTERVIEWER: READ EACH OPTION ALOUD</b>	<b>Never</b>	<b>Very rarely</b>	<b>Someti mes</b>	<b>Frequent ly</b>	<b>Always</b>	<b>DON'T KNOW (SPONTA NEOUS)</b>	<b>DOES NOT APPLY (SPONTA NEOUS)</b>
Relations to suppliers and contractors <b>bd62a</b>	1	2	3	4	5	-9	-7
Production and operations, incl. product and service enhancement (e.g. design) <b>bd62b</b>	1	2	3	4	5	-9	-7
Marketing and sales <b>bd62c</b>	1	2	3	4	5	-9	-7
Customer relations <b>bd62d</b>	1	2	3	4	5	-9	-7

<b>BD.63</b>	Over the last three years, what type of innovation activities has this establishment engaged in?
--------------	--

<b>INTERVIEWER: READ EACH OPTION ALOUD</b>	<b>Yes</b>	<b>No</b>	<b>DON'T KNOW (SPONTANE OUS)</b>	<b>DOES NOT APPLY</b>	
Introduced new technology in new equipment(s) for product or process improvements	1	2	-9	-7	<b>bd63a</b>
Introduced new quality control procedure in production or operations	1	2	-9	-7	<b>bd63b</b>
Introduced new managerial/administrative processes	1	2	-9	-7	<b>bd63c</b>
Introduced new product or new service	1	2	-9	-7	<b>bd63d</b>
Add new distinctive features to existing products or services	1	2	-9	-7	<b>bd63e</b>
Take measures to reduce production cost	1	2	-9	-7	<b>bd63f</b>

<b>BD.64</b>	Using the response options on the card; Please rate the importance of the following sources of information in identifying market trends critical to this establishment. <b>SHOW CARD 19</b>
--------------	--

	<i>Not important</i>	<i>Mostly not important</i>	<i>Mostly Important</i>	<i>Very important</i>	<b>DON'T KNOW</b>	<b>DOES NOT APPLY</b>
Suppliers of equipment, materials, components , or software <b>bd64a</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Clients or customers <b>bd64b</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Competitors or other enterprises in the sector <b>bd64c</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Family and friends <b>bd64d</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Consultants (individual and firms) <b>bd64e</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Government and government officials <b>bd64f</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Universities and training institutes <b>bd64g</b>	1	2	3	4	<b>-9</b>	<b>-7</b>
Professional or industry organization <b>bd64h</b>	1	2	3	4	<b>-9</b>	<b>-7</b>

<b>BD.65</b>	Does this establishment hire external consultants (both individuals and firms)?
--------------	---

Yes	1	<b>GO TO M.1</b>
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO M.1</b>
		<b>bd65</b>

<b>BD.66</b>	If this establishment hired external consultants, how were they identified? <b>SHOW CARD 20</b>
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Newspaper or media	1	
Public officials	2	
Internet	3	
Family and Friends	4	
Co-owners	5	
Company group	6	
Other private individuals or companies	7	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>bd66</b>

## M. BUSINESS ENVIRONMENT

**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

**M.1** By looking at card 1,2,3 can you tell me which of the elements of the business environment included in the list, if any, currently represents the biggest obstacle faced by this establishment. **DO NOT READ OUT SHOW CARD 21**

1-Access to finance
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

Biggest obstacle	<b>m1a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>DOES NOT APPLY (SPONTANEOUS)</b>	<b>-7</b>

Rotation (option 1, 2 or 3)	<b>m1d</b>
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**M.2** 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. **SHOW CARD 22**

<b>ROTATE OPTIONS</b>	No obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Very Severe Obstacle	<b>DON'T KNOW (SPONTANEOUS)</b>	<b>DOES NOT APPLY (SPONTANEOUS)</b>	
Electricity	0	1	2	3	4	<b>-9</b>	<b>-7</b>	<b>c30a</b>
Access to Finance	0	1	2	3	4	<b>-9</b>	<b>-7</b>	<b>k30</b>
Access to Land	0	1	2	3	4	<b>-9</b>	<b>-7</b>	<b>g30a</b>
Corruption	0	1	2	3	4	<b>-9</b>	<b>-7</b>	<b>j30f</b>
Political Instability	0	1	2	3	4	<b>-9</b>	<b>-7</b>	<b>j30e</b>

## 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.

<b>I.2</b>	In fiscal year 2010/11, what percent of its total annual sales is paid for security, or what is the total annual cost of security?
------------	--

	Percent
Percent of total annual sales for security	<b>i2a</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

### PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

	SLR
Total annual cost of security	<b>i2b</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>BI.3</b>	<b>INTERVIEWER:</b> PLEASE NOTE WHETHER MANAGER CONSULTED ANY WRITTEN RECORDS OR ACCOUNTS WHEN ANSWERING QUESTION <b>i2</b> above
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Consulted written records	<b>bi3</b>
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Yes	1
No	2

<b>J.2</b>	In a typical week over the last 12 months, what percentage of total senior management's time was spent in 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 in dealing with regulations	<b>j2</b> %
<b>NO TIME WAS SPENT</b>	<b>0</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

<b>J.3</b>	Over <b>the last year</b> , was this establishment visited and or inspected by tax officials?
------------	---

Yes	1
No	2
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION BJ.6**  
**GO TO QUESTION BJ.6**



j3

**J.5** If visited by tax officials, in any of these inspections or meetings with tax officials was a gift or informal payment expected or requested?

Yes	1	
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO QUESTION J.7</b>
<b>REFUSE (SPONTANEOUS)</b>	<b>-8</b>	<b>GO TO QUESTION J.7</b>
		<b>j5</b>

**BJ.6** If not visited by tax officials, during inspections or meetings with tax officials, are gift or informal payment typically expected or requested?

