



ETUDE ECONOMIQUE CONSEIL

# ENTERPRISE SURVEY – DELIVERY VARIABLES

## RETAIL & IT QUESTIONNAIRE

### ZAMBIA

9/24/2007 11:41 AM

Country:	Zambia			
Questionnaire ID:	2	Serial		
Establishment ID Code:	eec_estid			
Is Establishment Panel?	Yes		No	
	eec_panel			
Panel ID	eec_panelid			
Supervisor Call Back	Yes		No	
	eec_callback			

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# ENTERPRISE SURVEY

# A - CONTROL INFORMATION

Establishment	eec_est				
Address	eec_addr		Phone	eec_tel	
Region (see table below)	a2		City	a3	
Respondent	eec_resp		Interviewer	Code:	a12
			Supervisor	Code:	a13
	Sample Frame			Reality	
Industry code (see table below)	a4a			a4b	
Size (see table below)	a6a			a6b	
Stratum	sampstrat			screenstrat	
	Yes		No		No, but some shared activities
Is the actual stratum the same as the sample stratum?	a5				
				Yes	No
Is the establishment part of a larger firm?				a7	
If <b>yes</b> , are financial statements of this establishment :					
- kept separate from statements that cover activities at headquarters?				a9	
- kept separate from statements that cover activities of other establishments of the same firm?				a10	
What <b>type</b> of establishment is it?				a8	
If <b>1 or 2</b> , are financial statements for headquarters independent of those for the other establishments				a11	

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

Industry Code					
Food	15		Wholesale	51	
Textiles	17		Retail	52	
Garments	18		Information Technology	72	
Chemicals	24		Hotels and restaurants	55	
Plastics and rubber	25		Other Services	50	
Non metallic mineral products	26		Construction	45	
Basic metals	27		Transport (60-64)	60	
Fabricated metal products	28				
Machinery and equipment	29				
Electronics (31 & 32)	31				
Other manufacturing	2				

Size	
Small (5-19 employees)	1
Medium (20-99 employees)	2
Large (100 employees and more)	3

Type	
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



Month(MM)	Day(DD)	Hour	Minutes	AM/PM
eec_startmonth	eec_startday	eec_starthour	eec_startmin	eec_startampm

**Note: Questions 1 through 3 apply to your entire firm, including all its establishments**

B1)

What is the current <b>legal status</b> of your firm? (see table below)	b1
---	----

Legal status	
Publicly listed company	1
Private held, limited liability company	2
Sole proprietorship	3
Partnership	4
Limited Partnership	5
Other (specify):	6
b1x	

B2) What percentage of your firm is owned by:

Private domestic individuals, companies or organizations	b2a	%
Private foreign individuals, companies or organizations	b2b	%
Government/State	b2c	%
Other	b2d	%
<b>Total</b>	<b>100%</b>	



B3)

What percentage of this firm does the largest owner(s) own?	b3 %	
What is the <b>ethnic origin</b> of the largest shareholder? (see table below):	AFb4a	
	Yes	No
Are any of the owners female?	b4	

Ethnic origin	
African	1
Indian	2
Lebanese or Middle Eastern	3
Other Asian (not Chinese or Indian)	4
European / Caucasian	5
Chinese	6
Other	7



**Note: The following questions only apply to this establishment.**

B4)

What is the highest <b>level of education</b> of the top manager? (see table below)	AFb7a		
How many years of experience working in this sector does the top manager have?	b7 years		
In what year did this establishment begin operations in this country?	b5		
	Yes	No	
Was this establishment formally registered when it began operations in this country?	b6a		if <b>yes</b> , go to C1a
– If no, in what year was it registered?	b6b		

Level of education	
No education	1
Primary school	2
Started but did not complete 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



C2)

In 2006 :	
What percentage of your establishment's sales were:	
- Paid for before delivery	k2a %
- Paid for on delivery	k2b %
- Paid for after delivery	k2c %
<b>Total</b>	<b>100%</b>

C4)

In its communications with clients and suppliers, does your establishment currently use:	Yes	No
- E-mail?	c22a	
- Its own website?	c22b	

