

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.1a Language	Language A1a
English	1
Sinhala	2
Tamil	3

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

a3c

Yes	1
No	2

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.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.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.4 Industry

Sampling sector

Screener sector

a4a

a4b

Manufacturing :Section D	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	
Retail	Retail	52	52

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**

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A.13 Supervisor code **a13**

Number of establishments that form the firm	a7a
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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
DOES NOT APPLY	-7

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

Yes	1
No	2
DOES NOT APPLY	-7

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

Yes	1
No	2
DOES NOT APPLY	-7

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

Yes	1
No	2
DOES NOT APPLY	-7

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

(dd) Day 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 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
Other (specify) <u> b1x </u>	6
DON'T KNOW (SPONTANEOUS)	-9

WRITE 100% and GO TO Question BD.1

b1

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

B.2 What percent of this firm is owned by each of the following parties?
SHOW CARD 2

	Percent	Don't know (spontaneous)	
Private domestic individuals, companies or organizations	b2a %	-9	IF 100% end interview
Private foreign individuals, companies or organizations	b2b %	-9	
Government	b2c %	-9	
Other	b2d %	-9	
	100%		

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

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

	Percent
Percentage held by largest owner or owners	b3 %
DON'T KNOW (SPONTANEOUS)	-9

READ ONLY IF A7=1 (yes)
I want to proceed by asking you about this establishment only.

BD.1 Does this establishment rely on one or more family members in decision-making?

Yes	1	bd1
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

BD.2 Are any of this establishment's suppliers partially or fully owned by any of the major owners of this establishment?

Yes	1	bd2
No	2	
DON'T KNOW (SPONTANEOUS)	-9	
DOES NOT APPLY	-7	

BD.3 Are any of this establishment's customers partially or fully owned by any major owners of this establishment?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

bd3

BD.4 What was the most recent event that led this establishment's current ownership structure?
SHOW CARD 3

	Number
Type of event	bd4
Start-up from scratch	1
Merger	2
Spin-off of another firm	3
Transfer or inheritance of family establishment	4
Other (specify)___	
DON'T KNOW (SPONTANEOUS)	-9

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.7 How many years of relevant experience working in this sector does the top manager have?

	Years
Manager's experience in sector	b7
LESS THAN ONE YEAR	1
DON'T KNOW (SPONTANEOUS)	-9

SARC.3 What position did the Top Manager of this establishment hold prior to this position?
SHOW CARD 4

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
DON'T KNOW (SPONTANEOUS)	-9

**Sarc
3**

BD.6 Is this establishment fully or partially owned by the Top Manager?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

bd6

BD.7 What is the highest completed level of education of the Top Manager?
SHOW CARD 5

- 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
- DON'T KNOW (SPONTANEOUS)** **-9**

bd7

B.8 Does this establishment have an internationally-recognized quality certification?
(INTERVIEWER: if there is need for clarification, some examples are: ISO 9000 or 14000, or HACCP)

Yes	1
No	2
STILL IN PROCESS	-6
DON'T KNOW (SPONTANEOUS)	-9

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	c1
DOES NOT APPLY	-7

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	d1a1x	d1a3 %	d1a2
b. Second	d1b1x	d1b3 %	d1b2
c. Third	d1c1x	d1c3 %	d1c2

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	d2
DON'T KNOW (SPONTANEOUS)	-9
PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 as Fifty Thousand)	
	d2x

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	n3
IF ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO	-7
DON'T KNOW (SPONTANEOUS)	-9

D.3 In fiscal year 2010/11, what percentage of this establishment's sales were: **SHOW CARD 6**

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

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

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

BD.8 In fiscal year 2010/11, what proportion of your establishment's total annual sales are to **SHOW CARD 7**

	Percent	DON'T KNOW (SPONTANEOUS)
Reseller	bd8a	-9
Final consumers	bd8b	-9
Government consumption	bd8c	-9
	100%	

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

BD.9 In fiscal year 2010/11, what proportion of this establishment's total annual sales are through **SHOW CARD 8**

	Percent	DON'T KNOW (SPONTANEOUS)
Distributor, external sales agent, broker	bd9a	-9
Internet	bd9b	-9
Own sales personnel outside the store(s)	bd9c	-9
Own retail store	bd9d	-9
Other	Bd9e	-9
	100%	

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

BD.10 In fiscal year 2010/11, what percentage of this establishment's annual sales resulted from being subcontracted by another firm?