Yes	1	
No	2	
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>	
<b>REFUSE (SPONTANEOUS)</b>	<b>-8</b>	
		<b>bj6</b>

**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, how much do establishments like this one pay in informal payments or gifts to public officials for this purpose?

	Percent
Percentage of total annual sales paid as informal payment	<b>j7a %</b>
<b>NO PAYMENTS OR GIFTS ARE PAID</b>	<b>0</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>REFUSE (SPONTANEOUS)</b>	<b>-8</b>

**PROVIDE EITHER ONE OR THE OTHER, NOT BOTH**

	SLR
Total annual informal payment	<b>j7b</b>
<b>NO PAYMENTS OR GIFTS ARE PAID</b>	<b>0</b>
<b>DON'T KNOW (SPONTANEOUS)</b>	<b>-9</b>
<b>REFUSE (SPONTANEOUS)</b>	<b>-8</b>

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**N. PERFORMANCE**

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**READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:**

Now, we would like to ask you a few questions about the financial results of this establishment. It is important that this information be as accurate as possible. The individual data are treated as confidential – the identity of this establishment will not be revealed at any point. Please provide the following information from the financial statements of this establishment.

<b>N.1</b>	In fiscal year 2010/11, what percent of this establishment's total annual sales came from the following activities?
------------	---

	Percent	DON'T KNOW (SPONTANEOUS)
Manufacturing	<b>n1a</b> %	-9
Services	<b>n1b</b> %	-9
Other	<b>n1c</b> %	-9
	<b>100 %</b>	

**INTERVIEWER: CHECK THAT TOTAL SUMS TO 100%  
(UNLESS RESPONDENT DOES NOT KNOW)**

<b>N.2</b>	For fiscal year 2010/11, please provide the following information about this establishment by referring directly to your income statement: <b>SHOW CARD 23</b>
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	SLR	DON'T KNOW (SPONTANEOUS)
Total annual cost of labor (including wages, salaries, bonuses, social payments)	<b>n2a</b>	-9
Total annual cost of raw materials and intermediate goods used in production	<b>n2e</b>	-9
Total annual cost of fuel	<b>n2f</b>	-9
Total annual cost of electricity	<b>n2b</b>	-9
Other costs of production not included above	<b>n2j</b>	-9

<b>N.6</b>	Referring directly to your balance sheet, at the end of fiscal year 2010/11, what was the net book value, that is the value of assets after depreciation, of the following:
------------	---

	SLR	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment	<b>n6a</b>	-9
Land and buildings	<b>n6b</b>	-9

<b>N.7</b>	Hypothetically, if this establishment were to purchase the assets it uses now, in their current condition, how much would they cost?
------------	--

	<b>SLR</b>	<b>DON'T KNOW (SPONTANEOUS)</b>
Machinery, vehicles, and equipment	<b>n7a</b>	<b>-9</b>
Land and buildings	<b>n7b</b>	<b>-9</b>

**INSTRUCTIONS TO ENUMERATOR:**

Please explain the following exercise to the respondent and allow the respondent (himself or herself) to fill in the appropriate answers.

**BD.70 INSTRUCTIONS TO THE RESPONDENT:**

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).

	<b>Yes</b>	<b>No</b>	<b>DOES NOT APPLY (SPONTANEOUS)</b>	
Have you ever paid less in personal taxes than you should have under the law?	1	2	<b>-7</b>	<b>bd70a</b>
Have you ever paid less in business taxes than you should have under the law?	1	2	<b>-7</b>	<b>bd70b</b>
Have you ever made a misstatement on a job application?	1	2	<b>-7</b>	<b>bd70c</b>
Have you ever used the office telephone for personal businesses?	1	2	<b>-7</b>	<b>bd70d</b>
Have you ever inappropriately promoted an employee for personal reasons?	1	2	<b>-7</b>	<b>bd70e</b>
Have you ever deliberately not given your suppliers or clients what was due to them?	1	2	<b>-7</b>	<b>bd70f</b>
Have you ever lied in your self-interest?	1	2	<b>-7</b>	<b>bd70g</b>
Have you ever inappropriately hired a staff member for personal reasons?	1	2	<b>-7</b>	<b>bd70h</b>
Have you ever been purposely late for work?	1	2	<b>-7</b>	<b>bd70i</b>
Have you ever unfairly dismissed an employee for personal reasons?	1	2	<b>-7</b>	<b>bd70k</b>

## Supervisor question to Enumerator

In answering the question with the coin, did the respondent understand?	<b>bd70z</b>
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The respondent understood the technicality of the question and the reason why we asked this question	1
The respondent understood the technicality of the question BUT NOT the reason why we asked	2
The respondent did not understand how the question was working	3

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

	Position in the firm	Years with the firm	Gender 1. Male 2 Female
Main respondent	<b>a15a1ax</b>	<b>a15a2a</b>	<b>1. 2 a15a3</b>
Second respondent	<b>a15a1bx</b>	<b>a15a2b</b>	<b>1. 2 a15b3</b>
Third respondent	<b>a15a1cx</b>	<b>a15a2c</b>	<b>1. 2 a15c3</b>

**THE SURVEY ENDS HERE**

**THANK YOU VERY MUCH FOR YOUR COOPERATION.**

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

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
<b>a15d</b>	<b>a15m</b>	<b>a15y</b>	<b>a15h</b>	<b>a15min</b>

### INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:

<b>A.16</b>	It is my perception that the answers given to questions regarding opinions and perceptions were:
-------------	--

Truthful	1
Somewhat truthful	2
Not truthful	3

**a16**

<b>A.17</b>	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:**

<b>A.18</b>	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**

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

<b>Hour</b>	<b>Minutes</b>

**a19h****a19m**