ZMC4)

What percent of the telephone calls that this establishment makes are made using:	Percent	What percent are successfully connected and completed on the first try?
- Mobile phones?	c23a1	c23a2
- Mainline telephones?	c23b1	c23a3
	<b>100%</b>	



ZMC5)

In fiscal year <b>2006</b> , what percent of this establishments communication costs were costs related to the use of mobile phones, internet etc.?	Percent
- Mobile phone expenditures?	n9a
- Mainline phone expenditures?	n9b
- Internet expenditures?	n9c
- Other	n9d
	100%

C5)

For **2006**,

Considering this establishment's main sales item :		
- What was its local market share?	AFe1a %	
For this establishment's main product:	Yes	No
Has this establishment reduced prices of its main product in response to price reductions by its domestic competitors?	e12	
Has this establishment reduced prices of its main product in response to price reductions by its foreign competitors?	e13	



C6) In **2006**, what percentage of your establishment's sales were:

National sales	d3a	%		
Direct exports	d3c	%	In what year did you begin exporting directly or indirectly?	d8
Indirect exports (see definition)	d3b	%		
<b>Total</b>	<b>100%</b>			

If **Direct exports** = 0%, go to **D1**

Indirect exports
Goods sold domestically to another firm who then exports them.

C7) If you **exported directly** in **2006**,

What percentage of the consignment value of the products shipped was lost while in transit because of breakage or spoilage?	d7	%
What percentage of the consignment value of the products shipped was lost while in transit because of theft?	d6	%
<b>For the main point of exit in 2006:</b>		
- What was the average number of days it took you to clear customs? (see definition below)	d4	Days
- What was the longest number of days it took you to clear customs?	d5	Days

Days to clear customs
From the time your goods arrived at their point of exit (e.g. port, airport) until the time they cleared customs.





## ENTERPRISE SURVEY

## D - SUPPLIES & IMPORTS

D1)

In <b>2006</b> , what percentage of your establishment's material inputs and/or supplies were:	<b>2006</b>	
- Of domestic origin?	d12a %	If <b>100%</b> , go to <b>D2</b>
- Of which, percentage from micro enterprises (less than five employees)	zad12a1 %	
- Of which, Percentage from small, medium and large enterprises (more than five employees)	zad12a2 %	
- Of foreign origin?	d12b %	

D3)

In <b>2006</b> , what percentage of total annual purchases of material inputs or services, were:	
- Paid for before delivery?	k1a %
- Paid for on delivery?	k1b %
- Paid for after delivery?	k1c %
<b>Total</b>	<b>100%</b>

D4)

Just prior to receiving a delivery of your main sales item, how many days of inventory days of sales does your establishment typically have on hand?	d17 Days
For how many years have you known the primary supplier of the main sales item used in <b>2006</b> ?	AFd11a Years



E2)

	Yes	No	Still in process
Does this establishment have an internationally-recognized quality certification (ISO 9000, 9002, 14000, etc.)?	b8		
<b>In 2006,</b>	<b>Yes</b>	<b>No</b>	
Did this establishment introduce new lines of products or modify existing lines of products in response to pressures from domestic competitors?	e14		
Did this establishment introduced new lines of products or modify existing lines of products in response to pressures from foreign competitors?	e15		

E4)

	Yes	No
Does this establishment compete against unregistered or informal firms?	e11	



F1) a) Do you think that the following present any **obstacle** to the current operations of your establishment? (See table below and show card):

1	Access to finance (availability and cost)	k30
2	Access to land	g30a
	– If access to land is an obstacle, which of the following <b>access aspects</b> presents the biggest obstacle? (see table below and show card)	ZG31a
3	Business licensing and Permits	j30c
4	Corruption	j30f
5	Courts	h30
6	Crime, theft and disorder	i30
7	Customs and Trade Regulations	d30b
8	Electricity	c30a
9	Inadequately educated workforce	l30b
10	Labor Regulations	l30a
	– If <b>labor regulation</b> is an obstacle, which of the following regulation aspects presents the biggest obstacle? (see table below and show card)	SAL33
11	Political instability	j30e
12	Practices of competitors in the informal sector	e30
13	Tax administration	j30b
14	Tax rates	j30a
15	Transportation of goods, supplies, and inputs	d30a
16	Macroeconomic Instability (such as exchange rate instability and inflation)	SAJ30d
	– If macroeconomic instability is an obstacle, which of the following <b>instability aspects</b> presents the biggest obstacle? (see table below and show card)	SAJ31

