

Respondent ID#: _____
Name of Interviewer: _____

PACRO Firm Level Questionnaire

(30 firms selected randomly, either as exit survey or contacted at place of business)

Introduction

The Millennium Challenge Corporation, a US government donor agency, is currently conducting an evaluation of the Zambia Threshold Project (ZTP) which it funded from June 2006- December 2008. ZTP worked with PACRO to set up Customer Service Centers, automate the registration process, and increase the quality of customer care. The ultimate objective of these activities was to reduce the number of days to register a business and reduce opportunities for corruption. PACRO has shared a list of the companies that have registered their business in the last month and your company is included. We would like to ask you some questions about your experience at PACRO to help us understand whether or not the program has been of benefit to the private sector. Please note that the answers will be reported in an aggregated manner to protect confidentiality and to inform the evaluation as a whole.

Comment [EHW1]: This is only applicable to firms in Livingstone since firms in Lusaka will be done as exit interview.

Part I. General Information

1. Name of firm: _____
2. Position of respondent (job title): _____
3. Sector: _____
 - Manufacturing
 - Trade
 - Services
4. Form of ownership:
 - Sole proprietor
 - Partnership
 - Private Company
 - Public Company
 - Foreign Company registered in Zambia
 - Other
5. Where is the headquarters of the company you are registering?
 - ___ Lusaka
 - ___ Northern Province
 - ___ Eastern Province
 - ___ Southern Province
 - ___ Foreign company

Comment [EHW2]: Normally I would ask that they speak to the owner or general manager if they are arranging the interview by appointment. Please. add instructions to the enumerators.

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___ Other _____

6. Annual turnover:

- Under 50 million kwacha
- Between 50-100 million kwacha

Comment [EHW3]: Stephen, in order to make this close ended, I suggest giving ranges please change this to amounts you think makes sense.

7. Number of employees:

- 1-5
- 6-11
- 20-50
- 51-100
- 100-499
- Over 500

8. At which PACRO branch was your application lodged? (Please circle one)

Lusaka Ndola Livingstone Chipata

Part II. Registration Experience

9. Please tell us which operations you completed recently with PACRO: (please check all that apply)

- Name Clearance
- Registration of Business Name (Individual)
- Registration of Business Name (Partnership)
- Registration of Business Name (Corporation)
- Annual Return of a Business Name
- Application for Incorporation as a Public Company
- Application for Incorporation as a Private Company
- Other [Please list: _____]

10. What was your source of information on how to register? (check all that apply)

- Information desk at PACRO
- A desk officer at PACRO
- The signed placards in the PACRO office
- PACRO Website
- My notary/lawyer
- My agent
- Other [Please list: _____]

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11. Were the instructions clear?

☐ yes ☐ no ☐ no opinion

Please explain: _____

12. Did the instructions correspond to the actual process that was followed?

☐ yes ☐ no ☐ don't know

Please explain: _____

13. How many days did it take to complete your transaction with PACRO (counting from time of lodging application to time of receiving completed certificate)?

☐ same day ☐ less than a week ☐ less than 2 weeks ☐ less than 4 weeks ☐ over a month

14. Did this time correspond to the amount of time you were told it would take?

☐ yes ☐ no ☐ don't know

15. Did you have to make multiple visits to PACRO in order to check on the progress of your application or file additional paperwork? ☐ yes ☐ no ☐ N/A (used an agent or notary) *(If response is yes, proceed to next question, otherwise skip to Question 20)*

16. If yes, how many visits total did you make to PACRO before picking up the completed application?

☐ 2/3

☐ 4/5

☐ more than 5

17. Were you at any point in the process, asked to meet a staff member in a private office or away from the Customer Service Center? ☐ yes ☐ no (skip to Question 22)

18. If yes, please explain: _____

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19. Did the amount you paid for your certificate(s) correspond to the written notices at the PACRO office?