	Percent	
Sales share from subcontracting	bd10 %	
NO SALES	0	GO TO QUESTION BD.12
DON'T KNOW (SPONTANEOUS)	-9	GO TO QUESTION BD.12

BD.11 How was this establishment identified by the main contractor?
SHOW CARD 9

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
DON'T KNOW (SPONTANEOUS)	-9

bd11

BD.12 Has this establishment ever jointly bought any inputs, machinery or equipment with other firms or industry associations?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

IF NO, GO TO BD.14a

bd12

BD.13 How was this establishment's main partner identified? **SHOW CARD 10**

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
DON'T KNOW (SPONTANEOUS)	-9

bd13

BD.14a Does this establishment purchases more than one input from a single supplier?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

GO TO SARD.16

bd14a

BD.14b Would changing to another supplier negatively affect the terms and conditions offered for other inputs?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

bd14b

BD.15 Would changing to another supplier negatively affect your sales?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

bd15

SARD.16 In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers did this establishment use? (domestic and foreign) **READ OUT**

	Number of suppliers used					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main input	1	2	3	4	-9	SARd16a

SARD.17a In fiscal year 2010/11, for the main input that this establishment purchases, how many suppliers could this establishment have purchased from? **READ OUT**

	Number of potential suppliers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main input	1	2	3	4	-9	SARd17a

SARD.18 In fiscal year 2010/11, for the main product that this establishment sells, how many customers did this establishment have? **READ OUT**

	Number of customers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main Product	1	2	3	4	-9	SARd18a

BD.19 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? **READ OUT**

	Number of potential customers					
	None	One	2-5	More than 5	DON'T KNOW (SPONTANEOUS)	
Main Product	1	2	3	4	-9	bd19a

BD.20 In fiscal year 2010/11, did this establishment subcontract any part of its production or services?

Yes	1	GO TO E.1 GO TO E.1
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

bd20

BD.21 How was the subcontractor identified?
SHOW CARD 11

Newspaper or media	1	
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	bd21

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.

E.1 In fiscal year 2010/11, which of the following was the main market in which this establishment sold its main product?
SHOW CARD 12

Local – main product sold mostly in same province where establishment is located	1	
National – main product sold mostly across the country where establishment is located	2	
International	3	
DON'T KNOW (SPONTANEOUS)	-9	

e1

E.2 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?

None	1
One	2
2-5	3
More than 5	4
DON'T KNOW (SPONTANEOUS)	-9

e2

SARD.22a How is the price of this establishment's main product set?
READ OUT

The government	1
Association or company group	2
This establishment	3
DON'T KNOW (SPONTANEOUSLY)	-9

GO TO BD.23a

GO TO BD.23a

sard22a

SARD.22b What is the most important determinant for the price of this establishment's main product?
READ OUT

Prices are set according to cost and profit	1
Prices are set according to the price of competitor(s) or market	2
Other (specify sard22bx)	5
DON'T KNOW (SPONTANEOUS)	-9

sard22b

BD.23a In fiscal year 2010/11, has this establishment reduced prices of its main product in response to price reductions by its competitors?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY	-7

bd23a

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

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

e11

SARD.24 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:

INTERVIEWER: READ EACH OPTION LOUD

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

sard24

F. CAPACITY

F.1 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)?

	Percent
Capacity utilization	f1 %
DON'T KNOW (SPONTANEOUS)	-9

F.2 In fiscal year 2010/11, how many hours per week did this establishment normally operate? **(INTERVIEWER: response must be 168 hours or less)**

	Hours
Typical hours of operation in a week	f2
DON'T KNOW (SPONTANEOUS)	-9

G. LABOR

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

L.1 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)
(INTERVIEWER: include interviewee if applicable).