If = 1, go to point 3

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

If = 1, go to point 11



	Zoning restrictions	g30b
	Regulation on hours of operation	j30g
	Regulations on pricing and mark-ups	j30h
	Telecommunications	c30b

Access Aspects	
1	Land Registration Process
2	Cost of Land
3	Availability of infrastructure (power, water)
4	Availability of infrastructure (access to transportation)
5	Land use/Zoning Plan
6	Cost of Transfer
7	Conveyance of Land/Title
8	Government Ownership of Land

Instability Aspects	
1	Exchange rate instability
2	Level of exchange rate
3	Inflation
4	Unstable domestic demand for this establishment's goods & services
5	Other

Labor Regulation Aspects	
1	Restrictions on part-time hiring and temporary contracts
2	Regulations governing working hours
3	Restrictions on firing
4	Costs of firing
5	Government regulations governing the hiring of foreign employees
6	Cost of hiring
7	Other

b) Among the issues numbered 1 to 15 above, please indicate which one constitutes:

The most serious obstacle	m1a
The second most serious obstacle	m1b
The third most serious obstacle	m1c



G1)

In <b>2006</b> , did your establishment experience:	Yes	No	If yes,			
			How many times in a typical month?	How long did each occurrence last on average?	What were your total losses for the year as a result,	
					as a % of annual sales	or as a total amount
Power outages?	c6		c7	c8 hrs	c9a %	c9b ZMK

G2) ASK THIS QUESTION ONLY FOR RETAIL AND IT ESTABLISHMENTS

	Yes	No	If no, go to G3
Does this establishment have a high-speed, broadband Internet connection on its premises?	c23		
If <b>yes</b> , is this establishment's Internet connection used to: (multiple answers possible)	Yes	No	
- Communicate with clients and suppliers?	c24a		
- Deliver services to this establishment's clients?	c24c		
- Do research and develop ideas on new products and services?	c24d		
- Make purchases for this establishment?	c24b		
Do concerns about the security of Internet connections or authentication of parties in a transaction affect the volume and/or nature of these purchases?	c28		
In <b>2006</b> did this establishment experience unavailability of Internet connection?	c25		
If <b>yes</b> :			
- How many times over a typical month?	c26		
- On average how long did the unavailability of the connection last?	c27 minutes		



ZMG2)

How <b>important</b> is the Internet in finding information and researching things such as new production technologies, new market opportunities, new partners etc. for this establishment? (See table below)	zac24
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Importance	
1	Not important at all
2	Of minor importance
3	Of moderate importance
4	Of major importance

G3) ASK THIS QUESTION ONLY FOR RETAIL ESTABLISHMENTS

	Area	Units
What is the total selling area in this establishment? Please specify the measurement unit (see table below)	g5a units <sup>2</sup>	g5b
	Owned	Leased/ Rented
Of the buildings occupied by this establishment, what percentage are:	g6a %	g6b %
Over the last three years:	Yes	No
Has this establishment attempted to acquire new land or buildings to expand operations?	g7	
If <b>yes</b> , has any of these attempts been unsuccessful?	g8	

Unit	
Square Feet	1
Square Yards	2
Square Meters	3
Other (specify)	4
g5bx	



G8)

	Yes	No
In <b>2006</b> , did this establishment pay for security (equipment, personnel, or professional security services)?	i1	
– If <b>yes</b> , how much was spent? (calculated as total annual cost or as a percentage of annual sales)	i2b ZMK	i2a %

G9)