___ yes ___ no ___ don't know

20. If not, how much did you pay? _____ kwacha

Part III. Improvements in Service

21. How would you rate your experience at PACRO in terms of staff courtesy and knowledge?

_____ very good _____ satisfactory _____ poor _____ no opinion

22. How would you rate your experience at PACRO in terms of waiting time to be served?

_____ very good _____ satisfactory _____ poor _____ no opinion

23. How would you rate your experience at PACRO in terms of processing time to obtain certificates?

_____ very good _____ satisfactory _____ poor _____ no opinion

24. How would you rate your experience at PACRO in terms of the comfort of the Customer Service Center?

_____ very good _____ satisfactory _____ poor _____ no opinion

25. Some government offices have a poor reputation of requiring extra payment (speed money) to obtain service. Do you think PACRO suffers from this problem?

_____ a great deal _____ sometimes _____ never _____ no opinion

Please explain: _____

Part III. Previous Experience with PACRO

26. Was this the first time that you had applied at PACRO?

_____ No (skip to Question 34) _____ Yes

27. If you had applied at PACRO before, what year was this in? _____

28. During your last transaction with PACRO did you use an agent?

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___ yes ___ no ___ don't remember

29. If you used a notary or agent, what was your reason for not applying in person?

- Notary/lawyer was handling all aspects of my company's incorporation or partnership (skip to Question 12)
- It is too time consuming to apply myself
- It is too confusing to apply myself (I am unclear of the requirements)
- I am located outside of Lusaka and can't apply where I live
- Other [Please list: _____]

30. If you selected "too time consuming" or "too confusing", please explain why you have this impression:

31. How much did you pay the agent to conduct the transaction on your behalf?

_____ kwacha *(If they don't remember, ask them to approximate)*

32. How would you compare the time it took to process your application on your recent visit compared with your first visit?

_____ faster _____ slower _____ same _____ no opinion

33. How would you compare the quality of customer care on your recent visit compared with your first visit?

___ better ___ worse ___ same ___ no opinion

34. How would you compare the level of corruption on your recent visit compared with your first visit?

___ better ___ worse ___ same ___ no opinion

Please explain: _____

Part IV. Customer Outreach and Feedback

35. PACRO makes periodic efforts to inform the public about their services. Have you heard about PACRO through any of the following? (check all that apply)

___ TV announcements

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- ☐ Radio announcements
- ☐ Newspaper announcements
- ☐ Brochures
- ☐ PACRO staff speaking at trade shows or business association events
- ☐ Other (describe) _____
- ☐ No, I have never seen any public communications about PACRO

36. Have you ever contacted PACRO to complain about: (check all that apply)

- ☐ Amount of paperwork required as part of the application process
- ☐ Delays in service (Not receiving my certificate fast enough)
- ☐ Unprofessional behavior by staff members
- ☐ Demands for extra payment or "speed money"
- ☐ More serious criminal acts
- ☐ Other [_____]
- ☐ No, I have never lodged a complaint with PACRO (skip to Question 39)

37. How did you lodge your complaint or suggestion?

- Suggestion Box at the office
- Spoke to a staff member
- Wrote a letter to management
- Called the PACRO office
- Other [_____]

38. Was PACRO responsive to your concern? ☐ yes ☐ no (if no, skip to Question 39)

Please explain: _____

39. If yes, how soon did they respond to your concern?

- Within a week
- Within a month
- More than a month

How did they contact you?

- Called your office
- Wrote a letter to you
- ☐ Spoke to you
- ☐ Didn't contact me but I saw improvement

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- Other [_____]

40. If you have not lodged a complaint with PACRO, why not?

☐ I am satisfied with their service/ No reason to complain

☐ I do not believe they will respond

☐ I am too busy

☐ I am concerned about possible repercussions

☐ Other

41. Do you have additional comments you would like to share with us for our evaluation? Please explain:

Thank you for your time and candid responses to the questions!