	Number
Permanent, full-time workers end of last year	11

DON'T KNOW (SPONTANEOUS)	-9
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L.2 Three years ago, at the end of fiscal year **2007/2008**, how many permanent, full-time individuals worked in this establishment? Please include all employees and managers (**INTERVIEWER: include interviewee if applicable**)

	Number
Permanent, full-time workers three years ago	12
If establishment was not in business three years ago	-7
DON'T KNOW (SPONTANEOUS)	-9

SARD.30 In fiscal year 2010/11, how many permanent, full-time workers did this establishment hire?

	Number
Permanent, full-time workers hired	sard30
DON'T KNOW (SPONTANEOUS)	-9

SARD.31 In fiscal year 2010/11, how many permanent, full-time workers left this establishment, regardless of the reason?

	Number
Permanent, full-time workers that left	sard31
DON'T KNOW (SPONTANEOUS)	-9

BD.32 What level of education is required for a permanent full-time worker?
SHOW CARD 13

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
DON'T KNOW (SPONTANEOUS)	-9

bd32

SARD.32 What skills are most required for permanent, full time employees?
READ OUT

English language	1
Leadership skills, team work, work ethics	2
IT and computer skills	3
Other	4
DON'T KNOW (SPONTANEOUS)	-9

SARd32

L.3 At the end of fiscal year 2010/11, how many permanent, full-time individuals in this establishment were: **INTERVIEWER: READ EACH CATEGORY**

	Number	DON'T KNOW (SPONTANEOUS)
Production workers	13a	-9
Non-production workers [e.g., managers, administration, sales]	13b	-9

L.6 How many full-time seasonal or temporary employees did this establishment employ throughout fiscal year 2010/11?
(INTERVIEWER: 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)

	Number	
Full-time seasonal or temporary workers employed last year	16	IF 0, GO TO L.9a
DON'T KNOW (SPONTANEOUS)	-9	GO TO L.9a

L.8 What was the average length of employment of all full-time seasonal or temporary employees in fiscal year 2010/11?

	Months
Average length full-time seasonal or temporary employment	18
LESS THAN ONE MONTH	1
DON'T KNOW (SPONTANEOUS)	-9

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

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

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

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

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

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

L.11 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 (SPONTANEOUS)
Production full-time permanent employees trained	111a %	0	-7	-9
Non-production full-time permanent employees trained	111b %	0	-7	-9

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

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 __ bd33x __)	5
DON'T KNOW (SPONTANEOUS)	-9
bd33	

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

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

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

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
DON'T KNOW (SPONTANEOUS)	-9
	bd35

H. MANAGERIAL ATTITUDES

READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:
This section examines managerial attitudes and leadership styles.

BD.40 The following statements are about manager's attitude towards employees.
INTERVIEWER: READ OUT STATEMENTS

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	-9	bd40a
A manager should have empathy for his employees, he should be inclined to be helpful or show mercy.	0	1	2	3	4	-9	bd40b
A manager should treat his employees like family members.	0	1	2	3	4	-9	bd40c
Devoting energy to taking care of employees is not important for a manager.	0	1	2	3	4	-9	bd40d
Beyond work relations, a manager should be	0	1	2	3	4	-9	bd40e

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

BD.41 The following statements are about *how you personally* feel about your work.
INTERVIEWER: READ OUT STATEMENTS

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

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

	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

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

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?	bd44z
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.

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

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

BD.51 As part of quality control, are quality defects recorded and monitored regularly?

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

BD.52 When I read out the statements regarding the inventory control of this establishment, does it consider the following aspects?

INTERVIEWER: READ EACH OPTION ALOUD	Yes	No	DOES NOT APPLY (SPONTANEOUS)	DON'T KNOW (SPONTANEOUS)

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

BD.53 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	bd53
NO LOSSES	0
DON'T KNOW (SPONTANEOUS)	-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.