	Yes	No
In <b>2006</b> , did this establishment experience losses as a result of theft, robbery, vandalism or arson?	i3	
– If <b>yes</b> , what were the estimated losses? (calculated as the total annual value or as a percentage of annual sales)	i4b ZMK	i4a %



# ENTERPRISE SURVEY

# I - BUSINESS – GOVERNMENT RELATIONS

I1)

<b>Over the last 12 months</b> , in a typical week, what percentage of total senior management's time was spent in dealing with requirements imposed by government regulations? (see definition below)	j2 %		
To what extent do you <b>agree or disagree</b> with the following statements? (see table below and show card)			
- Government officials' interpretations of the laws and regulations affecting this establishment are consistent and predictable	j1a		
- The court system is fair, impartial and uncorrupted	h7a		
- Corruption is a greater problem today than it was one year ago	J1b		
We've heard that establishments are sometimes required to make gifts or informal payments to public officials to "get things done" with regard to customs, taxes, licenses, regulations, services etc. On average, what percentage of total annual sales, or estimated annual value, do establishments like this one pay in informal payments/gifts to public officials for this purpose?	j7a %	j7b ZMK	
In fiscal year 2006, what percent of this establishments' total output was sold to the Government or Government agencies (including State-Owned Enterprises)?	ZAd3j %		
	Yes	No	
Over the last 12 months, has this establishment secured a government contract or attempted to secure a contract with the government?	j6a		IF NO, GO TO I2
- <b>If yes</b> , when establishments like this one do business with the government, what percentage of the contract value would typically be paid in informal payments/gifts to secure the contract?	j6 %		

Agree or disagree	
Strongly disagree	1
Tend to disagree	2
Tend to agree	3
Strongly Agree	4

Senior Management
Managers, directors, and officers above direct supervisors of production/sales workers.

Government regulations
For example : taxes, customs, labor regulations, licensing and registration, including dealings with officials and completing forms





I2)

In the last 2 years, did you request:	Yes	No	If yes, how many days did it take to obtain? If still in process, write "SIP". If application denied, write "AD".	If yes, was a gift or informal payment ever expected/requested?	
				Yes	No
A mainline telephone connection	c19		c20 Days	c21	
An electrical connection	c3		c4 Days	c5	
A water connection	c12		c13 Days	c14	
A construction-related permit	g2		g3 Days	g4	
An import license	j10		j11 Days	j12	
An operating license	j13		j14 Days	j15	

ZMI2)

		Yes	No
Does this establishment need to renew licenses and/or permits periodically (ex. every year, every two years, etc.)?		j16	
If yes,	Number to be renewed	Average time needed to renew	
	Permits/Licenses	Permits/Licenses	
- At the Local Government level:		j16a	j16b Days
- At the National Government level:		j16c	j16d Days



I3)

	Yes	No
Over the last 12 months, was this establishment visited by, inspected by, or required to meet with tax officials?	j3	
– If <b>yes</b> , how many times?	j4	
	Yes	No
– In any of these visits, inspections or meetings, was a gift or informal payment expected/requested?	j5	

ZMI3)

Thinking about all required payments such as taxes, rates, license fees, levies, that this establishment makes to government agencies, including municipal agencies, what percent is paid to the Zambia Revenue Authority in the form of tax payments?	afj8a %
Over the last three years, has the <b>share</b> of required payments (such as taxes, rates, license fees) that are made to government agencies other than the Zambia Revenue Authority increased, decreased, or remained about the same? (See table below)	ZAJ8b

share	
Increased	1
Remained the same	2
Decreased	3



*Please refer to the following definitions for this section*

Definitions	
Skilled production workers :	Persons involved directly in the production process or at a supervisor level and whom management considers to be skilled
Unskilled production workers :	Persons involved in production processes but whom management considers to be unskilled.
Non production workers :	Management, professional, support, administrative, sale employees and others
Temporary/seasonal workforce	All paid short-term (i.e. for less than a fiscal year) employees that work 8 or more hours per day with no guarantee of renewal of employment contract)
Permanent workforce	All paid employees that work 8 or more hours per day and that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract.
Part-time workers	All paid workers that work less than 8 hours per day

J1)

How many full-time employees did this establishment employ when it started operations?	b6
--	----

J2)

Please describe the <b>full-time permanent workforce</b> of your establishment:	<b>Total</b>
Total number of employees at the end of <b>2006</b>	I1
Total number of employees at the end of <b>2003</b>	L2
Next year, in the year <b>2008</b> , how many permanent, full-time employees do you expect this establishment to employ under current plans?	I2a

J3)

Please describe the <b>full-time seasonal/temporary workforce</b> of your establishment in <b>2006</b>	
Total number of seasonal/temporary employees :	I6
Average length of employment (months)	I8 Months
How many full-time seasonal or temporary employees do you expect this establishment to employ next fiscal year <b>2008</b> ?	ZA16a

J4)

At the end of <b>2006</b> , how many <b>part-time</b> workers did you employ?	AF18a
Next fiscal year <b>2008</b> , how many <b>part-time workers</b> do you expect this establishment will employ?	ZA18b



J6)

Over the last three years, has it become easier, remained about the same, or become more difficult to <b>find and hire</b> the workers that you need? (See table below)	ZAL34	
How are <b>wages</b> and conditions of services for most employees in this establishment determined? (See table below)	ZAL16	
	Yes	No
Does this establishment currently have any foreign workers?	L15	
For any foreign workers hired in past three fiscal years, <b>after identifying the workers</b> , how long did it take, on average, to complete all required procedures (residence permits, work permits etc.)?	AFL15a days	
What percentage of your workforce is currently unionized?	AFI12 %	

Find and Hire	
Easier	1
Remained the same	2
More difficult	3

Wages	
Through a collective bargaining process between employer and employees	1
By the employer through the terms and conditions of contract of employment, attested by the Labour Commissioner	2
By subsidiary laws of the Minimum Wages and Conditions of Employment Act	3
Other	4



J8)

	Yes	No
In <b>2006</b> , did this establishment run formal training programs for its permanent, paid full-time employees?	I10	
- How much did the establishment spend on the programs as a percent of total sales?	AFI10a %	

J9)

In <b>2006</b> , did your establishment undertake any of the following activities to prevent HIV/AIDS among employees?	Yes	No
- HIV prevention messages	AFs3a	
- Free condom distribution	AFs3b	
- Anonymous HIV testing	AFs3c	
How much did you spend on all HIV/AIDS programs and activities?	AFs4 ZMK	

J10)

In the past 24 months, has your workforce been affected in any of the following ways:	Yes	No
- High absenteeism among workers due to sickness	AFs1a	
- High absenteeism among workers who need to care for family members or friends due to sickness	AFs1b	
- High absenteeism among workers due to HIV/AIDS	AFs2a	
- High absenteeism among workers who need to care for family members or friends due to HIV/AIDS	AFs2b	

J11)

	Yes	No
Do you have a pre-employment health check for new employees?	AFs1y	



K1)

	Yes	No
In <b>2006</b> , did this establishment have its annual financial statements checked and certified by an external auditor?	k21	
Does this establishment currently have a checking and/or saving account?	k6	
Of the land occupied by this establishment, what percentage does it :		
- Own	g1a	%
- Lease	g1b	%
<b>Total</b>	<b>100%</b>	

K2)

	Yes	No
Does your establishment have an overdraft facility?	k7	



K3)

For <b>2006</b> , please estimate the proportion of financing from the sources below for :	Working capital (Current assets)	Did you purchase Fixed assets in 2006?		If No, go to K4
		Yes	No	
		k4		
		Purchases of fixed assets		
Internal funds/Retained earnings	k3a %	k5a	%	
Borrowed from banks (private and state-owned)	k3bc %	k5bc	%	
Borrowed from non-bank financial institutions	k3e %	k5e	%	
Purchases on credit from suppliers and advances from customers	k3f %	k5f	%	
Owner's contribution or new shares issued		k5i	%	
Issued new debt (including commercial paper and debentures)		k5j	%	
Other (moneylenders, friends, relatives, etc)	k3hd %	k5hd	%	
<b>Total</b>	<b>100%</b>	<b>100%</b>		