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

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

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

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

BD.62	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? SHOW CARD 18
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INTERVIEWER: READ EACH OPTION ALOUD	Never	Very rarely	Someti mes	Frequent ly	Always	DON'T KNOW (SPONTA NEOUS)	DOES NOT APPLY (SPONTA NEOUS)
Relations to suppliers and contractors bd62a	1	2	3	4	5	-9	-7
Production and operations, incl. product and service enhancement (e.g. design) bd62b	1	2	3	4	5	-9	-7
Marketing and sales bd62c	1	2	3	4	5	-9	-7
Customer relations bd62d	1	2	3	4	5	-9	-7

BD.63	Over the last three years, what type of innovation activities has this establishment engaged in?
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INTERVIEWER: READ EACH OPTION ALOUD	Yes	No	DON'T KNOW (SPONTANE OUS)	DOES NOT APPLY	
Introduced new technology in new equipment(s) for product or process improvements	1	2	-9	-7	bd63a
Introduced new quality control procedure in production or operations	1	2	-9	-7	bd63b
Introduced new managerial/administrative processes	1	2	-9	-7	bd63c
Introduced new product or new service	1	2	-9	-7	bd63d
Add new distinctive features to existing products or services	1	2	-9	-7	bd63e
Take measures to reduce production cost	1	2	-9	-7	bd63f

BD.64 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.
SHOW CARD 19

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

BD.65 Does this establishment hire external consultants (both individuals and firms)?

Yes	1	GO TO M.1
No	2	
DON'T KNOW (SPONTANEOUS)	-9	GO TO M.1

bd65

BD.66 If this establishment hired external consultants, how were they identified?
SHOW CARD 20

Newspaper or media	1	bd66
Public officials	2	
Internet	3	
Family and Friends	4	
Co-owners	5	
Company group	6	
Other private individuals or companies	7	
DON'T KNOW (SPONTANEOUS)	-9	

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	m1a
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

Rotation (option 1, 2 or 3)	m1d
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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**

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

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.

I.2 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	i2a
DON'T KNOW (SPONTANEOUS)	-9

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

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

BI.3 **INTERVIEWER:** PLEASE NOTE WHETHER MANAGER CONSULTED ANY WRITTEN RECORDS OR ACCOUNTS WHEN ANSWERING QUESTION **i2** above

Consulted written records	bi3
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Yes	1
No	2

J.2 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	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
No	2
DON'T KNOW (SPONTANEOUS)	-9

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

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	GO TO QUESTION J.7
DON'T KNOW (SPONTANEOUS)	-9	GO TO QUESTION J.7
REFUSE (SPONTANEOUS)	-8	GO TO QUESTION J.7
		j5

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	
DON'T KNOW (SPONTANEOUS)	-9	
REFUSE (SPONTANEOUS)	-8	
		bj6

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	j7a %
NO PAYMENTS OR GIFTS ARE PAID	0
DON'T KNOW (SPONTANEOUS)	-9
REFUSE (SPONTANEOUS)	-8

PROVIDE EITHER ONE OR THE OTHER, NOT BOTH

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

N. PERFORMANCE

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.

N.1 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	n1a %	-9
Services	n1b %	-9
Other	n1c %	-9
	100 %	

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

N.2 For fiscal year 2010/11, please provide the following information about this establishment by referring directly to your income statement:
SHOW CARD 23

	SLR	DON'T KNOW (SPONTANEOUS)
Total annual cost of labor (including wages, salaries, bonuses, social payments)	n2a	-9
Total annual cost of raw materials and intermediate goods used in production	n2e	-9
Total annual cost of fuel	n2f	-9
Total annual cost of electricity	n2b	-9
Other costs of production not included above	n2j	-9

N.6 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	n6a	-9
Land and buildings	n6b	-9

N.7	Hypothetically, if this establishment were to purchase the assets it uses now, in their current condition, how much would they cost?
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	SLR	DON'T KNOW (SPONTANEOUS)
Machinery, vehicles, and equipment	n7a	-9
Land and buildings	n7b	-9

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).

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

Supervisor question to Enumerator

In answering the question with the coin, did the respondent understand?	bd70z
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	a15a1ax	a15a2a	1. 2 a15a3
Second respondent	a15a1bx	a15a2b	1. 2 a15b3
Third respondent	a15a1cx	a15a2c	1. 2 a15c3

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)
a15d	a15m	a15y	a15h	a15min

INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:

A.16	It is my perception that the answers given to questions regarding opinions and perceptions were:
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Truthful	1
Somewhat truthful	2
Not truthful	3

a16

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

a19m