Current assets
Inventory, accounts receivable and cash accounts

Fixed assets
Machinery, vehicles, equipment, land, or buildings



K4)

	Yes	No	
Does your establishment currently have a line of credit or loan from a financial institution?	k8		If No, go to K5
If <b>yes</b> , for the most recent line of credit or loan which is still current:	Line of credit	Loan	
– What year was it approved?	k10		
– What was the amount at the time of approval?	k11 ZMK		
– What is the average annual interest rate?	AFk10a %		
– What is the total duration (term) in months?	k12 Months		
– What <b>type of financial institution</b> granted the line of credit or the loan? (see table below)	k9		
	Yes	No	
Did your financial institution require collateral?	k13		If No, go to K5
If <b>yes</b> , which of the following assets were required as collateral:	Yes	No	
– Land, buildings under ownership of the establishment	k14a		
– Machinery and equipment including movables	k14b		
– Accounts receivable and inventories	k14c		
– Personal assets of owner (house, etc.)	k14d		
– Other	k14e		
– If <b>yes</b> , what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit?	k15 %		Go to K5

Type of financial institution	
Private commercial banks	1
State-owned banks and/or government agency	2
Non-bank financial institutions (microfinance institution, credit cooperative, credit union, finance company)	3
Other	4





K5)

	Yes	No	
In <b>2006</b> , did this establishment apply for loans or lines of credit?	k16		If <b>No</b> , go to K6
- If <b>yes</b> , how many applications were submitted?	k18		
- How many of those applications were rejected?	k19		If <b>0</b> , go to L1
- What was the most common <b>reason</b> given by the lender for those rejections? (see table and show card)	AFk20		Go to L1

Reason cited by lender	
Collateral or cosigners unacceptable	1
Insufficient profitability	2
Problems with credit history/report	3
Incompleteness of loan application	4
Concerns about level of debt already incurred	5
Other objections	6

K6)

If your establishment did not apply for a line of credit or a loan, what was the <b>main reason</b> ? (see table below and show card)	k17
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Main reason	
No need for a loan - establishment has sufficient capital	1
Application procedures for loans or line of credit are complex	2
Interest rates are not favorable	3
Collateral requirements for loans or line of credit are unattainable	4
Size of loan and maturity are insufficient	5
Did not think it would be approved	6
Other	7



L1)

	2006 (ZMK)	2003 (ZMK)
What were the total sales of your establishment in:	d2	n3

L2)

Please provide the following information on your establishment's costs:	2006 (ZMK)
- Total cost of finished goods and materials purchased to resell (ASK THIS QUESTION ONLY FOR RETAIL ESTABLISHMENTS)	n2i
- Total cost of labor, including wages, salaries and bonuses and social payments	n2a
- Total cost of rental of land/buildings, equipment, furniture	n2d

L3)

Please provide the following information on your establishment's costs:	2006 (ZMK)
- Electricity	n2b
- Communications services	n2c

L4)

In 2006, how much did your establishment spend on purchases of:	2006 (ZMK)
- Machinery, vehicles and equipment (new and/or used)	n5a
- Land and buildings	n5b
- Information technology	n5c



COMPLETE THE FOLLOWING QUESTIONS AFTER THE INTERVIEW HAS BEEN COMPLETED

Month(MM)	Day(DD)	Hour	Minutes	AM/PM
eec_endmonth	eec_endday	eec_endhour	eec_endmin	eec_endampm

I perceive the answers to questions regarding <b>opinions and perceptions</b> to be (see table below):	a16
The answers to questions regarding <b>figures</b> (productivity and employment numbers) (see table below):	a17
Duration of <b>main</b> interview net of waiting time	eec_m3 min
This <b>questionnaire</b> was completed in (see table below):	a18
- If <b>2</b> or <b>3</b> , estimate the duration of the whole interview	eec_m3b1 h eec_m3b2 min

Opinions and Perceptions	
Truthful (reflect real opinions)	1
Somewhat truthful	2
Not truthful	3

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

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

Interviewer comments:

eec\_comments

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